

California - Child and Family Services Review

County Self-Assessment 2019



Table of Contents

Table of Contents

- TABLE OF CONTENTS..... 1
- INTRODUCTION 4
- C-CFSR PLANNING TEAM & CORE REPRESENTATIVES 5
 - C-CFSR TEAM..... 6
 - CORE REPRESENTATIVES..... 6
 - THE CSA PLANNING PROCESS..... 7
- DEMOGRAPHIC PROFILE 8
 - GENERAL COUNTY DEMOGRAPHICS..... 8
 - CHILD MALTREATMENT INDICATORS..... 10
 - CHILD WELFARE AND PROBATION POPULATION..... 14
- PUBLIC AGENCY CHARACTERISTICS..... 20
 - POLITICAL JURISDICTIONS 20
 - COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE 22
 - FINANCIAL/MATERIAL RESOURCES..... 29
 - CHILD WELFARE/PROBATION OPERATED SERVICES 31
 - OTHER COUNTY PROGRAMS 32
- STATE AND FEDERALLY MANDATED CHILD WELFARE/PROBATION INITIATIVES..... 34
- BOARD OF SUPERVISORS (BOS) DESIGNATED COMMISSION, BOARD OF BODIES 37
 - THE BOS-DESIGNATED PUBLIC AGENCY 37
 - CHILD ABUSE PREVENTION COUNCIL (CAPC) 37
 - COUNTY CHILDREN’S TRUST FUND COMMISSION, BOARD OR COUNCIL 38
 - PSSF COLLABORATIVE 39
- SYSTEMIC FACTORS..... 39
 - MANAGEMENT INFORMATION SYSTEMS..... 39
 - CASE REVIEW SYSTEM 41

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION	47
STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING	50
AGENCY COLLABORATION	52
SERVICE ARRAY	59
QUALITY ASSURANCE SYSTEM	69
CRITICAL INCIDENT REVIEW PROCESS	76
NATIONAL RESOURCE CENTER (NRC) TRAINING AND TECHNICAL ASSISTANCE	76
PEER REVIEW RESULTS	76
FOCUS AREA & METHODOLOGY	77
OUTCOME DATA MEASURES	86
CFSR3: SAFETY PERFORMANCE AREA 1: MALTREATMENT IN FOSTER CARE (3-S1)	87
CFSR3: SAFETY PERFORMANCE AREA 2: RECURRENCE OF MALTREATMENT (3-S2)	88
CFSR3: PERMANENCY PERFORMANCE AREA 1: PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE (3-P1)	89
CFSR3: PERMANENCY PERFORMANCE AREA 2: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 12-23 MONTHS (3-P2)	92
CFSR3: PERMANENCY PERFORMANCE AREA 3: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 24 MONTHS OR MORE (3-P3)	93
CFSR3: PERMANENCY PERFORMANCE AREA 4: RE-ENTRY TO FOSTER CARE (3-P4)	95
CFSR3: PERMANENCY PERFORMANCE AREA 5: PLACEMENT STABILITY (MOVES PER 1,000 DAYS) (3-P5)	96
2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE	97
2F TIMELY CASEWORKER VISITS WITH CHILDREN	98
2S TIMELY CASEWORKER VISITS WITH CHILDREN RECEIVING IN-HOME SERVICES	100
4A SIBLINGS PLACED TOGETHER IN FOSTER CARE	102
4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)	103
4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)	104
4E ICWA & MULTI-ETHNIC PLACEMENT STATUS	105
WELL BEING OUTCOME MEASURES	106
5A (1) USE OF PSYCHOTROPIC MEDICATION AMONG YOUTH IN FOSTER CARE	106
5B (1) RATE OF TIMELY HEALTH EXAMS	107
5B (2) RATE OF TIMELY DENTAL EXAMS	108

5F PSYCHOTROPIC MEDICATIONS 109

6B INDIVIDUALIZED EDUCATION PLAN 109

8A OUTCOMES FOR YOUTH EXITING FOSTER CARE AGE 18 OR OLDER 110

SUMMARY OF FINDINGS 111

APPENDICES 118

Introduction

The Mono County Department of Social Services (MCDSS) and the Mono County Probation Department (MCPD) have completed this County Self-Assessment (CSA) in accordance with the provision of the Child Welfare Outcome and Accountability System, referred to as the California Child and Family Services Review (C-CFSR). The Mono CSA is one piece of a larger continuous quality improvement process which relies on both qualitative and quantitative data to guide Social Services and Probation in planning for program enhancements. The C-CFSR was established by the California's Child Welfare System Improvement and Accountability Act (AB 636). As required by AB 636, Mono County must regularly analyze, in collaboration with key community stakeholders (e.g., parents, youth in foster care, public agency personnel, staff from community-based organizations, foster parents and relatives caring for youth in foster care) through a structured format its performance on specific child welfare and probation outcomes.

State and Federal outcomes are measured, for children involved in child welfare out of home placement, including those served by probation, using quantitative data collected by the statewide child welfare database Child Welfare Services / Case Management System (CWS/CMS). In addition to analyzing the outcome indicators the Department of Social Services and Probation must review systematic and community factors that correspond to the federal review. Areas needing improvement are incorporated into a five-year System Improvement Plan (SIP), which is also developed in partnership with community stakeholders and partners. The SIP must both be approved by the Mono County Board of Supervisors and submitted to the State.

In addition, the Mono County Self-Assessment includes plans for the expenditure of federal and state funds for the Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP). Mono County's last County Self-Assessment was completed in 2013 and was the basis

for the most recent SIP goals and strategies. Planning for the current CSA was built upon the progress that was made during the past five years and related to the SIP to improve collaboration and increase resources for families in our County despite limited resources and the challenges that face California small rural counties. The commitment of staff in both child welfare and probation and the support of our community partners has been vital to our progress and will continue to be the foundation of our capacity to protect children from abuse in Mono County and strengthen families.

A stakeholder meeting was conducted on May 17, 2018 from 9:00am to 12:00pm at the Snow Creek Athletic Club in Mammoth Lakes. Participants were given a presentation on the demographics and outcome data for Mono County and a brief overview of the day's event schedule. Small focus groups were conducted within the meeting on a range of pertinent topics: Permanency, Reentry, Well-Being and Transitional Age Youth, Recurrence of Maltreatment and a variety of global questions interrelated to child welfare.

Two sets of focus groups occurred over the course of two hours during the peer review on day one. One set of biological parents and X child welfare supervisors were interviewed in these two focus groups. Findings from the stakeholder event and focus groups have been summarized and summaries are placed throughout the report in relevant analyses of each of these topics.

- a **Probation Parents: 4; children's ages – 16 & 18**
- b **CWS Parents: 3; children's ages – 10months, 5, 6 and 24 years old**
- c **Foster Parents: 2; children's ages – 3 & 5 years old**

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

As per AB 636, Mono County Department of Social Services, Probation and the CDSS partnered together to plan, conduct and implement the Mono County Self-Assessment. The core planning team included the 1) Social Services Director, Program Manager, and Supervisor, 2) Probation Chief and Supervisor, 3) consultants with the CDSS Outcomes and Accountability Bureau and the Office of Child Abuse and Prevention, and 4) staff from the University of California, Davis, Northern California Training Academy who were contracted to serve as consultants, facilitators and event coordinators.

CORE REPRESENTATIVES

Mono County sought participation of key community stakeholders as part of the county self-assessment to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. This was accomplished via two key activities, 1) a Mono County Stakeholder meeting was convened on May 17, 2018 and 2) focus groups were coordinated for biological parents of children in foster care and foster parents (May 16, 2018), youth (unfortunately no youth participated), child welfare leadership (May 16, 2018) and tribal leadership of the Utu Utu Gwaitu Tribe of the Benton Reservation (May 21, 2018). UC Davis facilitated the stakeholder meeting as well as the focus groups with the exception of the tribal focus group which CDSS facilitated. A summary of findings from the stakeholder meeting and focus groups are presented throughout the content of the assessment.

All of the required core participants contributed to the Mono County Self-Assessment, along with a significant number of other recommended participants.

The following attended the Stakeholder Meeting on May 17, 2018.

1. Michelle Raust, Program Manager, Mono County CWS
2. Kathy Peterson, Director, Mono County CWS
3. Krista Cooper, Supervisor, Mono County CWS
4. Sandra Villalpando, Social Worker, Mono County CWS
5. Mitchell Cyr, Social Worker, Mono County CWS
6. Raymond Gaffney, Social Worker, Mono County CWS
7. Pedro Figueroa, Social Services Aid, Mono County CWS

8. Holly Simpson, CDSS State Adoptions
9. Carmen Sastre, CDSS State Adoptions
10. Jazmin Barkley, Supervisor, Mono County Probation
11. Salvador Montanez, WRAP Coordinator, Mono County Behavioral Health
12. Sandra Pearce, Director, Mono County Public Health
13. Robin Roberts, Director, Mono County Behavior Health
14. Trina Tobey, Director, Wild Iris (DV services, parenting, SART, supervised visits, etc)
15. Stacey Adler, Superintendent, Mono County Office of Education
16. Didi Tergesen, CAPC Coordinator, Mono County Office of Education
17. Chris Callinan, Investigator, Mono County District Attorney
18. Gerald Mohun, Attorney/Public Defender
19. Anna Jones, Marine Base (Mountain Warfare Training Center) Family Advocacy Program
20. Arlene Brown, Toiyabe Indian Health
21. Queenie Bernard, IMACA, Director of Child Care Services
22. Shelby Stockdale, Public Health Nurse/Foster Care Nurse, Mono County Public Health
23. Lara Walker, First 5 Mono County Home Visiting
24. Orlando Mejia, Juvenile Probation Officer
25. Andrea Conetto, Kern Regional Center
26. Jeanne Sassin, Lee Vining Principal / ESUSD
27. Heather Edwall, RFA parent
28. Angela Lewis, Evaluation Coordinator, Toiyabe Indian Health Project—Family Services

THE CSA PLANNING PROCESS

To manage the overall CSA process, the planning committee instituted regular meetings with the core representatives and their technical assistance and supporting staff. These meetings focused on overall progress, logistics, milestones, and deadlines to ensure that the entire initiative remained on track. This committee was responsible for the planning of the Mono County Peer Review, Stakeholder Meeting, focus groups and writing of the CSA report.

Demographic Profile

GENERAL COUNTY DEMOGRAPHICS

Located in the east central portion of California, Mono County encompasses 3,048.98 square miles which includes National forests, such as Yosemite National Park, lakes for fishing, trails for hiking or biking and beautiful mountains. As of July 1, 2017, Mono County has a total estimated population of 14,168 individuals, with 19.1% of those individuals under age 18. The county has a population per square mile of 4.7. Racial and ethnic data breakdowns are provided in the tables below. The following tables illustrate these demographics based on U.S. Census data as of July 1, 2017 (V2017).¹

Mono County has a lower percentage of families living below the poverty line (compared to California averages). Mono County also has a relatively low unemployment rate. Limited family supports, and services is the main regional problem facing Mono County. In particular, services in outlying communities such as Coleville/Walker and Benton are very sparse. Complicating the sparsity of services is the very limited public transit system serving the eastern sierra. Access to specialized (or even the most basic) services requires long drives to more urban areas. Transportation issues are noted throughout the report (see pg. 62).

Table 1: Mono County Estimated Population, by Race, 2017

Race	Est. Number	Percent
White, alone	12,907	91.1%
Black African American, alone	113	0.8%
American Indian or Alaska Native, alone	411	0.3%
Asian, alone	255	0.2%
Native Hawaiian or Pacific Islander, alone	113	0.8%
Two or More Races	368	0.3%

¹ U.S. Census Bureau: State and County QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits. Accessed April 30, 2018 at <https://www.census.gov/quickfacts/fact/table/monocountycalifornia/PST045217#qf-headnote-a>

Hispanic or Latino	3,925	2.7%
White, not Hispanic or Latino	9,252	65.3%
Total	14,168	

Source: U.S. Census Bureau, State and County Quick Facts, July 1, 2017 (V2017).

According to the US Census in 2017 of the 14,168 residents of Mono County, approximately 5.0% are children under the age of 5 and 19.1% are children under the age of 18.

Table 2: Mono County Population under Age 20 by Race/Ethnicity, 2017²

Race/Ethnicity	Number	Percent
White, alone	1,593	48.6%
Hispanic or Latino	1,475	45.0%
Native American, alone	51	1.6%
Asian/Pacific Islander (P.I.), alone	33	1.0%
Black, alone	4	0.1%
Two or More Races, alone	120	3.7%
Total	3,276	100.0%

According to these US Census Bureau data, 25.9% of persons aged 5 years or older speak a language other than English at home. Additional data that stratify which languages are spoken by whom are not currently available. In reviewing ethnicity data between 2013 – 2017, it appears that the ethnic/racial composition of youth in Mono has remained fairly static. Therefore changes in CPS/Probation youth are not related to changes in Mono County’s demographics.

Table 3: Additional County Demographic Information, 2016

Category	Information ³
Median Income ⁴	The latest available census data indicates that the median household income was \$58,937 in 2016; This dropped slightly from \$61,184 in 2010

²Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

³ All figures represented in the dollars of their listed years with no adjustments for inflation

⁴ U.S. Census Bureau: State and County QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State

Unemployment Data ⁵	The unemployment rate was 3.7% in February 2018, down approximately 43% from 2013 (8.6%)
Poverty Rate ⁴	As of 2016 census data, 11.5% of people in Mono County lived below the federal poverty line; There was only a 0.3% increase from the 2007-2011 poverty rate (11.2%)
Average Housing Costs ⁴	The median value of owner-occupied housing units in 2016 was \$286,100, with the median monthly mortgage payment at \$1,925 and the median gross rent at \$1,107
Homelessness Data ⁶	There were 92 homeless individuals in the Continuum of Care (CoC) which include Alpine, Inyo and Mono Counties (CA-530), based on the latest survey data (CoC HUD, 2017). 11 of these individuals were children under the age of 18. Homeless rates were not available in the last CSA cycle.
Federally Recognized Tribes	Mono County has two Federally recognized tribes, the Utu Utu Gwaitu Paiute Tribe of the Benton Paiute Reservation and the Bridgeport Indian Colony

Mono County has two federally recognized tribes: Bridgeport Indian Colony and the Utu Utu Gwaitu Paiute Tribe of the Benton Paiute Reservation. Social Services for these Reservations are handled by Toiyabe Indian Health Project (TIHP). Toiyabe Family Services provides professional therapeutic counseling combined with prevention strategies and counseling interventions with a strong emphasis on cultural and traditional activities. Other annual activities include Safe Talk Training, the Walk for Life suicide prevention event, and Pine Nut Camp. MCDSS works cooperatively with TIHP on a case by case basis to ensure coordination of services. Access to TIHP services for families on the Benton Paiute Reservation, in particular, can be challenging due to the 35-mile distance from the reservation to Bishop where TIHP is located. Public transportation is limited in this part of the county.

CHILD MALTREATMENT INDICATORS

and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits. Accessed April 30, 2018 at <https://www.census.gov/quickfacts/fact/table/monocountycalifornia/POP815216#viewtop6>

⁵ United States Department of Labor, Bureau of Labor Statistics: Local Areal Unemployment Statistics. Accessed April 30, 2018 at <https://data.bls.gov/map/MapToolServlet>

⁶ HUD Exchange. HUD 2016 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations. Accessed April 30, 2018 at https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_CA-530-2017_CA_2017.pdf

The following tables provide demographic information on children who were the subjects of referrals (i.e. suspected child abuse reports. These data come from the California Department of Social Services quarterly reports available from the UC Berkeley Center for Social Services Research, <http://cssr.berkeley.edu/cwscmsreports> unless otherwise noted.

Table 4: Child Maltreatment Indicators

Category	Information
Number of Low-Birth Weight Newborns ⁷	LNE (Low Number Event) refers to data that have been suppressed because there were fewer than 20 low-birthweight births.
Number of Children Born to Teen Parents ⁸	LNE (Low Number Event) refers to data that have been suppressed because there were fewer than 20 teen births.
Family Structure ⁹	Female-Headed Households – LNE Male-Headed Households - LNE Married Couple (Opposite Sex) - LNE Unmarried Couple (Opposite Sex) - LNE Unmarried or Married Same-Sex Couple – LNE Other Households (includes children living alone or with nonrelatives) – LNE Note: LNE (Low Number Event) refers to estimates that have been suppressed because the margin of error was greater than 5 percentage points.
Housing Costs & Availability ¹⁰	The median value of owner-occupied housing units in 2016 was \$286,100, (a significant drop from 2007-2011 at \$428,600, following state- and nationwide trends during the last recession) with the median monthly mortgage payment at \$1,925 and the median gross rent at \$1,107. The owner-occupied rate is 55.2%. As of July 1, 2016, there were 14,053 housing units in Mono County.

2-1-1 Monthly Call Averages¹¹ Mono County does not have a 2-1-1 service.

⁷ Kidsdata.org, accessed April 30, 2018 at <http://www.kidsdata.org/topic/301/lowbirthweight/table#fmt=91&loc=352&tf=73&sortColumnId=0&sortType=asc>

⁸ Kidsdata.org, accessed April 30, 2018 at <http://www.kidsdata.org/topic/314/teenbirths/table#fmt=850&loc=352&tf=73&sortColumnId=0&sortType=asc>

⁹ Kidsdata.org, accessed April 30, 2018. <http://www.kidsdata.org/topic/301/lowbirthweight/table#fmt=91&loc=352&tf=73&sortColumnId=0&sortType=asc>

¹⁰ United States Census Bureau, QuickFacts, Mono County, California. Accessed April 30, 2018 at <https://www.census.gov/quickfacts/fact/table/monocountycalifornia/PST045216>

¹¹ 2-1-1. Accessed April 30, 2018 at <http://www.211.org/search?zip=&city=BRIDGEPORT&state=CA>

Substance Abuse Data ¹²	The reported rate of opioid overdose hospitalizations in 2016 was zero cases per 100,000 people (age-adjusted in 2016).
Mental Health Data ¹³	120 adults received Specialty Mental Health Services in FY 2015-2016 compared to 48 adults in FY 2012-2013.
Child Fatalities & Near Fatalities ¹⁴	There were no Child Fatalities or Near Fatalities resulting from Abuse and/or Neglect.
Children with Disabilities ¹⁵	52 kids or 1.8% of the children in Mono County have a major disability, compared with 3.1% for the state as a whole
Rate of Law Enforcement Calls for Domestic Violence ¹⁶	Mono County law enforcement received 118 calls for domestic violence, of which 11.8% (14) involved a weapon. Calls for domestic violence have significantly increased over the past 10 years (63.5%) with a low of 75 calls in 2007. However, calls involving a weapon have stayed relatively the same for the past 10 years (low of 4 in 2008 and high of 16 in 2009).
Rate of Emergency Room Visits for Child Victims of Avoidable Injuries ¹⁷	LNE (Low Number Event) refers to data that have been suppressed because there were fewer than

Explanatory Notes for Participation and Caseload Demographic Tables

UC Berkeley counts unduplicated numbers of children, so if a child is on multiple referrals during the year, they are only counted once during the year.

Table 5: Children with Maltreatment Referrals by Age, Mono County, January 1, 2017 to December 31, 2017¹⁸

Age Group	Children w/ Allegations	Total Child Population	Incidence per 1,000 Children
Under 1	24	135	177.8
1 -2	17	287	59.2

¹² California Opioid Overdose Surveillance Dashboard, Mono County Dashboard, retrieved 9-20-18 from <https://discovery.cdph.ca.gov/CDIC/ODdash/>

¹³ Performance Outcomes Adult Specialty Mental Health Services Report Date August, 2017. Accessed April 30, 2018 at [http://www.dhcs.ca.gov/services/MH/Documents/Performance%20Dashboard%20\(adult%20reports\)/2017_Adult_Reports_Non_ADA/POS_Adult_Report_Mono.pdf](http://www.dhcs.ca.gov/services/MH/Documents/Performance%20Dashboard%20(adult%20reports)/2017_Adult_Reports_Non_ADA/POS_Adult_Report_Mono.pdf)

¹⁴ <https://www.kidsdata.org/topic/660/childdeaths-age-cause/table>

¹⁵ Kidsdata.org, Children with Major Disabilities, by City, School District and County (Regions of 10,000 Residents or More). Accessed April 30, 2018 at <http://www.kidsdata.org/topic/770/special-needs-major-disabilities10/table#fmt=1178&loc=2,352&tf=94&sortColumnId=1&sortType=desc>

¹⁶ Open Justice, Domestic Violence Related Calls for Assistance, Mono County 2007-2016. Accessed April 30, 2018 at <https://openjustice.doj.ca.gov/crime-statistics/domestic-violence>

¹⁷

¹⁸ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

3 - 5	39	411	94.9
6 - 10	45	823	54.7
11 - 15	49	866	56.6
16-17	8	314	25.5
Total	182	2,836	64.2

Table 6: Children with Maltreatment Referrals by Ethnicity, Mono County, January 1, 2017-December 31, 2017¹⁹

Ethnic Group	Children with Referrals	Total Child Population	Rate per 1,000 Children
Black	2	2	1000.0
White	52	1,378	37.7
Latino	40	1,291	31.0
Asian/Pacific Islander	0	25	0.0
Native American	8	41	195.1
Missing / Multiracial	0	99	0.0
Total	182	2,836	64.2

¹⁹ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CHILD WELFARE AND PROBATION POPULATION

Mono County has seen a small increase in referrals and substantiations from 2012 to 2017 (see Table 9).

Table 9: Mono County Trends in Population, Referrals, Substantiations, Entrance and Rates of Out of Home Care

Category	2012	2012 Rate,1000	2017	2017 Rate/1,000	CA 2017 Rate/1,000
Child Population	2,931	-	2,836	-	-
# Children in referrals	150	51.2	182	64.2	54.1
# Children in Substantiated Referrals	15	5.1	24	8.1	7.5
Children Entering Out-of-Home Care	1	0.3	0	0	3.0
Children in Out-of-Home Care ²⁰	4	1.4	4	1.8	5.8

Table 10: Mono County Trends in Allegation Type

Allegation Type	2012 Count	2012 Percent	2017 Count	2017 Percent
Sexual Abuse	23	15.3%	12	6.6%
Physical Abuse	33	22.0%	54	29.7%
Severe Neglect	13	8.7%	2	1.1%
General Neglect	54	36.0%	80	44.0%
Exploitation	-	-	-	-
Emotional Abuse	22	14.7%	34	18.7%
Caretaker Absence/Incapacity	1	0.7%	-	-

²⁰ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare. Point in Time July 1, 2012 and July 1, 2017.

At Risk, Sibling Abused	4	2.7%	-
Total	150	100%	182

Table 7: Children in Out-of-Home Care by Age, Mono County, on July 1, 2017²¹

Age Group	Count In Care*	Total Child Population
Under 1	0	135
1 - 2	1	287
3 - 5	2	411
6 - 10	1	823
11 - 15	0	866
16-17	0	314
Total	4	2,836

*Rates or percentages are not displayed due to counts being less than 10.

Table 8: Children in Out-of-Home Care by Race / Ethnicity, Mono County, As of July 1, 2017²²

Ethnic Group	Count In Care*	Total Child Population
Black	0	0
White	1	1,378
Hispanic	0	1,291
Asian/Pacific Islander	0	25
Native American	3	41
Multi-Race	0	99
Total	4	2,836

*Rates are not displayed due to counts being less than 10.

²¹ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

²² Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 4/30/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Mono County's sample size of youth in out-of-home (foster) care is too small to extrapolate trends related to ethnic and/or cultural disparities of foster youth. Mono County consistently has well under 10 foster youth at any given time in out-of-home care. The entry of just one sibling set into foster care skews percentages in such a dramatic manner that it makes charts and graphs (which are based upon percentages) ineffective as a way to extrapolate trends. What is true is that youth of all ethnic populations (White, Latino, black, and Native American) have been represented in out-of-home placement, at one time or another, over the past decade, depending upon the year. Mono County will see one or two sibling sets from any given ethnic group in foster care at a time, or none, depending upon the year.

Data from referrals (i.e. suspected child abuse reports) is a somewhat improved source for extrapolating trends in Mono County's population impacted by child abuse and neglect. Mono County has a sample size of approximately 10 – 20 suspected child abuse reports per month. Reviewing data from child abuse investigations (over time) reveals trends that may be worth examination. For example, over a five-year period from 2013 to 2017, Native American and White youth experienced substantiated child abuse incidents at a somewhat higher rate than their overall population rate. Latino youth, on the other hand, consistently experienced a slightly lower rate of child abuse than their population rate. An exception to that was during the year of 2016 in which 0% of Native American youth were the subject of a substantiated child abuse report.

Toiyabe Indian Health Services, located in Bishop, California, serves Native American youth who reside in Benton, CA. This programs services all tribal members and their families within the Eastern Sierra.

Table 11: Children in Child Welfare with Reentries by Age, Mono County, October 1, 2014 to September 31, 2015²³

Age Group	In Care	Children with First Reentry	Children with Subsequent Reentry
Under 1	0	0	0
1 - 2	1	0	0
3 - 5	0	0	0
6 - 10	0	0	0
11 - 15	0	0	0
16-17	0	0	0
Total	1	1	0

Table 12: Children in Child Welfare with Reentries by Ethnicity, Mono County, October 2014-September 2015²⁴

Ethnic Group	In Care	Children with First Reentry	Children with Subsequent Reentry
Black	0	0	0
White	1	0	0
Hispanic	0	0	0
Asian/Pacific Islander	0	0	0
Native American	0	0	0
Missing	0	0	0
Total	1	0	0

Table 13: Children in Probation with Reentries by Age, Mono County, October 2014-September 2015²⁵

Age Group	In Care	Children with First Reentry	Children with Subsequent Reentry
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²³ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 5/4/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

²⁴ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 5/4/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

²⁵ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 5/4/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

Under 1	0	0	0
1 - 2	0	0	0
3 - 5	0	0	0
6 - 10	0	0	0
11 - 15	1	0	0
16-17	0	0	0
Total	1	0	0

Table 14: Children in Probation with Reentries by Ethnicity, Mono County, October 2014-September 2015²⁶

Ethnic Group	In Care	Children with First Reentry	Children with Subsequent Reentry
Black	0	0	0
White	1	0	0
Hispanic	0	0	0
Asian/Pacific Islander	0	0	0
Native American	0	0	0
Missing	0	0	0
Total	0	0	0

Table 15: Children with Open Service Component, April 1, 2018²⁷

Service Component Type	Court-Ordered	Voluntary	Missing	Total
Emergency Response	-	-	5	5
No Placement FM	5	2	-	7
Post-Placement FM	-	-	-	-

²⁶ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 5/4/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

²⁷ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2018). *CCWIP reports*. Retrieved 7/31/2018, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare.

Family Reunification	1	-	-	1
Permanent Placement	1	-	-	1
Supportive Transition	1	-	-	1
Total	8	2	5	12

Public Agency Characteristics

POLITICAL JURISDICTIONS

Mono County was incorporated in 1861. It is a rural county in Central California located on the eastern side of the Sierra bordered by Alpine County to the north; the state of Nevada to the East; Inyo County to the South; and Mariposa, Tuolumne, and Fresno Counties to the west.

Board of Supervisors

The Mono County Board of Supervisors consists of representatives from five districts. Board meetings are held on the first, second, and third Tuesday of each month.

Board members are:

District 1: Jennifer Halferty

District 2: Fred Stump

District 3: Bob Gardner

District 4: John Peters

District 5: Stacy Corless

Federally Recognized Tribes within Mono County

Mono County has two federally recognized tribes: Bridgeport Indian Colony and the Utu Utu Gwaitu Paiute Tribe of the Benton Paiute Reservation. Social Services for these Reservations are handled by Toiyabe Indian Health Project (TIHP). Toiyabe Family Services provides professional therapeutic counseling combined with prevention strategies and counseling interventions with a strong emphasis on cultural and traditional activities. Other annual activities include Safe Talk Training, the Walk for Life suicide prevention event, and Pine Nut Camp. MCDSS works cooperatively with TIHP on a case by case basis to ensure coordination of services. Access to TIHP services for families on the Benton Paiute Reservation, in particular, can be challenging due to the 35 mile distance from the reservation to Bishop where TIHP is located. Public transportation is limited in this part of the county.

School Districts

Mono County has two school districts: Eastern Sierra Unified School District (ESUSD) and Mammoth Unified School District (MUSD). The Mono County Office of Education (MCOE) provides services that support the districts including continuation and alternative schools, support with curriculum and instruction, and the School Attendance Review Board (SARB). The Mono County Office of Education employs a foster youth liaison whose role is to provide on-site support and coordinated services to foster youth students in coordination with social workers and probation officers.

Mono County schools are one of the largest sources of child abuse referrals. School districts require and provide annual on-line Mandated Reporter training for their staff. Additionally, the MCDSS staff and Mono County Child Abuse Prevention Council (CAPC) provide in-person Mandated Reporter trainings to school staff. Overall, MCDSS has a positive and collaborative working relationship with the school district superintendents, principals, administrators, teachers and other staff. Direct communication between Mono County CWS management and school staff or leadership is commonplace. Mono County Social Services and Juvenile Probation are members of the School Attendance Review Board (SARB). Additionally, the MCOE foster youth liaison routinely attends the Multi-Disciplinary Team (MDT) which meets twice per month.

Law enforcement agencies

There are three law enforcement agencies in Mono County: Mono County Sheriff's Department, Mammoth Lakes Police Department, and the Mono County District Attorney's Office. Social Services and the Probation Department work well with all three agencies. Law enforcement agencies are members of the SARB (referenced above) and MDT (as needed).

Additionally, the Marine Corp Mountain Warfare Training Center (MCMWTC) located in the northern part of Mono County, has a separate law enforcement entity called the Provost Marshal's Office (PMO). The PMO holds jurisdiction over federal military land in Mono County, including Marine Base housing in Coleville where many families with children reside. During the prior 5-year SIP review period, an extensive Memorandum of Agreement was drafted by Mono

County CWS and the MCMWTC to establish protocols to ensure effective responses and interventions for Marine families.

Superior Courts

There are two Mono County Superior Court Judges. Court is held on Mondays in Mammoth Lakes and Tuesdays in Bridgeport. Child welfare matters are generally heard on alternating Mondays of each month in the Mammoth Lakes Courthouse. Juvenile probation matters are generally heard on alternating Mondays in Mammoth Lakes and alternating Tuesdays in Bridgeport. Court-reporters are not routinely available five days per week. When time-sensitive detention hearings are required, however, the Court will make special accommodations to schedule dependency proceedings on other days of the week. Probation and Social Services both have offices located within walking distance of each courthouse. MCDSS and Probation staff have strong working relationships with court staff and judges.

Cities

The Mono County seat is Bridgeport, located centrally on Highway 395. The largest community is Mammoth Lakes in southern Mono County. Other towns and concentrations of population in the county are Benton, Chalfant, Hammil Valley, Lee Vining, June Lake, Crowley Lake, Swall Meadows, Tom's Place, Walker, Coleville, and Topaz Lake.

Health Services

The Public Health Department provides services that support the health and safety of Mono County residents including immunizations, HIV and other sexually transmitted diseases programs, communicable disease prevention and surveillance, tuberculosis program, health promotion, emergency preparedness, California Children's Services (CCS), Child Health and Disability Prevention Program (CHDP), Women Infant and Children (WIC), services for women and children, safety programs. The Public Health Department works closely with CWS to provide Foster Care Nurse Services for all foster youth.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

Child Welfare Infrastructure

Mono County Department of Social Services has 32 positions and four current vacancies. Nine positions are allocated to CWS with shared duties in Adult Protective Services, In Home Supportive Services, Senior Services and Probate Conservatorship case management. In other words, social workers are not solely dedicated to child welfare, but carry a mixed caseload across programs.

Each social worker is responsible for all CWS functions, carries a vertical caseload which includes Emergency Response (ER), On-Call Services, Family Reunification (FR), Family Maintenance (FM), Permanent Placement (PP), AB 12 Extended Foster Care, Wraparound and Resource Family Approval. In addition, social workers prepare court reports and appear in court, conduct Structured Analysis Family Evaluation (SAFE) assessments and reports, supervise parent and child visitation as needed, facilitate/coordinate Child, Family Team (CFT) meetings and are responsible for data entry into the Child Welfare Services/Case Management System (CWS/CMS), and the Case Management, Information and Payrolling System (CMIPS II). CWS is fully staffed and staffing characteristics do not impact data entry. A social service aide and vocational assistant are assigned to CWS/APS/IHSS for supportive clerical duties, data entry duties in CWS/CMS, intake of suspected reports of child and adult neglect/abuse, transporting of children and families, providing youth advocacy, representing CWS in the Racial and Ethnic Disparity Task force and assisting in the Senior Services programs, which includes home delivered meals re-assessments and other clerical support for the Senior Services Program in the southern areas of the county. Staff members also participate in outreach activities that include; Community Social Gatherings in Benton, Lee Vining and Walker areas, and participate in Resource Family Recruitment. As of 2/16/2018, the current Mono County caseload size by service program is as follows:

- Emergency Response – 14
- Family Reunification – 1
- Family Maintenance – 8
- Permanent Placement – 1
- Non-Minor Dependent – 1

Cases and investigations are assigned to staff based upon staff skill-level, caseload, and language needs. More complex cases are generally assigned to higher level social workers.

Investigations are generally assigned based upon a rotation (so that the distribution of work is relatively balanced between staff). Exceptions to the method of assigning based upon a rotation are made when a staff person is immersed in a time-sensitive task that requires uninterrupted attention (i.e. Detention, immediate investigation, Court-report deadline).

Currently the composition of CWS includes one program manager, one social worker supervisor I, two social worker IIs, one social worker III, one social worker IV, one social service aide and one vocational assistant. There is a budgeted, but currently vacant, social worker position which may be filled at the social worker I through IV level. The program manager has a Master's in Social Work (MSW). Two social workers are enrolled in the education Title IV-E Master's program to obtain a MSW. The social worker supervisor will be successfully obtaining a Master's of Public Administration in June 2018. There are currently two bilingual staff members (one social worker and the social services aide) among the CWS staff, and a total of nine bilingual staff members within the Department of Social Services.

Turnover among the CWS staff has been low over the past several years. The newest member of the staff has been with CWS for one-and-a-half years, while the most senior CWS staff member has been with CWS for approximately six years.

The supervisor oversees the CWS workforce and reports to the Child and Adult Services program manager. Supervision duties include assisting with court report writing, court representation, joint investigations, training/coaching within the office and in the field, facilitating RED Team process, providing Safety Organized Practice (SOP) group supervision, facilitating and coordinating Child Family Team (CFT) meetings and any other support needed to adhere to the regulatory duties and timelines for CWS, APS, and IHSS. In addition, the supervisor attends the Student Attendance Review Board (SARB), facilitates the Multi-Disciplinary Team meetings, participates in CCR/Wraparound meetings, and is responsible for other juvenile dependency programs, such as ILP. The supervisor's responsibilities include general supervisory functions such as supervising staff within general child welfare functions, adult protection services functions, IHSS functions, the WRAP process, and conservatorship casework. Currently the supervisor does not carry a caseload as the Department is fully staffed.

The supervisor continues to provide supervisory assistance with more difficult cases and investigations.

Job duties for the Child and Adult Services program manager include oversight of long-term strategies and goals, tracking and monitoring outcomes, and implementing local and State-level initiatives and mandates. Daily activities involve reviewing ACL's and correspondence from the State, collaborating with community partners and stakeholders, updating and implementing internal policies and procedures, and managing the overall operations of the child welfare division including personnel issues. The program manager serves as a back-up to the supervisor during times the supervisor is out-of-the office. The program manager and supervisor share on-call duties throughout the year ensuring that a supervisor/manager provides back-up for social worker staff on-call at all times.

Staffing has a significant impact on operations, practice and outcomes in Mono County. With only four social workers, if just one social worker goes out on leave, or resigns, the workforce is reduced by 25%. Historically, staffing shortages in Mono County have resulted in significant delays in data-entry specifically because other tasks get prioritized (such as responding to investigations and managing casework). Data-entry delays create long-term problems for monitoring outcomes, however, and can misconstrue data that is made available to the public. There are serious consequences to data-entry delays. The addition of a second support staff in the past fiscal year will mitigate some risk of data-entry delays in the future as there will be more support available to social workers. Staffing issues also create a burden for the supervisor who, during times of staffing shortages, must invest more time and attention into hiring and training new staff and/or carrying a caseload to cover staffing gaps.

Social workers for Mono County are recruited through a centralized personnel system called Merit Systems Services. Positions are listed on-line at <http://www.mss.ca.gov>, in the local newspaper, and on the Mono County website at www.monocounty.ca.gov for a two to three-week period. Candidates are interviewed by the social services supervisor I, program manager and a social worker, along with one or two other members of the Social Services Department or Probation. When selecting candidates, the team evaluates an individual's qualifications, experiences and likelihood of interconnecting and fitting in with the existing team, along with

their apparent desire to work in isolated Mono County, travel long distances in inclement weather, transport children and adults, perform duties within all the CWS and APS functions, and work under demanding and time sensitive situations.

The remoteness of the county and the high cost of living have made recruitment to Mono County challenging. Mono County social workers are required to possess a combination of college credits and employment experience. The educational background of current social workers includes two MSWs (program manager and social worker IV- Title IV-E); Master's Degree in Public Administration and Bachelor's Degree in Community Health Education (Supervisor), Child Development (social worker III); Psychology (social worker II), and Criminal Justice (social worker III). Monthly salary for the social worker supervisor I ranges from \$ 5,258 - \$6,391; social worker III's earn \$3,722-\$4,523 per month; social worker I/II's range from \$3,056 - \$4,099 per month; social service aide \$2,837 - \$3,448 and, vocational assistants earn \$2,634- \$3,201 per month.

Five CWS staff members are White/non-Hispanic and three are White/Hispanic. Two of the staff members are bilingual (Spanish/English speaking). With two full-time, bilingual staff, the CWS division meets the needs of the Spanish-speaking population in Mono County. Mono County is approximately 28% Hispanic/Latino with some of these residents being monolingual and/or fluent in only Spanish. Ideally, we would have a second bilingual social worker.

The Adult and Children's Services program manager has 14 years of experience in health and human services, the CWS supervisor I has almost 18 years of experience in social work (adult and children's services), the social worker IV has 6 years of experience, the social worker III and II have almost 3 years, the other social worker II has one year of experience, the social service aide has three years of experience and the vocational assistant has six months experience. The current supervisor-to-worker ratio is 1:6.

There are currently no bargaining unit issues in Mono County as staff belong to a union which is a closed shop. The union has not been involved in either worker unit assignment or case assignment.

Probation Infrastructure

Mono County Probation has a total of ten employees. When a position becomes available, the position is posted on the Mono County Human Resources website at www.monocounty.ca.gov for a two to three-week period. Interviews are conducted by a panel of our allied agencies, which may include CWS, district attorney's office, court staff, public defenders, behavioral health, and law enforcement. When selecting a candidate, the probation department mirrors CWS selection process as discussed above. The department is composed of a chief probation officer, two deputy probation officer supervisors, four deputy probation officer IIIs (DPO), an administrative services specialist, a juvenile probation assistant and program coordinator, and a probation aide. The chief probation officer position is required to have a bachelor's degree; however, the current chief probation officer has a doctoral degree. The yearly salary for this position is \$112,680. The administrative services specialist is not required to have an advanced degree and the yearly pay range is from \$55,500 to \$67,464. The probation aide II is not required to and does not have an advanced degree. The annual pay range for this position is from \$41,856 to \$49,668. The juvenile probation assistant and program coordinator are not required to have an advanced degree; however, the person who is currently in this position does is attending college. The annual pay range is from \$55,500 to \$67,464.

To become an entry level probation officer, the applicant must have a bachelor's degree. However, the probation department does not have an entry level probation officer, rather has four probation officer III's, this is the advanced working level and lead direction class for the probation officer series. Incumbents have responsibility for providing lead direction and coordinating training programs for other staff. They perform the most technical and complex probation casework, as well as the full range of probation assignments. Supervisors provide administrative support for the chief probation officer and provide coverage in the chief's absence. The deputy probation officer III's pay range is \$4,250 to \$5,166 per month. All four of the deputy probation officer III's have bachelor's degrees. The deputy probation officer III juvenile officer has a master's degree. In addition to the probation officer IIIs, Mono County Probation has two supervisors. This is the highest level in the deputy probation officer class series. Incumbents are expected to perform the most complex professional probation work

with minimal direction and supervision. This class is distinguished from deputy probation officer III by the fact that incumbents exercise full supervisory responsibilities over assigned staff and programs, as well as perform the full scope of professional probation case work in either adult or juvenile probation. The incumbents in this classification provide special staff assistance to the chief probation officer. The supervisors' have a pay range of \$4,691 to \$5,703 per month. Both supervisors have a bachelor's degree and the deputy probation officer IV juvenile supervisor has a master's degree.

The chief probation officer handles all managerial and administrative duties of the department. In addition, the chief probation officer oversees the juvenile traffic citations caseload. The deputy probation officer IV adult supervisor oversees supervisory responsibilities regarding the adult caseloads, Interstate Compact Offender Tracking System (ICOTS) caseload, and any additional duties assigned by the chief probation officer when necessary. The deputy probation officer IV juvenile supervisor handles all supervisory responsibilities involving juvenile matters, carries an adult drug and Spanish speaking caseload, and additional duties assigned by the chief probation officer. A deputy probation officer III carries an adult property and person crime caseload. Another deputy probation officer III carries the adult banked (low risk) caseload and is the court liaison/officer. A deputy probation officer III carries an adult post-release community supervision, high risk, and drug court caseload. Lastly, the deputy probation officer III Juvenile Officer carries the entire juvenile caseload which includes placement, Wraparound, diversion/informal, AB 12 extended foster care, SARB, high risk intensive supervision and other duties as assigned. The administrative services specialists handles all financial matters, oversees grants, payroll, etc., and all other functions regarding the internal infrastructure of the probation department. The probation aide II carries a Deferred Entry of Judgement (PC1000) caseload and assists the Chief with juvenile traffic citations data entry. The juvenile probation assistant and program coordinator carry an inter-county transfer caseload (1203.9 PC), is the Drug Court coordinator, and the Racial and Ethnic Disparity grant coordinator. Cases are assigned according to the type of caseload each probation officer supervises and risk level. In addition, for the adult officers, cases are referred by the Court and for juvenile officer cases are referred by law enforcement, the Court, or by the Student Attendance Review Board (SARB).

The probation officer's caseloads range from 10 to 50 probationers at a time. The current supervisor-to-probation officer ratio is 1:2. In general Mono County has a low retention rate due to its remoteness, and the discrepancy between the high cost of living and pay. However, the Probation Department's retention rate is high as the Probation Department has managed to retain the same ten employees for the last five years thus, making the Probation Department fully staffed with no turnover or vacancies in the past five years.

Mono County Probation has a diverse staff. There are two probation officers that are White/Hispanic and eight who are White/non-Hispanic. Two probation officers are bilingual who speak fluent Spanish and one of those officers is certified to write and translate English to Spanish. The population that Mono County Probation interacts with is primarily White/non-Hispanic and White/Hispanic. Therefore, having bilingual officers helps ease communication with non-English speakers

Mono County Probation is part of the International Union of Operating Engineers, Stationary Local 39 Deputy Probation Officers Unit (DPOU). There have been no issues that need to be addressed.

FINANCIAL/MATERIAL RESOURCES

The county's CWS budget is funded by both federal and state allocations, including but not limited to Title IV-E, Title XIX, and CWS Outcome and Improvement Project (CWSOIP). In addition, CBCAP funds, CAPIT funds, Children's Trust Funds, and PSSF funds are leveraged to increase available services. The county also uses several small state allocations associated with implementation of the statewide Continuum of Care (CCR) Reform. Under CCR, many functions related to foster care that were previously conducted by the state have shifted to the county, such as the licensing of foster care homes (now called Resource Family homes). The Foster Parent Recruitment, Retention and Support funds are one such allocation the county relies upon to help recruit additional Resource Family approved homes to ensure the availability of geographically and demographically diverse community-based care for at-risk youth.

Child Abuse Prevention, Intervention, and Treatment (CAPIT) funds are used to support the Parenting Partners Home Visiting Program for families with children aged zero through five,

with an open child welfare case as well as at-risk families, through First 5 Mono County. CAPIT funds are also contracted to Wild Iris Family Crises and Counseling Center to provide Family Partner Services, Supervised Visitation, Respite Care, Mental Health services, and Advocacy/Public Awareness. With CAPIT funding, families in Mono County receive services which would not be available otherwise. These services assist families in resolving parenting issues and prevent further involvement in CWS.

Community Based Child Abuse Prevention Program (CBCAP) funds support a contract with the Mono County Office of Education for the coordination of the Mono County Child Abuse Prevention Council and child abuse prevention and awareness activities. A small portion of CBCAP funds also goes to support the First 5 Home Visiting program for services to families without an open child welfare case. Mono County Social Services CWS staff use Promoting Safe and Stable Families (PSSF) funding for the Family Safety and Stability program, providing services in Family Preservation; Family Support; Time-Limited Family Reunification; and Adoption, Promotion and Support.

Mono County Social Services CWS staff use Promoting Safe and Stable Families (PSSF) funding for the Family Safety and Stability program, providing services in Family Preservation; Family Support; Time-Limited Family Reunification; and Adoption, Promotion and Support. County Children's Trust Funds are minimal but have been spent creatively on county-wide prevention efforts over the past five years. Expenditures are overseen by the Child Abuse Prevention Council (CAPC), which is also the County Children's Trust Fund Commission. Funds are collected from birth certificate fees and license plate fees. CBCAP funds are used to backfill the CCTF to the amount of \$20,000 annually, therefore, Mono County selects activities for the CCTF that are also simultaneously in compliance with CBCAP funding guidelines. Please see section on the Children's Trust Fund for more detailed information on services provided.

Independent Living Program funds are used for ILP services for CWS and Probation foster youth. Mono County provides monetary incentives of for youth who successfully complete identified goals and milestones, such as graduation, obtaining employment, and opening a savings account. ILP funds are also used for clothing and work-related expenses, on-line driver's

license classes, and school related expenses. Mono County has underutilized ILP funding; this is an area for future development.

CHILD WELFARE/PROBATION OPERATED SERVICES

Juvenile Hall

There is no juvenile hall in Mono County. However, there is a contract in place with El Dorado Probation Department to use their facility in the event a youth needs to be detained. El Dorado Juvenile Hall provides an array of rehabilitative services to help the juvenile function acceptably in the community. The juvenile hall provides family reunification services in which a minor is committed to the juvenile hall for 120 days and the minor and their family participate in individual, group, and family counseling coupled with structured temporary home releases. The main goal of family reunification services is to reunify the minor with their family by preserving family ties, improving communication, developing better interpersonal relationships and reinforcing positive family values. The juvenile hall has a Substance Abuse Turnaround Education Program (STEP), which requires a 60-day commitment to Juvenile Hall in which the juvenile attends four (4) groups per week and individual meetings as needed. The program provides intervention and prevention services to minors in the early to middle stages of alcohol or drug abuse, or chemical dependency. STEP is a psycho-educational group program addressing a wide variety of subjects and introduces the minors to the concept of recovery and 12 step programs. In addition, the El Dorado juvenile hall has a recreation program or exercise program, an anger management program, a diet and nutrition program, and they provide mental health services, education services and medical health services.

County Operated Shelter

There is no county operated shelter in Mono County. Emergency placements are conducted as per WIC 309 or by using currently approved RFA homes.

County Licensing

Mono County does not license foster family homes, nor does the State, following the passage of AB 403 (Continuum of Care Reform). Mono County staff are trained to approve relatives and community members to be Resource Family Approved (RFA) homes.

County Adoptions

The CDSS Adoptions District Office located in the City of Fresno provides adoptions services including RFA psycho-social assessments (as needed when there may be staffing issues and/or conflict-of-interests with Mono County social worker staff doing this component of RFA for a particular family), paperwork finalization, and payment determinations through a contract with Mono County Social Services.

OTHER COUNTY PROGRAMS

CalWORKS

CWS and Probation are co-located in the same building as our CalWORKS program. Co-location improves accessibility of services for recipients of CWS and Probation. Often social workers will do a “warm hand off” walking clients to the appropriate office to assist clients in making an appointment to assess eligibility for CalWORKS. This contributes to the process of Continuum of Care, as there is a reduction in gaps in services and a continuity of care being provided when there is a transition between services that are utilized.

Public Health

Public health services are provided by the Mono County Health Department for residents of Mono County. Health Department programs are listed earlier in this document within the section on Public Agency Characteristics. Public Health services are not co-located. The foster care nurse routinely attends MDT meetings, serving as a liaison between health services and CWS and Probation. Public Health is located across the street from the probation and child welfare offices. This provides a continuum of care, reducing the gaps in service delivery for families within CWS and Probation.

Mental Health/Alcohol and Drug Treatment

Mono County Behavioral Health (MCBH) provides behavioral health and alcohol and drug treatment services and are co-located in the same building as probation and child welfare. Co-location improves accessibility for CWS and probation clients who are eligible for support. CWS enjoys a strong working relationship with MCBH management, supervisors, and staff. All

children who are removed from care are screened using the Child and Adolescent Needs and Strengths (CANS) tool and referred to MCBH for assessment and treatment. MCBH and CWS staff have received training regarding implementation of the CANS tool. As of the writing of this report, several MCBH have completed and/or begun the on-line certification process through the Praed Foundation. As per State policy, the CANS tool will be completed by the Child and Family Team, but will be formally entered and completed by the certified staff person. Outcomes from the CANS will inform case plans, treatment plans, and placement decisions. Social workers coordinate closely with therapists on shared cases, with the opportunity for weekly scheduled contact. In addition, MCBH and CWS collaborate to provide Katie A. services to all children who meet the subclass requirements. Child and Family Team meetings are facilitated by a CWS social worker, with participation by the therapist, the child and family, foster family, other service providers, and informal support people. CWS meets regularly with BH staff to collaborate on Katie A. implementation and services and Wrap Program case management.

Often social workers will do a “warm hand off” with MCBH staff to ensure follow-through and minimize extra steps for clients to access services. MCBH are standing members of the MDT and meet routinely with CWS and Probation staff to ensure appropriate exchange of information and coordination of services.

Mono County Probation collaborates with the Behavioral Health Department to treat mutual clients for outpatient substance abuse issues. The Behavioral Health Department has two alcohol and drug counselors, and both have worked with probation youth to develop skills that will help keep juveniles sober.

Probation refers juveniles with mental health issues to the Mono County Behavioral Health Department. Juveniles receive services such as individual counseling, family counseling, among other services that the therapist deems appropriate. These services are local and located within the communities of the children and families being served, contributing to the Continuum of Care and reducing the gaps in service delivery for families.

Other Programs

Mono County Social Services, Behavioral Health and Probation collaborate to provide Wraparound services for youth at risk for out of home placement. The Wraparound program is intended to shift the service delivery focus to a needs-driven, strengths-based approach. It is a definable way of partnering with families to provide intensive services to children and families with complex needs using a team approach. It is intended as an alternative to residential (group home) care and will continue to be an important strategy under Continuum of Care Reform.

Mono County Wraparound provides services for youth and families such as counseling, case management, and services to meet student educational needs. The Wraparound team identifies needs of the family such as the need for a parent partner, respite care, supervised visitation, parenting education and co-parenting education, and refers the family for these services as offered through Wild Iris and funded via CAPIT funds. The family may also be referred for home visiting through the First 5 Parenting Partners home visiting program, also funded, in part, by CAPIT and CBCAP funds. The Wraparound Team goes to great lengths identify and provide families with services needed.

One need identified by Probation is a need for AOD programs such as Alcoholics Anonymous, and a trauma counselor for youth.

State and Federally Mandated Child Welfare/Probation Initiatives

Mono County is a very large county geographically, but has a small population base and one of the smallest CWS and probation caseloads in California. As such, Mono County does not always have the staffing or population-base to implement all initiatives at a large scale. When it comes to mandatory initiatives, such as Continuum of Care Reform and Mono County is in-compliance. But with less than 5 children in foster care at most times, Mono County does not have enough demand to create and sustain certain specialized components of CCR. For example, there are no STRTP's or therapeutic foster homes in Mono County at this time, which means that youth who need a higher-level care are at higher risk of out-of-county placements. Another example is Independent Living Program services (ILP). While Mono County is in-compliance providing ILP, with only one or two eligible youth at any given time, there are not

enough participants to justify the creation of a group-based ILP program or to dedicate a full-time staff to ILP, however, there is a staff person designated to provide individual ILP services for each participant. Or, with respect to Commercially and Sexually Exploited Children (CSEC) – Mono County has no CSEC youth on its caseload. While it would be inefficient to create an entire program for CSEC youth, Mono County is committed to the initiative and has “opted in” to create a prevention program with partner agencies so that the community is competent in identifying and responding to victims of CSEC.

In such a rural area, staff must be generalist practitioners and are trained in a wide breadth of programs. Social Workers are cross trained in programs that include Child Welfare, Adult Protective Services, and In Home Supportive Services, which all have cross over skills. They do not, however, specialize in any one specific program. As such, Mono County’s model of service-delivery is very individualized, and the County must be creative in meeting the needs of individuals who have unique needs.

Mono County has adopted Safety Organized Practices (SOP) to improve the quality of engagement with families and improve outcomes for youth. While not mandatory, SOP has become a key practice approach across California, and one in which Mono County CWS staff have received significant training and is practiced by all Social Workers and staff. Mono County’s CPS/APS supervisor was recently recognized by the Northern Training Academy as a “Distinguished SOP Practitioner.”

Continuum of Care Reform

Mono County Child Welfare and Probation are actively engaged in the implementation of AB 403, Continuum of Care Reform (CCR). As such, the County has created a CCR Partnership Team that includes Department Heads and Managers from Mono County CWS, Probation and MCBH. Meetings are held every-other-month. CCR initiatives that are discussed are: RFA, Foster Parent Recruitment Retention and Support (FRRS), Specialty Mental Health Services, Child and Family Teaming (CFT), Interagency Placement Committee (IPC), and Wraparound services. As a commitment to each department’s commitment to the CCR initiative/mandate, the

Departments are forming an interagency MOU to solidify roles, responsibilities, and procedures.

Mono County is actively engaging in CFT and in the process of integrating the CANS assessment within the CFT process.

AB 12/Extended Foster Care

The goal of extended foster care is to assist foster youth in maintaining a safety net of support while experiencing independence in a secure and supervised living environment. The extended time as a non-minor dependent (NMD) can assist the youth in becoming better prepared for successful transition into adulthood and self-sufficiency through education and employment training. CWS provides foster youth within the child welfare system with information on the Extended Foster Care program, what it means and what it can provide, along with what commitments the youth needs to make in order to stay in the program. CWS youth are coached about the program during the months leading up to their seventeenth birthday. CWS provides an Independent Living Program meeting monthly, where information is provided to and discussed with participants in the Extended Foster Care Program. As the number of foster youth in the county is very small, we are able to personalize the dissemination of information and provision of services to each individual, as appropriate. In addition, information can be discussed with youth and they can ask questions at their monthly face-to-face meetings with their social worker.

Katie A V Bonata

Mono County Behavioral Health and Social Services continue to implement Katie A. by providing required behavioral health services to children in out of home placement. Intensive Care Coordination (ICC) is provided to eligible youth, ensuring a higher level of behavioral health services. For youth that are at high-risk of out-of-home placement, Mono County has two Wraparound “slots” available. The Wraparound Team screens all referrals to Wraparound to determine when lower-level interventions (such as SOP, CFT or ICC) might meet the family’s needs.

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

See Appendix 1 and Appendix 2 for the Mono County government and the Mono County Department of Social Services organizational charts.

THE BOS-DESIGNATED PUBLIC AGENCY

The Mono County Department of Social Services (MCDSS) is the BOS-designated public agency to administer CAPIT, CBCAP, and PSSF funds. MCDSS has contracts with three key community-based partners (Wild Iris, First 5 Mono County, and Mono County Office of Education). Staff in the Child Welfare Services Division of MCDSS monitor CAPIT/CBCAP subcontractors, and ensures program and fiscal compliance. In collaboration with the subcontractors, CWS staff collects data, evaluates programs and outcomes, and completes and submits annual reports for all programs funded by CAPIT and CBCAP. PSSF funds are directly administered by MCDSS.

CHILD ABUSE PREVENTION COUNCIL (CAPC)

The Mono County Child Abuse Prevention Council (CAPC) was established in November, 2001. The Mono County CAPC is an independent organization within Mono County government (as opposed to a nonprofit). The MCDSS contracts with the Mono County Office of Education (MCOE) to coordinate the CAPC. The MCOE facilitates quarterly CAPC meetings, preparing agendas and minutes; complying with the Brown Act and Roberts Rules of Order; acting as the point of contact for the Council and the public; participating in community implementation efforts of Strengthening Families Protective Factors Framework; encouraging and supporting community efforts to prevent and respond to child abuse; coordinating activities and processes with Mono County Department of Social Services and other community organizations as necessary and mandated per funding source; and maintaining membership and contact information, council calendar and other pertinent information. The CAPC also educates the public and policymakers about child abuse, works to improve the coordination of countywide

child abuse prevention services, and builds capacity and collaboration among agencies serving children and families.

COUNTY CHILDREN’S TRUST FUND COMMISSION, BOARD OR COUNCIL

The Mono County BOS has designated the CAPC to oversee the County’s Children’s Trust Fund (CCTF). The direct service providers are all members of the CAPC and they report at quarterly meetings on activities and progress with their programs funded by the CAPC. They also provide written reports to MCDSS formatted to conform to the annual CAPIT/CBCAP state-required report on numbers served, services provided, and challenges and successes. Information regarding the programs, services, and funding is available at the CAPC meetings and via the MCDSS office. The CAPC Coordinator makes presentations to the Mono County BOS regarding CAPC activities. Information on the CAPC, including meeting agendas and sponsored activities, is published on the official Mono County website, under Boards and Commissions.

Since Mono receives less than \$20,000 in child birth certificates fees, Mono County receives CBCAP funds to bring the CCTF up to \$20,000. The funds deposited into the CCTF through CBCAP must adhere to CBCAP requirements. CCTF funding has been used in a variety of ways over the past five years, as follows:

- Funding for coordination and leadership of the Mono County Child Abuse Prevention Council
- Dental Exams: Provided funding to assist with providing free dental exams in Mono County
- Strengthening Families: Funded local training for community members and county staff, sent Mono County staff to Strengthening Families trainings in Sacramento, Strengthening Families displays around the county, County-wide Bookmark Contest “What I love most about my family”- 10 bookmarks selected and available at all library branches.
- Protective Factors: Funded local training in “Mapping the Protective Factors”
- Car Seat Safety: Purchased car seats for IMACA and Child Passenger Safety Check events, and funded Car Seat Tech Training
- CAPC Conference in Sacramento (2013-14)- attended by CAPC Coordinator
- Cultural Awareness Training: provided to 23 Mono County staff and residents
- North Star Counseling Center: Funded this community-based counseling service including Spanish language support for parents and parenting resources

- Mandated Reporter Trainings: Funded CAPC Coordinator and MCBH Case Manager attendance at Train-the-Trainer Conference, ongoing Mandated Reporter Trainings provided by CAPC Coordinator
- Trauma-informed training for CAPC Coordinator
- Love and Logic Parenting: Funded this five week Strengthening Families Displays at Mono County Library Branches with books purchased for CAPC with CAPC Bookplates inside
- CAP Month events: Film screening of “Resilience” to the public, and to key stakeholder
- Mono County Community Resource Guide in English and Spanish: Created and distributed to schools, agencies, and libraries

PSSF COLLABORATIVE

The Mono County CAPC is the local collaborative body for the Promoting Safe and Stable Families (PSSF) program. DSS recently assumed oversight of and administration of PSSF funds, as opposed to contracting with Wild Iris to do so as was the arrangement in prior years. Because Mono County’s PSSF allocation is so small (\$10,000) and administration of the fund with its various spending restrictions is tedious, this has streamlined the management of PSSF funds. CWS staff have found creative interventions to support families under the four categories (family preservation, community-based family support services, time-limited family reunification, and adoption promotion and support services). MCDSS reports to CAPC at quarterly meetings about PSSF interventions and solicits CAPC input. Interventions include funding for concrete supports and services that are unmet by other community services or natural supports. PSSF funds are used for CWS families in addition to other families and children throughout the county who may be at-risk of child neglect or abuse. Probation does not use PSSF funds.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Child Welfare Services/Case Management System (CWS/CMS)

Mono County social workers are required to use the Child Welfare Services/Case Management System (CWS/CMS) to record information about their clients; all case file

information must be entered into the statewide CWS/CMS system. After collecting data in CWS/CMS, CDSS, in turn, contracts with University of California at Berkeley's Center for Social Services Research (CSSR) to produce summary reports on all relevant outcome measures according to the standards required for Mono County's System Improvement Plan (SIP).

As noted previously, timely data-entry was a problem in the past when the CWS division was not fully-staffed. At the time of writing this report, this problem has been resolved. There are a few areas that could be better utilized, particularly related to documentation of specialized interventions, such as Child and Family Teaming and other assessments for children. All new CWS staff attend a weeklong training in CWS/CMS as soon as they are hired. Overall, staff are competent in utilizing the database.

Mono County Probation is required to use CWS/CMS to input placement cases information, such as monthly contacts. Otherwise, Mono County Probation uses the department's case management system, Homeland Justice Systems Inc. Smart Framework to enter contacts and all other juvenile caseload information. There are no barriers to utilization as the department uses this system every day.

SafeMeasures

Mono County CWS uses the SafeMeasures tool as a supplement to the CSSR data published by UC Berkeley. SafeMeasures is an on-demand data information tool that is used by the child and adult services program manager and supervisor to examine specific targeted information regarding investigations, cases, well-being measures for children in placement, and social worker performance, without having to wait for the CSSR quarterly statistical data. On a monthly basis, the Mono County CWS social worker supervisor and/or program manager review SafeMeasures data. The review gives supervisors and managers useful information including, but not limited to:

- Timely visits by social workers;
- Compliance for timely responses to investigations;
- Recurrence of maltreatment;
- Referral dispositions; and
- Case closure information.

SafeMeasures is an effective tool for supervision and is also being used at higher rates by social workers to help them track and meet goals related to investigations and/or cases. The SafeMeasures pie charts and graphs communicate trends and statistics in an easy-to-use, visual manner.

CASE REVIEW SYSTEM

Court Structure/Relationship

Mono County Superior Court has two full-time judges who hear all cases including civil, criminal, juvenile, and probate. CWS is represented in court by county counsel attorneys. There are four local, private attorneys who hold contracts to serve as part-time public defenders and represent parents and children in Juvenile Court. Mono County Probation appears in court alongside the district attorney's office when a juvenile is appearing before the Court on a delinquency matter. The agencies have positive working relationships with the court clerks, judges, and private attorneys. Additionally, most Mono County foster youth are appointed CASA volunteers to advocate for youth and help navigate the legal process. Wild Iris is the local organization responsible for recruiting, training, and assigning CASA volunteers. The local CASA program serves both Inyo and Mono Counties. While it can sometimes be challenging to recruit enough volunteers to keep up with local demand, the program is reliable and has a reputation in Mono County for working collaboratively with CWS and legal partners and delivering quality services to youth.

One of the most notable strengths of Mono County's Court structure and relationships is the individualized approach that each court-involved family receives. Because Mono County's Court handles a small number of dependency and wardship cases, the judges, social workers/probation officers, CASA volunteers, supervisors, and court staff can contact one another easily and problem-solve without general barriers. The low volume of cases can at times pose a challenge in the sense that Court and agency staff are not immersed in dependency or wardship cases all the time due to handling such a wide scope of duties and practices each day. Therefore, it can be difficult and unrealistic to develop expertise on all

aspects of dependency and wardships amongst all partners. Fortunately, Court and agency partners generally have a strong commitment to collaboration.

Notices for hearings are done in writing for caregivers and tribes. For detention hearings, due to the fact that a petition is filed within 48 hours of a child being placed in protective custody, and the detention hearing is held on the following court business day, most detention hearing notices are done either in-person, by telephone, or hand-delivered in writing. For all other hearings, Notices for Review Hearings are sent first class mail or hand delivered, and they are not sent more than 30 days in advance. Mono County Probation follows a similar timeline. When a youth is detained at the juvenile hall for a misdemeanor, the youth must have a detention hearing within 48 hours. If a youth is detained on a felony crime, the youth must have a detention hearing within 72 hours. Similar to child welfare, the probation officer notifies parents, attorneys, district attorney's office, and the Court via in person, via email, mail, or on the phone, whichever method is suitable for that particular child's case.

Mono County CWS is in compliance with timelines for holding hearings for youth in foster care. At each court hearing, the next hearing is scheduled while in open session to ensure that timelines are reviewed by attorneys and the judge. The same is true for Probation.

At least once during every 5-year SIP cycle, Mono County undergoes a Title IV-E review by the Judicial Council of California. The most recent of those reviews was held in November, 2017. The review included CWS and probation managers/supervisors, leadership, county counsel, and judges. The review was followed-up by a written report. A total of seven dependency cases were reviewed and three juvenile probation cases.

Also as part of Mono County's continuous quality improvement, a county staff analyst position was trained to conduct qualitative case reviews using the Federal Onsite Review Instrument (OSRI). One case was reviewed per quarter. The process involved extensive review of social worker case notes and interviews of social worker staff and family members. In early 2017, the case reviewer position for Mono County was vacated. Presently, there is not a replacement, due to lack of available staff. In recognizing that many counties across the state

have struggled to train and maintain case reviewer staff, the State is working to contract with counties to provide this function, including Mono County.

CWS Case planning

Mono County utilizes various strategies to engage families and partner agencies in case planning, including visitation planning. The County meets the requirements for written case plans within 60 calendar days of in-person investigations and/or the initial removal of the child from the home. In addition to the engagement and teaming strategies noted in the previous section, Structured Decision Making (SDM) tools and the Child and Adolescent Needs and Strengths (CANS) assessment tool are used to inform case plans. SDM is used in all CWS interventions. The CANS assessment tool is used to screen youth for Katie A services and (effective July 1, 2018) for all youth in placement. The CANS tool will be completed with input from the Child and Family Team, and therefore, it will be yet another input to guide case plans. In addition, the Probation Department will refer youth who are involved with either the Mono County Behavioral Health Department or with CW to have a CANS assessment done in order to assist in further case planning.

Child-parent visitation is arranged by the social worker in collaboration with the family and caregiver. Additionally, the Social Services uses CAPIT funds to contract with Wild Iris whose staff are trained in monitoring child-parent visitation. Along with support from the child's CFT, visitation logistics are often a team effort. Court-orders for visitation often allow some discretion on the part of the agency to expand visits between court hearings so that CWS can be responsive to the bonding needs and progress made in parenting skills and safety.

Social workers inform parents of their rights and responsibility to engage in the development of their case plan from the moment a case is opened. A CFT is held in which the parent attends in order to decide upon the case plan goals. When signed, the social worker notes this in CWS-CMS. Caregiver needs are also addressed in Court case plans. Caregivers contribute by meeting with the social worker and/or attending the CFT. In recent years, Foster Parent Recruitment, Retention, and Support (FPRRS) funds have been available to assist caregivers with concrete needs.

SOP is an embedded practice approach in Mono County and has greatly influenced the case plans conceived over the past few years. Mono County has shifted away from service-based language to behavior-based language in case plans. Professional services are still valued as much as ever, and incorporated in case plans, but services are viewed in the context of supporting specific behavior-changes (so that safety will be achieved), as opposed to a mandatory requirement or consequence. If a client should refuse to participate in the development of their case plan or sign it, the department would create a case plan based upon the social worker's professional assessment and document the reason for the parent's refusal to sign. It is rare this happens.

For a small community, Mono County has several excellent community resources and services to support parents and youth in positive behavior-change. CWS, Juvenile Probation, MCBH and RFA caregivers have all received training in trauma-informed interventions and care. Mono County CAPC is working with agencies and schools to deliver more trainings and expand capacity around trauma-informed interventions. For example, the film, "Resilience" was purchased by Mono County to be viewed to targeted community members or agency staff.

For dependency cases, case plans are updated every six months at a minimum. For non-court cases, case plans are usually updated at three or six-month increments. Parents are asked to sign releases of information agreements early in the case, so that social workers can consult with service-providers in order to gather information about progress towards behavior-change and the clients' ability to benefit from services.

Probation Case Plan Development

Mono County Probation follows Title IVE Federal and State mandates, which serves as county policy. Upon adjudication and during intake, the juvenile probation officer administers the Positive Achievement Change Tool (PACT) assessment. The PACT identifies a youth's overall level of risk to reoffend, criminogenic needs which include dynamic factors, and strengths. Information from the PACT is used to inform case planning, including helping to make recommendations for probation supervision levels and to determine which treatment goals and interventions are most appropriate for that youth. Generally, the assessment is administered

every six months; however, when the youth commits another crime or has multiple probation violations, the assessment will be re-administered. This provides the officer with updated information to add or modify to the case plan.

Because of the small case load sizes of youth in out-of-home placement, probation staff are able to create case plans individually and do not have a formal process; typically done in conjunction with the Wraparound Team and CFTs. During the CFTs, visitation is also addressed and planned with the family. The probation officer discusses the case plan with parents, the child, and provides a copy to the Court. Probation openly discusses information and case-planning in the CFT with the parents and the team. The case plan is based on the type of crime committed, drug and alcohol history, social history, ability of the family to make changes, and the results of the PACT. The probation officer then refers the youth and family to community resources to address the identified needs. The probation officer maintains an open dialogue between the youth, the family, and the agencies to ensure compliance and that the goals in the case plan are being met. Review Hearings before the Mono County Juvenile Court are another form of auditing to ensure that the youth is receiving adequate treatment through the case plan. If the case plan needs to be changed, a CFT meeting is held with the family and all treatment service providers to discuss the best case plan for the child. Probation addresses the needs of caregivers in the case plan. The needs are addressed in the CFT or during the monthly contact with the probation officer. Title VI-E mandates that the probation officer visits the minor in placement at least once per month; therefore the juvenile officer adjusts their schedule to meet this requirement. The officer also discusses the caregiver's ability to visit and if needed, assists with gas cards or phone contacts.

CWS Internal Case Review Systems

Mono County has several internal systems in place to review cases:

- 1- Case consultation framework (see Appendix 3): Through Safety Organized Practices (SOP) coaching and training provided by the Northern Training Academy, Mono County has adopted the Case Consultation Framework to review cases throughout the spectrum of a CPS intervention. The framework is used:

- a. When a Suspected Child Abuse Report (SCAR) is received by Mono County to determine response during RED Team.
- b. As a model for supervision (including individual and group supervision)
- c. As a model for Child and Family Teaming
- d. To drive the case-planning process

The framework involves a teaming process. By transferring decision-making processes away from an individual to a diverse team, this enhances the overall consistency for interventions in Mono County. The framework provides a structure in the midst of emergencies and complex situations that improve the quality of decision-making and documentation of internal process.

- 2- Wraparound Management Team and Wraparound Group Supervision: Probation and CWS cases that are involved in the Wraparound process, undergo frequent reviews. On a weekly basis, the Core Wraparound Team meets with the director of Mono County Behavioral Health and the child welfare supervisor. During this time, Wraparound facilitators and case managers from child welfare and probation receive clinical oversight and supervision about their interventions and the overall status of each case. Every-other-month, the Wraparound management team meets to review cases from more of an administrative perspective. Both of these review processes problem-solve around cases that involve youth that are at high risk of out-of-home placement.
- 3- MDT: The Multi-Disciplinary Team meets to discuss child welfare and juvenile probation cases twice per month Wednesday mornings. During MDT, families with multiple agency partners are reviewed from a multi-disciplinary perspective. The intent of MDT reviews are to share information between partner agencies so that interventions are coordinated and effective for families.
- 4- Interagency Placement Committee (IPC): Mono County formed an IPC following the passage of AB 403, Continuum of Care Reform. CCR prompted CWS, Juvenile Probation, and Behavioral Health Departments to coordinate more rigorously around youth who are at risk of group-home level care or out-of-county placements. The IPC involves Department Heads, managers, supervisors, the case-carrying social worker, and family

members if able. The IPC reviews cases from the perspective of placement. The IPC assesses the needs of youth and whether or not local resources and placement options can meet the needs of the youth. The IPC ensures that all guidelines for placements into Short Term Residential Treatment Programs (STRTPs) are followed.

- 5- Child and Family Teams (CFT): Cases are reviewed with families during CFT meetings. In Mono County, CFT's are used frequently for prevention interventions before cases enter the Juvenile Court system. CFT's are a review mechanism that includes both the family and agency voices in a collaborative structure. CFT's are used both early on (during the investigation of a SCAR) and at the end of cases. For probation cases, CFT's are used at any given point of the youth's probation grant when the need has been identified. At each step, the CFT drives decisions around placement, case planning, or to determine when an investigation or case should be "promoted" or closed.
- 6- Weekly Individual Supervision: Cases are reviewed weekly between individual social workers and their supervisor. On a monthly basis, or more if needed, staff will select targeted cases for group supervision; an internal process for CWS staff to gather more perspectives and share ideas for complex cases.

Dual Jurisdiction Youth

Mono County does not currently have any dual jurisdiction youth. Mono County, does, however, have a protocol in place which was signed in 2013 to address dual status youth in accordance with WIC 241.1. First and foremost, when a youth enters both the child welfare and probation systems, the two departments including the DA and county counsel will meet to discuss what the best course of action will be for the minor (i.e. to be served by one agency only, or to become a dual status youth). In the latter case, one agency is designated as the "lead agency" in terms of case management.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Mono County currently has five RFA homes. There are no designated "emergency shelter" homes. Several current RFA homes have expressed willing to care for children on a short term and/or emergency basis. Over the years, Mono and Inyo Counties have placed youth in one another's county foster homes (now RFA) due to the close proximity between towns

along the borders of the two counties. This collaboration has allowed youth in placement to remain in their home region.

There are no FFA's serving Mono County (nor the eastern sierra region of California). With the shift to RFA in January, 2017, Mono County assumed all responsibilities for recruiting, approving, and retaining RFA homes. A contract with the Fresno State Adoptions remains in effect, but Mono County social worker staff now conduct all permanency assessments (also known as the psycho-social or adoptions home study). CWS staff maintain contact with the adoptions liaison in developing concurrent plans, which are created with each Case Plan.

Support services for caregivers are provided by the County and other agencies/organizations, such as Wild Iris, Toiyabe Indian Health Services and First 5. In 2016, Foster Care Recruitment, Retention and Support (FPRRS) funds were made available to counties in order to help remove barriers for caregivers to become approved homes and to maintain children in care over time. Example of supports provided have been: tangible/concrete resources to repair or fix home environment, childcare expenses, transportation expenses, extracurricular activity expenses, culturally appropriate activity expenses, such as school dances, sporting events, family movie nights, family bowling nights and clothing for children. Additionally, OCAP funded parenting, support, and counseling services through Wild Iris are available to support caregivers. Lastly, in the absence of FFA's serving the eastern sierra, CWS social workers allocate time to provide direct support and time to caregivers as a matter of course in their case management duties. The county evaluates its RFA recruitment and retention efforts in annual reporting to the State of FPRRS activity. RFA approval processes are monitored by the CCR partnership team at a local level. The County recently purchased services through Binti Foster Care Software to ensure fidelity to the RFA approval process, and to provide enhanced access and ease of use for prospective foster parents.

RFA duties are divided amongst CWS social worker and program analyst staff; there is not a designated RFA and/or Placement unit, due to the small number of youth in out-of-home care. Mono County staff are well-trained in performing approvals for RFA. The Adult and Children's Services Program Manager, who is the Custodian of Records for foster placements, is responsible for criminal background clearances.

There are no group homes, STRTP's, or Intensive Services Foster Care (ISFC) placements in Mono County. Therefore, youth who require high-levels of care and treatment are typically placed out-of-county, unless intensive Wraparound services can successfully maintain them in-home and within the community. Mono County is committed to fulfilling the vision of CCR and is working hard to develop more local resources for hard-to-place youth. The CCR Partnership Team, comprised of Department Heads and Managers from each placing agency (Juvenile Probation and DSS) and Mono County Behavioral Health (MCBH), meets every-other-month. The partnership routinely discusses strategies for increasing local placement and treatment options for youth who have a high level of needs.

RFA recruitment efforts include quarterly RFA gatherings (for current and prospective homes), outreach to community-based and service groups, outreach at community events and celebrations, individual targeted outreach, partnership meetings with local tribes, and periodic media campaigns and/or articles in the local papers.

Mono County, with a small population base of approximately 14,000, has very few youth in foster care; less than 10 at any given time and sometimes fewer than 5. The low rate is also attributed to Mono County's commitment to front-end, preventative interventions, such as SOP, CFT, voluntary family maintenance cases, and family findings. Engaging extended family and natural supports who may later become relative and/or NREFM placement options helps reduce the rate of placements in non-related foster/RFA homes.

Placement of Native American children is handled on an individual basis and in collaboration with the ICWA representative at the tribe and family. The ICWA representative is consulted on all placement issues concerning Native American children. In the case of the Benton Utu Utu Gwaitu Paiute Tribe, some youth on the reservation do not meet blood-quantum for tribal enrollment. In those cases, so long as the youth and family identify as part of the Native American culture, Mono County makes sure to engage tribal members who are connected to the children regardless of enrollment status. The ICWA representative, or other tribal representative connected to the family, is invited to Child and Family Team meetings, and may also be included in MDT's, when Native families are involved with, or at-risk of involvement with CWS. There are currently no Native American RFA homes. Recruitment

efforts continue to be made. In late 2017, the first Native American family submitted an application for RFA.

The issue of facilitating timely adoptive or permanent placements for “waiting children” has not been an issue in Mono County. With so few youths in placement, there are no “waiting children.” All youth in placement have viable concurrent plans and typically reach permanency within reasonable timelines following termination of parental rights.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

Child Welfare

Mono County Social Services receives Title IVE training, including core training for new social workers and supervisors from UC Davis, Northern California Training Academy. A common challenge faced by Mono County professionals is long distances between Mammoth Lakes and Bridgeport from training centers. Most training requires an almost six-hour drive for staff, one way. In addition UC Davis has done a commendable job offering many trainings locally. Mono, Inyo, and Alpine Counties coordinate to hold regional trainings to include all eastern sierra county staff. Local community-based agencies, school staff, and partner agencies are routinely invited to trainings hosted by Mono County and the Northern Training Academy. This includes Mono County’s two key subcontractors (Wild Iris and First 5 Mono County) who deliver services under the CBCAP and CAPIT funds. A staff analyst at Mono County DSS coordinates and tracks training for CWS staff. Ongoing staff training needs are routinely discussed during staff meetings. See Appendix 4 for 2016 – 2017 training records.

All new CWS social worker staff comply with Core training requirements. Mono County has four social worker positions. Due to the distance from UC Davis, completion of Core Phase II requirements has taken longer than expected for some staff; and online training modules has been helpful when in-person training was not feasible. Common Core 3.0 may be easier for social workers to complete as all trainings will be taught in specific modules with less customization. In fact, the most recently hired social worker recently completed the Core 3.0. The social worker supervisor serves as the field advisor for any staff enrolled in Core 3.0 training. All probation staff attended a Core Training and a PC 832 class within the first year of

being hired. In addition to the regular probation core, the juvenile officer attends a placement core and the juvenile supervisor attends a supervisor core training. The juvenile officer and juvenile supervisor are required to have 40 hours of Standards and Training for Corrections (STC) training hours. The training that both the juvenile officer and juvenile supervisor attend is relevant to delinquency or dependency trends in the juvenile justice system. Mono County Probation relies on the Chief Probation Officers of California (CPOC) and any incoming ACL/ACN's to determine what training is relevant and necessary.

Social worker skill acquisition and development are measured internally by the supervisor through both weekly individual supervision and regular observation of social workers in the field. The CWS supervisor monitors social worker training needs by using SafeMeasures to track outcome measures and compliance and by direct-observation of social workers in the field. At all levels of the department (social workers, assistants, supervisors, and managers) staff competency is monitored through county performance evaluations. Goals and objectives are generally set and reviewed annually; more routinely if necessary.

Peer education is a part of the CWS staff culture, where more experienced staff often join newer staff in the field and provide basic coaching. Group supervision using the Consultation Framework and SOP fundamentals provides a mechanism for all staff, new and experienced, to engage in ongoing peer-learning. And lastly, coaching has become an added layer of staff-education and ongoing skill development in recent years. The current CWS supervisor has received coaching training and ongoing refreshers from the Northern Training Academy's designated coach for Mono.

Trauma-informed education has become thematic throughout social worker education. The potential traumatic impacts of CWS intervention in addition to maltreatment in the home are themes commonly discussed in supervision, RED team staffing, and group supervision. Cultural issues are also addressed in a systematic way through RED teams; each new SCAR that is made to Mono County is assessed through the Consultation Framework which includes a section for cultural issues. Cultural themes may include race or ethnicity, geographical culture, behavioral culture, tribal affiliation and culture, military culture, and so much more. Lastly, CWS management staff has begun participating in the California Core Practice Model (CPM) regional

Learning Sessions and Development Circles with leadership from other counties. The CPM is intended to integrate core practice behaviors throughout CWS systems (recruitment, training, supervision, quality improvement and outcomes tracking) such that systems reflect the same values that drive interventions with families and children.

Resource Families receive training primarily through “Foster Parent College,” an online training resource. This tool has been a great asset in Mono County which lacks alternate training options for foster parents. RFA families are also invited to participate in trainings that are offered to social worker staff when the topics align with the RFA training needs. Additionally, Mono County has a small library of resources including DVD’s and books that may be used for RFA families. Training for RFA families is guided by the RFA Written Directives and includes an onsite orientation to introduce RFA homes to local CWS practices. In recent years, Foster Parent Recruitment, Retention and Support (FPRRS) funds were used to pay for Foster Parent College and other RFA training requirements such as First Aid/CPR.

The Mono County Child Abuse Prevention Council (CAPC) also supports service provider education by arranging community-based trainings and disseminating information to the public about community protective factors and child abuse prevention. A detailed list of CAPC activities is included in the Financial/Material Resources section earlier in the report. Additionally, CWS staff provide mandated reporter and RFA trainings and in-services to our community partners throughout the year. In 2016-2017 trainings were provided by CWS staff quarterly to Wild Iris, individual school districts, and the First 5 Mono County Home Visiting program.

Probation

Currently, probation does not provide training.

AGENCY COLLABORATION

Mono County Social Services and Probation collaborate with each other and other agencies to provide a comprehensive network of services and support for families and children in numerous ways, including, but not limited to: MDT, SB 163 Wraparound Services, CAPC, School Attendance Resource Board (SARB), Sexual Abuse Review Team (SART), the Foster Youth

Services Coordinating Program (FYSCP) and the CCR Partnership Team. Stakeholder input is captured in meeting minutes for follow up between meetings.

Per the CSA Stakeholder meeting, Mono County Social Services has many strengths including a strong family-focused culture where family success is prioritized. Because the child welfare department has multiple cross-disciplinary responsibilities, their broad scope of knowledge is respected and valued. The county works well in collaboration with Public Health, First 5 Mono County, Behavioral Health, and law enforcement by including officers in RED teams and MDT. Family voices are included in decision-making during inter-agency collaboration, particularly with Behavioral Health. Stakeholders indicate that the most influential programs that lead to positive outcomes are the quality of relationships between all of the service programs as well as collaboration during CFT meetings.

Child Welfare and Probation collaborate directly about placement and the delivery of services for specific foster youth in placement by way of the MDT and Wrap Group Supervision in particular.

MDT

During MDT meetings, information may be shared under MDT protocols. MCBH is also a key partner at MDT. Clients who meet eligibility for Katie A mental health services such as Intensive Care Coordination (ICC) are often discussed at MDT.

Wraparound

Mono County Wraparound services are a collaborative effort between: MCBH, CWS, Probation, and Public Health (as appropriate). Mono County is staffed to facilitate two Wraparound interventions at a time. With approval from leadership, more Wraparound families may be approved, but staffing issues would first need to be evaluated to ensure adequate resources and model fidelity.

The Wraparound meeting is considered a type of child and family team meeting, with each family involved in deciding who will be invited to attend. The meeting is generally attended by the child and his or her family, extended relatives and natural supports, the

Wraparound coordinator, a representative from the referring agency (CWS, Probation, or Behavioral Health), relevant service providers, parent partners, and others identified by the core wrap team or family as helpful or supportive. During the early stages of a Wraparound intervention, eliciting “natural supports” can be challenging. Natural supports, however, are a key component to maintaining positive change over time, especially once the involvement of agency support ends. Reaching out to partner and community agencies is important to identify natural supports who may fill a unique “need” in the family. This requires engagement with community partners. Another challenge has been finding parent partners. This issue has been addressed by way of an updated Scope of Work with Wild Iris to expand CAPIT-funded services to provide what Mono County is calling “Family Partners” (implying that a partner can be for a youth or a parent).

Group supervision takes place weekly and consists of the core Wraparound Team (staff who directly deliver Wraparound coordination and facilitation and direct supervisor staff). The Wraparound coordinator, is a key member of this team, an employee of MCBH, overseeing model fidelity. The Director of Mono County Behavioral Health provides clinical support at Group Supervision.

The Wraparound Management Team consists of leadership (directors, supervisors and managers) from each agency. The Management Team is responsible for overseeing the administrative aspects of Wraparound, including the budget and local policies. The Management Team screens all incoming referrals to the Wraparound program also evaluates programmatic challenges, hot topics related to current cases, and overall model fidelity as needed.

Child Abuse Prevention Council (CAPC)

CAPC is a collaboration of public agency representatives, community partners, and parents which provides a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases. CAPC promotes public awareness of the abuse and neglect of children and resources for intervention and treatment. CAPC encourages and facilitates training of professionals in the detection,

treatment, and prevention of child abuse and neglect and recommends improvements in services to families and victims. Finally, CAPC facilitates community support for child abuse and neglect programs, and as noted earlier in this report under Financial Resources, CAPC oversees the expenditure of County Children’s Trust Funds.

Presently, both CWS and Probation have one staff member each who are standing members of CAPC. CAPC meets quarterly. CWS and Probation provide updates regarding current departmental activities, as well as status of the CAPIT/CBCAP/PSSF funding and contracted activities. The CWS supervisor answers questions and provides input on the effectiveness of activities contracted via the Office of Child Abuse Prevention (OCAP) funds.

School Attendance Review Board (SARB)

CWS and Juvenile Probation are each standing members of the SARB Board. CWS staff offer input and intervention when child abuse and or neglect issues are connected to school-attendance issues.

Sexual Abuse Review Team (SART)

SART meets once per quarter and is facilitated by Wild Iris (the regional agency that serves victims of domestic violence). Meetings are a regional collaborative involving both Inyo and Mono County District Attorney Offices, CWS, Probation, and hospital staff. Due to the remote nature of the Eastern Sierra’s there are presently no medical staff trained to conduct forensic exams for minors. The counties transport youth to the Jamison Center in Bakersfield. While the Jamison Center is a highly experienced facility, the long transport for children and families can be problematic for both evidentiary reasons and also contribute to secondary trauma for child victims. SART discusses strategies for this and other related issues. The Supervising probation officer is looking to attend this meeting in the future.

Foster Youth Services Coordinating Program (FYSCP) Advisory Council

The FYSCP Coordinator at Mono County Office of Education facilitates this quarterly collaborative. The Advisory team provides input and guidance to the FYSCP Coordinator on educational issues for foster youth in Mono County schools. Most recently, the team advised on

a school transportation MOU that was drafted by the Coordinator and signed by each school district, the County Office of Education, Probation and CWS. The plan outlines strategies to ensure that youth who are removed from their homes and placed in a foster home may remain in their school-of-origin, even if this requires extensive transportation plans on behalf of public agencies, as per Welfare and Institutions (W&I) Code §10601 and Education Code Section 49069.5. On a case-by-base bases, the FYSCP also attends MDT in order to exchange information and collaborate with partner agencies on educational needs for foster youth. The FYSCP liaison works collaboratively with CWS and Probation to ensure that school records for foster youth are transferred in a timely manner.

CCR Partnership Team

As noted previously under State and Federally Mandated Initiatives, Mono County created a CCR Partnership Team. This committee is comprised of the three primary agencies responsible for the placement and delivery of services to foster youth: CWS, Probation and MCBH. The team oversees, evaluates, and plans local CCR implementation including: RFA, Foster Parent Recruitment Retention and Support (FPRRS), Specialty Mental Health Services, Child and Family Teaming (CFT), Interagency Placement Committee (IPC), and Wraparound services. Meetings are held every-other-month in conjunction with the Wrap Management Team, as the two committees involve the same persons.

Tribes

Mono County has two federally recognized tribes: Bridgeport Indian Colony and the Utu Utu Gwaitu Paiute Tribe of the Benton Paiute Reservation. Services for these Reservations are primarily provided by Toiyabe Indian Health Project (TIHP). TIHP provides behavioral health, youth prevention, and substance abuse treatment services, as well as medical, dental, and optical services. CWS works cooperatively with TIHP on a case-by-case basis to ensure coordination of services. Access to TIHP services for families on the Benton Paiute Reservation and the Bridgeport Colony can be challenging due to the over 30 -mile distance from the reservation/Colony to where TIHP is located in Bishop and Walker Public transportation is limited throughout the county. Lastly, tribal leadership changes frequently.

CWS and tribal representatives evaluate and assess progress for Native American children during Child and Family Team meetings, MDT, or individual contacts between the social workers and tribal members/relatives.

Because the development of trusting relationships is imperative to effective collaboration with tribes, ongoing outreach is more important than ever. CWS staff attend monthly “social” events in Benton as much as possible. Tribes are invited to engage in mutually beneficial trainings offered by DSS or the Northern Training Academy. These and other outreach efforts help build relations so that problem-solving during crises is easier.

Multi Agency Council (MAC)

Both Probation and Social Services regularly participate in the MAC meetings. MAC is a forum for Mono County community leaders to collaborate with one another and their networks to identify problems and initiate community environmental, social, and agency solutions regarding issues in Mono County. Ideas for activities and programs to improve and/or support children and families in Mono County are a frequent topic of discussion and action.

Additional agencies that collaborate with child welfare and probation to provide services to families

Data sharing (for the purposes of improving service-delivery to shared populations) takes place routinely in each of the above collaborative without using identifying names or information about clients. Data informs planning for improving community resources for high-risk families and those at risk. In some cases, sharing information about specific clients is necessary to ensure the safety of clients or determine appropriate services and supports. In these cases, releases of information are signed by clients and/or information is exchanged under specific standing agreements and MOU’s between agencies. For example, MDT partners sign an agreement and protocol before discussing information about shared clients. An Information Sharing MOU is being finalized between the Mono County Office of Education and MCDSS in order for the two parties to exchange specific educational information related to foster youth.

Coordination with local law enforcement agencies is overall positive. Social workers often ask for law enforcement assistance on welfare checks or detentions. In reverse, law enforcement routinely asks for social worker responses when law enforcement calls involve children who appear to be abused or neglected. The Mono County Investigative Unit (MCIU), described in the beginning of this report, allow for a coordinated and integrated response between the Sheriff's, Police, and District Attorney's offices. As of the writing of this report, the MCIU has been suspended. Periodically, management from CWS and law enforcement will meet to discuss new initiatives or issues.

Mono County Law Enforcement Agencies (District Attorney's Office, Mono County Sheriff Office, and Mammoth Lakes Police Department) and CWS have all signed onto a revised team protocol to ensure the needs of all agencies regarding drug endangered children are maximally addressed with minimal re-victimization of the child. A collaborative commitment and team approach to this concern allows for better treatment of the child victim and prosecution of the offending adult. The team approach also allows for a more comprehensive assessment of the need for placement of the child outside the home to ensure his/her safety.

Mono County collaborates with Kern Regional Center to assess and deliver services to developmentally delayed clients. Social workers have a close working relationship with the regional contact at Kern Regional Center.

Faith-based organization are partners in several ways. One local church has allocated a small monthly budget to assist social services clients in ways that traditional, public funding sources may not be able to. For example, they recently provided gas vouchers and food for a teen mother having a high-risk pregnancy who needed to stay in Davis, CA (nearly six hours from home) for several weeks. At times, faith-based organizations may be partners as natural supports for families who need day-to-day encouragement and support.

There are no family resource centers FFA's, STRTPS or group homes in Mono County. Per the stakeholder meeting, the top identified challenge was with consistent and timely coordination with partners. Identified barriers to collaboration include confusing funding streams that are not aligned with the department's processes or work culture, a need for early

intervention, and fragmented messaging with schools and teachers regarding mandated reporting responsibilities (i.e. human trafficking, STD's, etc.). Stakeholders offered improvements such as groups that meet regarding early intervention and/or prevention efforts, collaborating with children more by including them on trainings, discussing family background, offering partner training on drugs or safety assessments, utilize the school resource staff with child allegations at school, and acquiring CSEC funding from state for Wild Iris to provide highway outreach. Their top recommendation includes offering Children's Service Council quarterly and adding a CSEC awareness training beyond the scope of child welfare to include law enforcement, Caltrans, chamber of commerce, and agricultural inspection staff.

SERVICE ARRAY

Considering its small population and rural demographics, Mono County has a significant array of services and supports along the continuum of prevention. Mono County lacks highly specialized resources (such as clinicians who practice PCIT, or other specialized modalities), or resources that are particularly staff-intensive, such as group-homes and Intensive Services Foster Care. However, overall, there is a foundation of supports in place to address the most common types of problems associated with child maltreatment. During the Mono County Stakeholder meeting, stakeholders indicated the top strength of the county is its diversity of services despite its small size. They say the ratio of service providers to families is wonderful. The most prevalent theme regarding barriers to positive child outcomes such as wellbeing and reunification was transportation and access to services in rural areas.

Waitlists for services do not generally exist in Mono County. There are certain, highly specialized interventions (such as Wraparound) that have limited availability. The bigger problem for Mono County residents is the sheer lack of certain specialized services or the lack of access to services due to the rural demographics and limited public transit. The services that exist, however, do not generally have waitlists.

Mono County CWS prioritizes family preservation and family maintenance services, even though they are not mandatory. In other words, there are many occasions when safety threats may not rise to the level of detention and Juvenile Court intervention. But, there are enough risk factors in place and often patterns or repeated behaviors that are likely to culminate in

serious harm if not mitigated. About 75% of Mono County’s interventions are “front-end” before families enter into the Court Dependency system. In addition to facilitating assessments, Child and Family Teaming, and safety organized practices, social worker interventions often rely upon referrals to specialized services outside MCDSS. Examples include counseling, therapy, parenting and home-visiting services. Community providers include Wild Iris, MCBH, First 5 and Toiyabe Indian Health Services. These services are explained in more detail in the upcoming section. Service-providers must be equipped to meet the needs of Spanish-speaking families in Mono County who comprise approximately 28% of the population. Most agencies employ bilingual staff and interpretation services. In addition to language-needs, some Latino/Hispanic families face instability due to immigration status which can be a barrier to accessing services. Outreach efforts to Latino community groups (such as El Foro Latino) are a key strategy to reducing fears or stigma about public/community services.

Permanency

When children cannot be maintained in their homes and are removed and placed into foster care, Mono County follows the legal timelines for reunification. For a child under the age of three years old (or a sibling set that includes a child under the age of three), reunification services typically do not exceed six months. For older children above the age of three, reunification services typically do not exceed twelve months. There must be a compelling reason for these timelines to be exceeded and there must be evidence to show there is a reasonable likelihood the parent will be able to safely reunify with the child in order for this timeframe to be extended. While MCDSS may recommend more reunification services, ultimately the Juvenile Court Judge makes this order. Once reunification services end, a 366.26 hearing is held during which termination of parental rights (TPR) are ordered and adoption becomes a possible avenue for permanency. If there is an alternate permanent plan, such as Tribal Customary Adoption or legal guardian with a long-term caregiver, then parental rights are not terminated. Mono County assesses each case individually and takes into account the best interests of the child when making the decision to recommend termination of parental rights. Mono County Social Services understands adoption is the most permanent legal option for children and strives for that outcome whenever possible for children who do not reunify;

however, cultural or demographic characteristics sometimes requires more flexibility than offered by adoption and parental rights are not terminated. In either circumstance, an analysis of those decisions are made with input from the Child and Family Team and documented in case notes and Court reports.

For children ages 0-5, there are no specialized services for locating permanent families. Because of Mono County's small size, staff make individualized efforts to find relatives and other natural connections for young children through Child and Family Teaming and genogram mapping in order to find placements that are appropriate for children and minimize trauma.

When youth are removed from home due to unmitigated safety threats, social workers rely upon these same community and agency services to link with families. When reunification is not possible, concurrent plans are relied upon and relatives, NREFM's or other RFA families are engaged around permanency plans. Even at this "back end" stage of permanency planning, long-term and permanent placements require support and interventions in order to successfully maintain youth in their homes. Below are descriptions of the services in Mono County that support prevention, family preservation, family reunification, and permanency for youth:

Child Abuse Prevention, Intervention, and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) funding

As noted previously in this report, MCDSS awards contracts to three key community partners to deliver services to at-risk families and foster youth (First 5, Wild Iris and Mono County Office of Education). The First 5 Mono County Commission delivers a countywide home visiting program to families throughout Mono County with children ages prenatal through 6 identified as high risk. The program provides services in English and Spanish using research and evidenced-based interventions and materials that:

- Focus on implementing positive parenting practices;
- Works with families to address family specific issues;
- Provides information on child safety and identifies crisis issues, and
- Provides information, support, and community referral, in collaboration with the family, working to reduce family stressors, at risk behavior, and family crisis.

Stakeholders indicate that First 5 Services have challenges keeping families engaged, indicating that the fact that they are voluntary and not mandatory may play a factor in this challenge.

Wild Iris provides Parenting and Co-Parenting classes, Family Partner Services, supervised visitation, respite care, Mental Health Services referrals, and advocacy/public awareness of child abuse prevention. The parenting program provides culturally competent and appropriate services to address child behavior and discipline issues as well as to increase parental confidence. Group classes are typically structured in a six (6) week series using several evidence-based curricula, such as “Active Parenting Now” and “Triple P.” The focus of Co-Parenting classes is to reduce conflict between parents who are typically separated or divorced, thereby minimizing harm to children who are impacted by this conflict. The Co-Parenting Class typically consists of an eight (8) week series using the curriculum “Cooperative Parenting and Divorce.” Parenting education may also be conducted in the home to families in out-lying areas of the counties without means of transportation, or where there are not enough parents to form an official “class” or group. In this way, parenting is individualized and tailored to the unique family needs. Stakeholders also reflected upon the utility of Wild Iris, praising the program where support staff are provided for parent court visits, adequate peer programs, but also indicating that families must have a child enrolled in a local school to receive support. Stakeholders indicated Wild Iris and First 5 are just two of the most effective prevention services offered in Mono County.

The Mono County Office of Education provides coordination of the Child Abuse Prevention Council and a variety of other child abuse prevention services and supports mentioned previously in this report.

Mental Health Services

Wild Iris also allocates some CAPIT funds for the provision of mental health services when families have no other insurance or payment source to access necessary family therapy and counseling. Wild Iris services specifically meet the needs of the more underserved populations in Mono County. For example, they have a staff-person uniquely dedicated to reaching geographically isolated communities and doing prevention/outreach efforts. Finally,

Wild Iris administers the use of CBCAP funds for public education campaigns related to child abuse prevention/awareness and mandated reporting including radio and newspaper advertising using.

Stakeholders indicate that there is a counseling center at the local high school that offers free counseling to both parents and children, which is particularly useful for probation youth.

Domestic Violence

Wild Iris is the local area expert on domestic violence prevention and intervention. In addition to the services mentioned under CBCAP and CAPIT, Wild Iris provides 24-7 crisis intervention to survivors of domestic violence, individual counseling, case management, restraining order information and assistance, support groups and self-help groups including art therapy. Support groups provide a vehicle for education, training, mutual aid and parents' support, reduction of isolation, and coordination of community services. Services are offered to various cultural and ethnic groups in the community. Numerous staff at Wild Iris are bilingual.

Mono County social workers routinely partner with Wild Iris and refer families to Wild Iris. Referrals are made anytime emotional or physical abuse are related to domestic violence.

Food and Shelter

Mono County DSS provides emergency food, shelter, rent, and utility assistance through the Emergency Food and Shelter Program (EFSP). These services are available to the community. Service providers such as Mental Health, Public Health, Wild Iris, and IMACA refer their clients when they have an emergency requiring food, rent, or utility assistance. IMACA also runs a food commodities program distributing free food throughout Mono County and, per the stakeholder group, offers help with firewood for warmth in the winter, and assistance in paying utilities.

Family Safety and Stability Assistance

As mentioned earlier in the report, PSSF funds administered by DSS are limited, but they can fill gaps and provide unique supports to promote Family Preservation, Family Support,

Time-Limited Family Reunification, and Adoption Promotion and Support. Funds can be used on concrete supports or services such as individual and family counseling. IMACA also offers assistance with childcare.

Foster Care Nursing

The Mono County Public Health foster care nurse provides medical case management services for children who are Mono County dependents or wards. The nurse coordinates with social workers, probation officers, medical providers, substitute caregivers, and biological parents to ensure timely routine medical and dental exams and follow up on specialized referrals, treatment, medication, or emergency services. Mono County Health is an important collaborator with the Department of Social Services. In addition to case management for foster youth, public health nurses (PHNs), per an agreement between the Health Department and DSS, may accompany social workers in the field to help evaluate health issues during high-risk investigations. In addition to the PHN's medical expertise, clients are generally receptive to PHN's and any guidance or advice they provide.

Services for Native American Families

In addition to all of the previous mentioned services and agency services, Toiyabe Indian Health Project (TIHP) serves the Native American community. TIHP is a consortium of seven tribes and two Native American communities in Mono and Inyo Counties. TIHP provides a variety of services for Native Americans including: medical and dental services, drug and alcohol treatment programs including inpatient treatment for adults and youth, a mental health program including individual, family, and group therapy, and prevention and outreach services. CWS and TIHP have worked collaboratively with Native American clients on a case by case basis. Because of the very rural and geographic isolation of the tribes they are at risk of being underserved by traditional service-systems.

Independent Living Program (ILP) Services

CWS social workers provide ILP services for age-eligible Probation and CWS youth and NMD's. Due to the limited number of youth receiving ILP services at any given time, ILP groups are rarely possible. As a result, ILP services are delivered in an individualized manner. Staff

provide resources, training materials, or one-on-one coaching regarding topics such as: money management skills, job searching and readiness, housing, counseling, and aftercare services such as housing and employment. Housing continues to be a problem in Mono County for ILP youth. There are no transitional housing programs for youth. For emancipating youth, the focus is on applications for extended Medi-Cal benefits, assistance through the Workforce Innovation and Opportunities Act Employment and Training Services, and assurance that foster youth have original records (birth certificates, social security card, immunization card/ records, medical history, doctor's names and prescriptions, a copy of high school diploma, and prescriptions). Mono County DSS maintains a resource library (DVDs, video, books) with independent living skills information for foster youth. On-line resources such as i-foster are also great resources for ILP youth. One or two child welfare staff typically attend the annual TAY conference in Sacramento to learn about services and topics related to ILP.

IMACA Community Connection for Children

IMACA offers a variety of child care services such as Headstart Pre-school in Mammoth Lakes and Coleville, subsidized child care programs, various community events and training, and a resource library. Bi-lingual services are provided. Stakeholders indicate that IMACA funding is one of the most effective prevention services offered in Mono County.

Probation Youth, Transitional Youth and Youth Wellbeing

The stakeholder group found the following organizations to be particularly helpful for older youth: Club House Live, through Mono County Behavioral Health, offers an after-school lounge and activities for teens. Lighthouse Church offers ancillary services and offers a place for teens to spend their time after school. Young Life youth group, an older youth group Sierra High School is the local continuation school and there is an additional counseling center on the high school campus which is free to students. Stakeholders reported that probation officers are very attentive and offer individualized services that are intensive. Services for youth such as the Toiyabe Youth Development Program, Ski PE, school workshops, Little League and AYSO soccer were all highlighted as available for child wellbeing. Barriers for youth access to wellbeing

services include transportation difficulties, lack of knowledge about services and lack of engagement by undocumented immigrants due to fear of deportation.

Stakeholders expressed the need for more activities for youth of all ages, and also a need for parent partners, youth partners, youth mentors and medical specialists for youth. The best recommendation from the stakeholder group regarding youth is for more community involvement specific to the Hispanic community. Another strong theme was the need for parent-modeling – a mentor showing youth about successful adult practices like attending college and raising families when their own parents cannot model these things themselves.

Youth with Disabilities

Kern Regional Center provides services for individuals with developmental disabilities, including case management services. Mono County agencies including CWS and Behavioral Health work collaboratively with Kern Regional case managers to provide services for clients with developmental disabilities. Kern Regional Center serves clients in Kern, Inyo, and Mono Counties.

After age three, the Mono County Office of Education provides services for youth with developmental disabilities. Stakeholders indicated there are challenges with access to these services after age three. Stakeholders also described there are services such as Early Start, First 5, and Great Steps Ahead. These programs offer services in both English and Spanish.

County Children’s Trust Fund

These funds are overseen by the Child Abuse Prevention Council (CAPC), which is also the County Children’s Trust Fund Commission and are geared toward county-wide prevention efforts. A detailed description of the interventions and programs funded by CCTF is described under the “Financial/Material Resources” section on page 32 of this report.

ICWA

The Indian Child Welfare Act mandates that ICWA eligible children involved in dependency action are identified and that the tribe is notified of all dependency actions. In Mono County, families are queried about Indian ancestry the moment a child comes into the

foster care system. There are no designated ICWA staff due to Mono County's small caseload and staff size. The social worker is responsible for interviewing family members about Indian heritage, documenting all results, and, when applicable, providing notification and ongoing contact with affiliated tribes to determine ICWA eligibility.

Social workers consult with tribes, pursue ICWA placement requirements, and make recommendations that take into account the tribe's input. Social workers also communicate with tribes to discuss parent's progress in family reunification cases and seek approval for placements. Notices for Court hearings are sent according to welfare and institutions code regulations to tribes in advance of all hearings. Social worker staff work hard to ensure that culturally relevant activities are made accessible to Native-American children in out-of-home care. ICWA training is offered to all social workers as part of CORE training.

Multi-Ethnic Placement Act

Mono County actively recruits and welcomes Resource Family Approved homes that reflect the cultures and ethnicities children in Mono County. Mono County does not deny or delay RFA applications based upon race, color or national origin, nor does the County refuse or delay the placement of a child in a foster home due race, color or national origin. There are no children currently awaiting placement in Mono County. Whenever possible, however, Mono County places children with family members.

Significant Gaps in Services

Most gaps in services are the result of Mono's rural demographic and small population base. For example, in an even slightly larger county, an entire CWS staff person (or unit, for a larger county) might be dedicated to a specialized program area (i.e. ILP, CSEC, or RFA). In Mono County, all programs are divided amongst a very small staff. Stakeholders also reflected upon the issue of inadequate staffing of services. Where this can be a strength (services are individualized and tailored case-by-case), it can also create a deficiency in specialization or subject-matter expertise. Or, if a parent in Family Reunification has a specific mental health condition requiring a particular form of therapeutic treatment, for example, it is unlikely there will be a provider in Mono County. The closest urban center is Reno (3 hours to the north). It is

not plausible to send clients that far to receive specialized services. As for foster youth, at this point in time Mono County has no Intensive Services Foster Care homes, which places high-needs youth at greater risk of out-of-county STRTP placements. There are also gaps in RFA home availability in certain regions of the county (i.e. Benton and June Lake/Lee Vining). As for older youth and NMD's, aftercare services (such as affordable, or transitional housing programs) are lacking.

Accessing services can be a challenge for families. There is a good public transit system in Mono County, but for families who live in rural areas, bus service may only depart once or twice per day to and from larger population centers. As a result, service-providers must travel to outlying areas to deliver services. Stakeholders indicate this as well, particularly for limited access to child/adolescent psychiatry, concerns with transportation, childcare for families, respite care, intensive outpatient and inpatient substance abuse treatment, and post-partum depression services. In fact, of all the comments given during the stakeholder meeting, the top challenge noted was getting services to rural communities, particularly in the winter. Social services aides spend a considerable amount of time driving clients who lack alternate transportation options. Due to harsh winter conditions in the eastern sierra, there may be interruptions or delays in service delivery at times. Because Mammoth Lakes is the largest population center in the county, a considerable amount of planning goes into serving outlying regions and staying connected to these communities by way of outreach efforts including monthly "community socials" hosted by MCBH and attended by community and agency members.

In order to improve access to specialty mental health services, Inyo and Mono Counties' Behavioral Health Departments have put policies into place to assist residents in one another's counties who may reside closer to the border of their non-resident county. The northern and eastern regions of the county border the State of Nevada. While some families are nearer to the Nevada border, there can be barriers to accessing Nevada-based services due to California-based insurance.

Staffing issues can be problematic due to the small sizes of agencies and organizations; when a key staff person vacates a position, there may not be a replacement right away. There have not been any discontinued services or programs in recent years.

Stakeholders believe services are difficult to deliver with hard-to-engage parents. Also, they discussed the difficulty in getting access to disability services after age three, when services are delivered through the Mono County Office of Education. Other gaps identified by the stakeholder group include transportation services, childcare assistance (other than reliance on family support), quality affordable housing, and challenges the homeless population or families with severe housing instability, undocumented immigrants who avoid contact with government authorities, poor internet connectivity and lack of emergency housing. Lastly, although there are bilingual services available, stakeholders describe that there may not be enough bilingual staff to meet the current demand. The top recommendation from the stakeholder group is a request for a central location to assist undocumented families where they are safe from reporting agents.

QUALITY ASSURANCE SYSTEM

It is the expectation that all Federal and State civil regulations and laws pertaining to child welfare services be upheld by Mono County Department of Social Services staff, including social workers and supervisors. Mono County CWS monitors the quality and consistency of services being provided to children in several ways:

Judicial Council Review

Approximately every three years (1-2 times during every 5-year SIP cycle), Mono County undergoes a Title IV-E review by the Judicial Council of California. The most recent of those reviews was held in November, 2017. The review includes CWS and probation managers/supervisors, department leadership, county counsel, and judges. The reviews are followed-up with detailed written reports including findings and recommendations. In the November, 2017 review, a total of seven dependency cases were reviewed and three juvenile probation cases. Mono County finds the Judicial Council Reviews to be invaluable to our internal quality improvement. Having outside experts who have reviewed cases from

throughout the State, and who have that broader perspective, gives Mono County assurance that our local standard of practice is on par with that of other counties. Some specific recommendations for quality improvement following the November, 2017 review were: Adding more specific details to TILCP and TILP's, improving documentation for family finding efforts, and strategies to ensure timeliness for Title IV-E findings even when there are legitimate reasons for continuances.

Child and Family Services Reviews

As part of Mono County's continuous quality improvement, a county staff analyst position was trained to conduct qualitative case reviews using the Federal Onsite Review Instrument (OSRI). One case was reviewed per quarter. The process involved extensive review of social worker case notes and interviews of social worker staff and family members. In early 2017, the case reviewer position for Mono County was vacated. Presently, there is not a replacement, due to lack of available staff. In recognizing that many counties across the state have struggled to train and maintain case reviewer staff, the State is working to contract with counties to provide this function, including Mono County.

CAPIT/CBCAP/PSSF

Each contractor tracks service participation, outcomes and/or client satisfaction and provides this data to the Social Services Department via quarterly reports. The information is communicated via tables, graphs, charts, narrative, and sample forms. Providers comment on any difficulties encountered in achieving desired participation and outcomes and suggest programmatic corrections to address difficulties. Outcomes are evaluated using a combination of pre- and post-tests, client satisfaction surveys, and participant self-report. Anecdotal feedback and information about home visiting services, parenting classes, and other interventions are also collected by service providers and used to inform program changes and other necessary adjustments to ensure services are appropriate, timely, culturally relevant, and reaching the target populations.

The Social Services staff services analyst, fiscal manager, social workers, program manager, supervisor and director work together to identify and discuss issues regarding

contractors. Contractors submits quarterly expenditure reports within 15 days of the end of the billing quarter. The staff services analyst is responsible for tracking invoices between the service provider and the county and ensuring their timeliness. The department director reviews the reports to determine the provision and quality of services funded by CAPIT/CBCAP/PSSF is satisfactory, and that service providers are expending CAPIT/CBCAP/PSSF funds on allowable services and populations. These reports are then approved for payment.

The social worker supervisor, analyst or other staff member represents the department at CAPC meetings and informs CAPC of any issues or concerns regarding contracted providers. The contracted services providers also attend CAPC meetings. A year end summary of services and outcomes is reviewed with our Child Abuse Prevention Council (CAPC). These discussions include feedback regarding services and suggestions from the CAPC.

An example where outcome data informed changes in service delivery is as follows: Data from recent years revealed a recurring unmet need in the form of mentors and parent partners. After several planning meetings were held to discuss this need, the current scope of work with contractor, Wild Iris, included a new service component for “Family Partner” services that will use current Wild Iris staff to provide mentorship to parents or youth who need day-to-day support while navigating public system interventions.

California Child Welfare Indicators Project (UC Berkeley Data)

Mono County reviews outcome measures that are uploaded quarterly on the Center for Social Services Research (CSSR) website. CSSR data is fundamental to driving system improvement plans and monitoring progress on long-term goals. Because Mono County’s population is so small, however, staff at CSSR have cautioned Mono County about using data to glean information about universal trends. The very small sample size causes skewed spikes and declines based upon the outcomes of just one or two youth. As a result, this form of data is often less relevant to Mono County, than the kinds of qualitative data which emerges from peer reviews or federal case review processes. That being said, some outcome measures (even if they only involve a few youth) may point to service gaps or delays that we would otherwise not be alert to.

Vertical Case Management, Continuous Qualitative Data from Social Workers, and the Structured Decision Making (SDM) Tool

One of the most important ways that Mono County CWS evaluates services is through continuous qualitative feedback from social workers who have direct observation about behavior changes amongst their clients. A unique advantage of quality assurance in a very small county, is that social workers manage vertical caseloads, carrying cases from the “front” to “back” end. As a result, information obtained about safety and risk in the early stages of a CWS intervention does not get lost or distorted along the continuum of the intervention. Cases are not passed from one social worker to the next, or from one specialized unit to the next. The assigned social worker establishes a steady, consistent link with the family. The social worker becomes the observer and documenter of outcomes in real time.

When a social worker observes that an intervention strategy or service is not producing the desired behavior changes (to ensure safety/prevent recurrent maltreatment), the social worker can respond readily within the context of the entire case and framework. The social worker can work from the Case Consultation Framework to see what factors or influences are changing the outcomes. Vertical case management allows for rapport and trust to build between the social worker and the family; something that takes time, and something that research shows to be a significant factor for outcomes.

In order to mitigate potential biases that may form on the part of the same person over time, group supervision is integrated periodically. When the assessment and decision-making is shifted from the individual to group-level, a diversity of perspectives helps to promote a department wide standard of practice.

In tandem with vertical case management, the social worker and supervisor review SDM tools ongoing throughout the continuum of each case to monitor the progression of Safety Threats and Risk Factors over time. The structured approach of using SDM in combination with the social worker’s direct observations and expertise in a vertical case management model creates a culture of continuous quality improvement within the CWS Department.

Laws and Regulations

Each year, the department purchased several copies of the annually updated Juvenile Laws and Rules Welfare and Institutions Code. The WIC is referenced along with Division 31 Regulations routinely by the program manager, supervisor, and social worker staff. Prior to all court hearings, county counsel meets with the case-carrying social worker and supervisor to review the legal framework for the particular hearing. Court reports are also reviewed and commented by county counsel in advance of court report filings.

Lastly, all incoming ACL's related to CWS are reviewed by the program manager, filed, and documented with follow-up steps. Follow up steps may include all-staff emails related to new regulations, training at weekly staff meetings, and updating existing internal procedures. Adherence to reviewing ACL's ensures that new initiatives are captured in local protocols and planning (i.e. guidelines to monitor and approve the administration of psychotropic meds, or administering the CANS assessment within the Child and Family Teaming process).

Wraparound Management Team & Wraparound Group Supervision

Probation and child welfare cases that are involved in the Wraparound process, undergo frequent reviews. On a weekly basis, the "Core Wraparound Team" meets with the Director of Mono County Behavioral Health and the social services supervisor. During this time, Wraparound facilitators and case managers from CWS and probation receive clinical oversight and supervision about their interventions and the overall status of each case. Every-other-month, the Wraparound Management Team meets to review cases from more of an administrative perspective. Both of these review processes problem-solve around cases that involve youth that are at high risk of out-of-home placement. Finally, progress notes and data are entered into a shared data system called SharePoint, which helps capture Wraparound specific data that may not otherwise be captured in routine CWS case notes.

Monitoring Family Engagement and Child Well-Being

Mono County is in-compliance with new legislative changes that require Child and Family Team Meetings in order to address placement decisions, the child's mental health screening (CANS), and case planning. When a CFT meeting is completed, the meeting is entered into the Case Management notebook in the CWS-CMS database. When the CANS and/or Katie A

assessments are completed, those dates are also captured in the Case Management notebook in the CWS/CMS database. The parent's participation in developing the case plan is documented in CWS/CMS after the parent has reviewed and signed the case plan.

Identification of a child's mental health and trauma needs (including psychiatric evaluation and monitoring administration of prescription medications when applicable) begins with the CANS assessment or Katie A protocols. Mono County makes a referral to Mono County Behavioral Health with information about the child. From here, MCBH collaborates with social services and the CFT to conduct a comprehensive assessment of the child's mental health needs.

Assessing and monitoring a child's physical & educational needs takes place immediately upon opening a case plan. The social worker is responsible for filing the JV-220. The foster care nurse from Mono County Public Health is responsible for monitoring the child's psychotropic medications. The foster care nurse maintains routine communication with the child's medical providers and the social worker. The social worker is responsible for communications with the child and foster parent/RFA caregiver on issues pertaining to medication compliance. The social worker and foster care nurse review the status of psychotropic medications during MDT meetings which are held twice per month or more frequently if needed. The CWS Supervisor and county counsel ensure that the JV-220 is timely.

The foster care nurse from Mono County Public Health opens a file for each new foster child and tracks medical and dental appointments. The foster care nurse attends Multi-Disciplinary Team (MDT) meetings twice per month to exchange information with CWS about the child's physical and medical needs. The social worker updates the child's Health and Education Passport (HEP) accordingly by entering information in the case management notebook in CWS-CMS. Educational needs are monitored closely by the Foster Youth Liaison at Mono County Office of Education who tracks the child's educational credits and other educational information in the California Longitudinal Pupil Achievement Data System (CALPADS) database. Children with special developmental needs are referred to Kern Regional Center for assessment. Assessment dates and outcomes are recorded in the CWS-CMS database.

Concurrent planning begins immediately and is normally recorded for the first time in the social worker's Dispositional Court Report. Concurrent plans often involve relatives. Mono County is committed first and foremost to family preservation and reunification efforts. Along the way, however, family finding efforts are made in order to maintain a child's connection to relatives, strengthen the child's support network, and engage in concurrent planning in the event that reunification or family maintenance efforts ultimately fail. For relatives, kin, and NREFM's who live out of the area, phone and web-based visits are arranged by the social worker and documented in CWS-CMS. The parent, child and CFT are directly engaged in Concurrent Planning efforts. Timelines for reunification and permanency are communicated to parents at the Detention hearing but reinforced by the social worker at each step of the way (during CFT's, monthly contacts while reviewing progress on case plans, and at all Court hearings). For older youth, Transitional Independent Living Plans begin at the age of 14 and continue until case closure. TILP's are updated every six months and documented in the CWS-CMS database.

Because Mono County has so few foster youth, we do not have issues with prioritizing service delivery or assessments. We normally deal with one case at a time entering the Dependency system and each case gets a high level of attention and time. As such we do not have a prioritization system based upon age, need, and so forth.

Mono County Probation is also committed to ensuring compliance with all child welfare and Social Services expectations in the oversight of probation youth. Probation uses evidenced based practices to ensure youth are receiving the "dose" of treatment and care necessary for their compliance with treatment goals and terms and conditions of probation through validated risk/needs assessment. The juvenile officer case manages the youth. This position also inputs information in CWS/CMS. The juvenile officer then reviews the data and reports any disparity to the juvenile supervisor. The next audit occurs quarterly where the juvenile supervisor reviews the quarter for the youth's adherence to goals and treatment plan, juvenile officer's compliance, contact frequency, Smart (case management) entry, and transition strategies.

Critical Incident Review Process

Mono County submits quarterly data reports regarding fatalities and near fatalities to the Critical Incident Oversight & Support Unit at CDSS. That data is later returned to the county in the form of the SOC 826 which is reviewed and reconciled by the program manager quarterly. Mono County CWS also participates on the Inyo-Mono Death Review Team which is coordinated by Mono County Public Health. The Death Review Team is held regionally in collaboration with Inyo County. Team members include representatives from the offices of the district attorney, public health, child welfare, sheriff, police and Wild Iris from each county. Meetings are held on an as-needed basis only. In the event of a child fatality involving a CWS client, Mono County would triage the incident and provide the following response:

- Coordinate with EAP for supports for staff;
- Coordinate with MCBH or local, private therapists for supports for children, families and caregivers;
- Arrange for a case review / staffing involving all parties involved with the deceased minor during the time the minor was under the jurisdiction of Mono County;
- Review with county counsel and staff legal ramifications, protections, and next steps for public servants who are connected with child fatalities;
- Comply with all components of WIC 10850.4 if there was reasonable suspicion the child fatality was the result of abuse or neglect (this will be overseen by the Custodian of Records, the CWS Program Manager).

National Resource Center (NRC) Training and Technical Assistance

Mono County does not receive technical assistance from the NCR.

Peer Review Results

FOCUS AREA & METHODOLOGY

The Mono County Peer Review was conducted in Mammoth Lakes, California, May 15 – 16, 2018. Four child welfare social workers from four counties (Inyo, Mariposa, Calaveras, Alpine) and two probation officers from two counties (El Dorado and Inyo) participated as peer reviewers. The Peer Review process is used in California as an avenue for each county’s child welfare and probation to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each state report outcome measure and, in partnership with the California Department of Social Services, select the outcome measure which requires a closer look. Mono County Child Protective Services elected to examine recurrence within 12 months, specifically measure S2. Peer counties were selected to conduct the review based on a review of data statewide showing counties which consistently perform well on the selected outcome measures.

The Peer Review opened on the morning of May 15, 2018 with introductions and a training which included an overview of the C-CFSR, a description of Mono County, identification of the outcome area which would be the focus of the review, and a discussion of County performance and progress towards these outcomes. Participating were California Department of Social Services consultants, Northern Training Academy staff (facilitators for the review), and child welfare and probation staff and administrators. The presentation was followed by training on the interview process and tools for the peer reviewers.

During the three-day review, a total of eight interview sessions were conducted; six of which were child welfare cases and two probation. Cases were selected for which the peer review planning team believed would elucidate both strengths and challenges existing in the system which contribute to the county performance on the appropriate outcome measure. The CDSS State Consultant for Mono County reviewed a total of 15 cases to select for the Peer Review. CDSS consulted with the CPS Supervisor and Program Manager before the final 6 cases were selected for the Peer Review. The selection was based solely on the presence of recurrent maltreatment data and had nothing to do with age, ethnicity, race, county region, or allegation type.

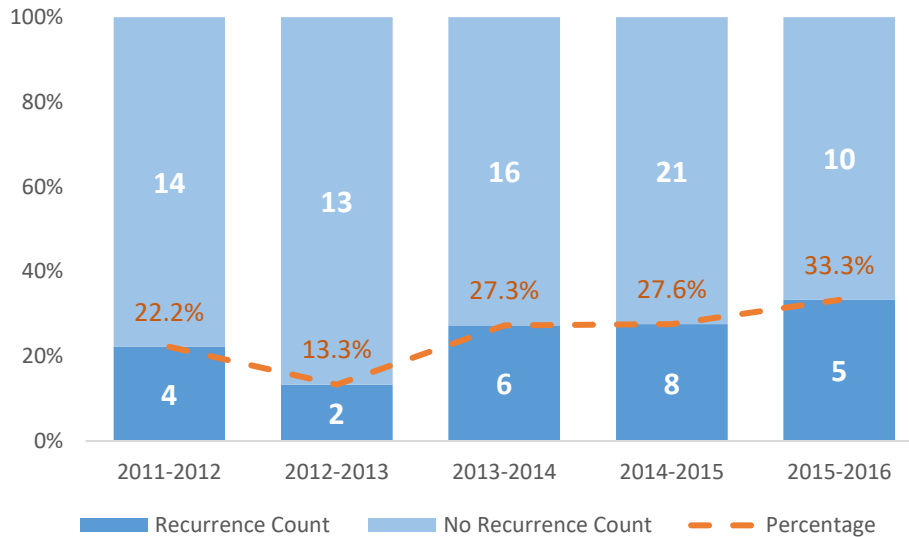
The California Department of Social Services provided standardized tools for use during the Peer Review which were based on a review of the literature for best practices relating to each focus area. Once the cases were identified, social workers and probation officers who were the primary practitioners on the case were notified and given the appropriate interview tool to review so they could prepare. A total of five social workers, a program manager who stepped in as the alternative for a social worker who was on vacation, and two probation officers were interviewed.

Following the completion of interviews peers were provided time to debrief, during which they analyzed the interview information to identify common themes regarding strengths and challenges of the Mono County child welfare and probation systems. They were also asked to provide recommendations for improvement. The summary of these themes are outlined in the Summary of Findings section that follows.

Child Welfare Focus Area

Mono County Social Services focused on recurrence of maltreatment for several reasons. First, out of all outcome measures against which they are rated, recurrence of maltreatment has been consistently below national standards for the past five years. While the national standard is that no more than 9.1% of children should experience recurrence of maltreatment, Mono County is typically above 20%. However, it is important to note that Mono County has very small numbers of children represented in this data and the quantitative data should not be reviewed as a stand-alone measure of performance. In fact, if a sibling set of 2 or more has an episode of recurrence it is likely to make their data appear to fall short of the national standard. Second, Mono County chose to focus on recurrence as they place a high priority on front-end prevention and early intervention practices and wanted to identify strengths and challenges and to gain insight on how to impact the rate of recurrence.

Figure 2: Mono County Recurrence of Maltreatment, October to September Interval Years



Probation Focus Area

Mono County Probation chose to focus the peer review on permanency within twelve months (P1).

Strengths

Peer reviewers identified several best practices utilized by Mono County Child Welfare Services which impacts recurrence, both systemically and individually.

- Staff consistently utilize the Review, Evaluate and Direct (RED) Team meeting to determine investigation priority
- Staff consistently utilize Safety Organized Practices tools and strategies, particularly around client engagement and there is consistent use of safety plans, genograms and natural supports in case planning.
- Social workers demonstrate familiarity with Structured Decision Making (SDM) tools and reassessments
- Staff consistently use CFTs / teaming with families
- Staff carry a mixed caseload and are knowledgeable about the range of CWS intervention (investigation, voluntary case management, and Court intervention)
- Mono County practices vertical case management such that they have one child/one social worker for the totality of the case allowing for rapport to build between staff and clients during the course of CWS intervention

Peers identified several systemic staffing and organizational strengths:

- Social workers are well-trained and highly competent
- Social workers have developed a work culture that emphasizes family engagement
- Social workers advocate to keep families together by going above and beyond
- Staff are well attuned to cultural sensitivity and responsiveness to Native American and Hispanic families
- Of the six CWS staff in Mono County, two are fully bilingual
- Staff facilitate strong community engagement by attending community socials and partnerships

Challenges

Peer reviewers identified specific challenges Mono County CWS faces in regard to recurrence of maltreatment.

Case Planning and Safety Planning challenges include:

- Peers indicated case plans and Safety Plans should be more behaviorally-based. For the county, this includes identifying the support network and the specific duties/roles for each of their natural supports (support network should know what their role is in the safety plan). While this was raised as a challenge during the Peer Review process, in 2017 Child Welfare started using behaviorally-based case plans, created by social workers on a regular basis. Files reviewed in this peer review were prior to this change in practice.
- Some peer reviewers felt that some social workers rely upon the use of services to meet the needs of the families who enter the system (either voluntarily or court ordered). Peer reviewers felt strongly that services alone do not result in safety, and that the use of behaviorally-based case plans would be an improvement in this arena. While this was raised as a challenge during the Peer Review process, in 2017 Child Welfare started using behaviorally-based case plans, and routine Child and Family Teaming on a regular basis, shifting away from relying solely upon services. Files reviewed in this peer review were prior to this change in practice.
- Reviewers expressed concern that Mono County social workers were “working harder than the parents.” While a strength of Mono County is their small size and ability to work closely with families, peers would like to see more accountability placed on families to do their part. This also includes potentially giving families “too much” time to find success with Voluntary Family Maintenance.
- Staff face challenges with family-finding specifically when clients do not wish for CWS to engage their family members in their case planning or safety planning team meetings. Some peer reviewers suggested strategies to engage known family members even if the clients expressed that they did not want them to participate. Navigating these complex relationships between biological parents and their extended relatives can be difficult.

- There are challenges with working with families that lack accountability (Mono County Child Welfare often utilizes voluntary family maintenance as a first step rather than court ordered family maintenance and as a result the social workers do not have the ability to hold families as accountable for their participation as they would in a court ordered plan).

General Challenges:

- Peer reviewers believed that some staff had not completed Core training; Mono County is unclear how they came to this conclusion as staff are fully in compliance with training requirements. Due to the long travel distance from the Northern Training Academy, it took longer than expected for some social workers to complete the advanced level of CORE training (CORE II). But, again, all Mono County social workers completed CORE I timely, and CORE II over the course of their first several years of employment.
- SDM tools: Peer reviewers noted that SDM tools were utilized on the “front end” at intake and during the investigation, but could be better utilized during open cases even when the case is a “voluntary” or non-Court case. This will require increased Supervisor oversight.
- Social workers are assigned child welfare cases, adult protective services case, in-home support services and conservatorship cases. While there are many strengths to this model, the challenge is ensuring the social workers have enough specialized knowledge in each area.
- Although there are benefits to mixed caseloads, staff still are challenged with handling the complexities across case types. Staff are challenged with ‘wearing too many hats’

Recommendations

Peer reviewers were asked to detail promising practices used by their counties regarding recurrence of maltreatment and made potential recommendations as follows:

- Improve the organization/process for making assignments of new referrals in RED team
- Create universal authorization (release of information shared for all departments)
- Develop strategies to encourage more tribal involvement. Because the tribes in Mono County are very small, Native American parents who are the subjects of child welfare investigations often tell social workers they do not want their tribe to be involved during investigations or open cases. Parents are often worried about their privacy and staff are inclined to respect the voice of the parent. Social workers, under ICWA, are, however required to engage tribes as soon as possible during child welfare investigations.
- Advance family finding efforts: Presently Mono County initiates family findings during the RED process (at intake) and throughout the CFT process. Mono County has a high success rate placing youth with relatives when taken into out-of-home care. Peer reviewers recommend increasing engagement with family members on other aspects of case planning.
- Develop strategies so that employees wear fewer “hats”

- Create, develop and implement policies and procedures outlining detention

Mono County Detailed Analysis of Child Welfare Cases

In addition to the Peer Review, Mono County conducted an analysis of all Child Welfare cases with recurrence of maltreatment, including case status and demographics, for the last three year period, April 1, 2014 through March 31, 2017. The data for this analysis was drawn from the CWS/CMS system and SafeMeasures. There were a total of 19 recurrence episodes (19 children) and a total of 14 families impacted (four sibling sets). Of these 19 children, six lived in the town Mammoth Lakes, and 13 lived outside of Mammoth Lakes, the more rural and less accessible parts of the county. The majority of these cases were identified at the first substantiation as neglect (12), six were emotional abuse (all for domestic violence) and there was one case of physical abuse (with a child over 10 years of age).

Table 10: Case Status at First Substantiation of Child Abuse or Neglect

<i>First Substantiation</i>				
	Voluntary FM	Court Ordered FM	No Services	Other
Children	11	2	4	2

As noted in the above table, at the first substantiation, 11 of the 19 occurrences opened a voluntary family maintenance case plan, one case was referred to mandatory services through the military base, one case moved from a pre-existing voluntary family maintenance case to a court ordered family maintenance, one petition was filed for court family maintenance and the family was referred to Wraparound services, and in four cases no services were provided (three of these children were in a sibling set which had DV and the parent left the residence to keep the children protected, thus meeting minimum safety requirements).

Table 11: Case Status at Second Substantiation of Child Abuse or Neglect (Recurrence of Maltreatment)

<i>Second Substantiation</i>				
	Voluntary FM	Court Ordered FM	Detention	Other
Children	4	3	8	4

And finally, at the second occurrence, or substantiation, eight of the 19 children were removed from the offending parent and placed in foster care or with a relative, four continued with voluntary family maintenance, three were court ordered for family maintenance services, three were given a safety plan (DV and substance abuse issues) and one had moved out of county.

This in-depth study of every case of recurrence in Mono County in the past three years has yielded some interesting pieces of information: 68% of recurrence cases occurred outside of the town of Mammoth Lakes; these substantiations occurred in outlying, lower-population-density areas. Social workers work from Mammoth Lakes and the outlying areas represented in these cases of recurrence are as far as a two hour drive from the office. Also, 18 of these cases were substantiated either for neglect (12) or emotional abuse (8) versus physical abuse, and 12 of these 18 included domestic violence amongst the parents or caregivers as one of the main presenting safety risks. Substance abuse was also predominant in these cases, with 12 of the 18 cases having some form of alcohol or other drug abuse associated.

This case-by-case analysis revealed several key points:

- There have been no instances of recurrence involving Severe Neglect, Physical Abuse, or Sexual Abuse.
- In almost all of Mono County’s recurrence episodes the Department’s intervention was promoted after the second substantiated investigation (i.e. from no intervention to an open case, from a VFM to a Court case, or from a FM case to a detention).
- The majority of recurrence episodes involved general neglect issues and exposure of children to domestic violence occurring between parents/caregivers.

Summary of Findings - Juvenile Probation Services

Mono County Probation chose to focus the peer review on permanency within twelve months (P1).

Strengths

Mono County Probation utilizes several innovative best practices:

- Probation officers practice mixed caseloads
- Staff use Child and Family Team Meetings

Reviewers highlighted many strengths in how Mono County Probation engages families in the case planning and delivery of services:

- Officers include family and child voices and choices in placement and case planning
- Staff seek community and natural supports, such as identifying mentors, based on child's strengths and interests
- Mono County Wraparound is effective and supportive
- Probation officers are diligent in helping the child and are invested in the case
- Probation officers tailor placement to youth's needs
- Probation officers set goals and provide incentives in reaching them
- Probation officers facilitate future-oriented planning with appropriate rewards and incentives

Challenges

Peer reviewers identified specific challenges Mono County Probation faces in regards to permanency in 12 months, which include:

- Staff face challenges with family-finding
- Staff struggle with incorporating mental health assessments into recommendations, case planning and supervision
- Although there are benefits to mixed caseloads, staff still are challenged with handling the complexities across case types.
- The county's rural locations has limitations including limited placement resources
- There are challenges with working with families that lack accountability with counseling
- There are challenges with not having enough staff

Recommendations

Peer reviewers were asked to make recommendations to improve outcomes for Mono County Probation regarding permanency in 12 months. Recommendations identified during the peer review included:

- Consider using mental health assessments to inform the early stages of case management
- Family finding efforts

Outcome Data Measures

This section describes both federal and state outcome measure performance for both Mono County Child Welfare and Probation Departments. There are currently seven federal outcome measures and additional statewide measures that each county in California must track and analyze. Because of the very small numbers of children involved in the child welfare system in Mono County, it is difficult to make assumptions about data trends or significance of the data. As such, most of the measures described in this section will have little analysis.

Table 16: Overall ranking of Mono County Child Welfare Federal Outcome Measure Performance (interval year October 2016 to September 2017 when available)

Statewide Data Outcomes and Measures	National Standard	Mono County	Ranking in the state (out of 58 counties)
Measures for Safety Outcome 1			
<i>3-S1 Maltreatment in Foster care</i>	No more than 8.50 victimizations per 100,000 days in care	No Children Meet Criteria	N/A
<i>3-S2 Recurrence of Maltreatment</i>	No more than 9.1%	33.3% (3 families with siblings)	58th out of all 58 counties
Statewide Data Measures for Permanency Outcome 1			
<i>3-P1 Permanency in 12 Months for Children Entering foster care (July 1, 2015 to June 30, 2016)</i>	At or above 40.5%	No Children Meet Criteria	N/A
<i>3-P2 Permanency in 12 Months for Children in foster care 12 to 23 Months</i>	At or above 43.6%	100% (5 cases)	1 st out of the 57 counties for which outcome data on this measure are available.
<i>3-P3 Permanency in 12 Months for Children in foster care 24 Months or More</i>	At or above 30.3%	No Children Meet Criteria	N/A
<i>3-P4 Re-Entry to foster care in 12 Months (July 1, 2014 to June 30, 2015)</i>	No higher than 8.3%	No Children Meet Criteria	N/A
<i>3-P5 Placement Stability</i>	No more than 4.12 moves per 1,000 days in Foster care	No Children Meet Criteria	N/A
<i>Entries to Care</i>	California state average (no national standard): 3.4 entries per 1,000 children in the state	0.4 per 1,000 children	2 nd out of the 58 counties for which outcome data on this measure are available.

CFSR3: SAFETY PERFORMANCE AREA 1: MALTREATMENT IN FOSTER CARE (3-S1)

This is a Federal/CWS Outcome Measure that reports the rate of victimization per day for all children in foster care in Mono County. This measure assesses the degree to which children in child welfare approved placements are abused or neglected.

Methodology

The denominator is the total number of days children were placed in foster care at the end of a 12-month period. Records with an incident date occurring outside of the removal episode are excluded, even if report dates fall within the episode. For days to be included in this count, the foster care episode must be eight or more days in length. The denominator only counts days in foster care for children younger than 18 years. For youth who start out as 17 years of age and turn 18 during the period, days in foster care beyond 18 years of age are not included in the count.

The numerator is the total number of substantiated or indicated reports of maltreatment (by any perpetrator) during a foster care episode within the same 12-month period.

Performance

Performance for this measure is the numerator divided by the denominator and multiplied by 100,000. This rate is expressed in terms of 100,000 days for ease of interpretation. Rates reported for this measure, in this report, differ slightly from federal rates reported by the Children's Bureau due to limitations when constructing the NCANDS and AFCARS files.

National Standard

The national standard for this measure is performance less than or equal to 8.50 substantiated incidents per 100,000 total days in Foster care.

Child Welfare Data and Analysis

Table 17: Maltreatment in Foster Care

<i>Interval: October to September</i>				
12-13	13-14	14-15	15-16	16-17
No Children Meet Criteria		50.63 (1 child)	No Children Meet Criteria	

As noted in Table 13, there have been no children maltreated in foster care in the past three years. From October to September, 2014 – 2015 there was an instance of 1 child who was a victim of maltreatment in foster care.

Probation Data and Analysis

No children meet the analysis criteria within the past five years (no children were maltreated in foster care).

CFSR3: SAFETY PERFORMANCE AREA 2: RECURRENCE OF MALTREATMENT (3-S2)

This is a Federal/CWS Outcomes Measure that reports the percent of children who were victims of a second substantiated maltreatment allegation within a 12-month period. This measure assesses the degree to which Mono County effectively addresses maltreatment in order to prevent further incidents.

Methodology

The denominator is the number of children with at least one substantiated maltreatment allegation. The numerator is the number of children with another substantiated maltreatment allegation within 12 months of their initial report. Subsequent reports of maltreatment within 14 days are not counted as recurrent maltreatment. Youth who are age 18 or more are excluded from the calculation of this measure.

Performance

Performance for this measure is the numerator divided by the denominator, expressed as a percent.

National Standard

The national standard for this measure is performance less than or equal to 9.1%.

Child Welfare Data and Analysis

Mono County shows a high percentage of recurrence. Due to the small sample size, however, a qualitative examination was necessary in order to get an accurate understanding and determine if any trends exist. A case-by-case analysis revealed several key points:

- There have been no instances of recurrence involving Severe Neglect, Physical Abuse, or Sexual Abuse.
- In almost all of Mono County's recurrence episodes the Department's intervention was promoted after the second substantiated investigation (i.e. from no intervention to an open case, from a VFM to a Court case, or from a FM case to a detention).

- The majority of recurrence episodes involved general neglect issues and exposure of children to domestic violence which occurred between parents/caregivers.

For a full review of child welfare performance in recurrence of maltreatment please see Peer Review Results on pages 74-76.

Probation Data and Analysis

There is no data for this measure for Mono County Probation.

CFSR3: PERMANENCY PERFORMANCE AREA 1: PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE (3-P1)

This is a Federal/CWS Outcomes Measure that reports the percent of children in foster care who discharged to permanency within a 12-month period. Permanency is described as a child living in a safe and permanent home, outside of foster care. This measure emphasizes the need for CWS to reunify or place children in other permanent homes within 12 months from removal.

Methodology

The denominator is the number of children who enter foster care in a 12-month period. Children who are in foster care for less than 8 days are excluded. Children who enter foster care at age 18 or more are excluded. For children with multiple episodes during the same 12-month period, this measure only evaluates the first episode within the period.

The numerator is the number of children in the denominator who discharged to permanency within 12 months of entering foster care. For the purposes of this measure, permanency includes exit status of 'reunified', 'adopted' or 'guardianship'. Children with a current placement of 'trial home visit' are included in the count of children reunified if that visit lasted at least 30 days, its start date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification.

Performance

Performance for this measure is the numerator divided by denominator and expressed as a percent.

National Standard

The national standard for this measure is performance greater than or equal to 40.5%.

Child Welfare Data and Analysis

Table 18: Permanency in 12 Months

<i>Interval: October to September</i>					
<i>Measure</i>	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Achieved Permanency	No Children Meet Criteria	1	0	1	0
Total Children		1	1	6	1
% Permanency		100%	0%	16.67%	0%

Because of the very small numbers of children measured in this statistic, it is difficult to make assertions about trends in the data. As noted, the interval between 2014 and 2015 saw a significant increase in children represented in this outcome measure. The six children represented three families. One child was an older youth in foster care who was on-track to emancipate.

The other two families involved two young sibling sets; a sibling set of two and a sibling set of three. In the first case, the adoption process took longer- than-expected due to continuances in superior court hearings, primarily. The continuances were requested by the public defenders for reasons including having time to communicate with their clients, and so forth. In the second case, the birth parent appealed the Department’s decision to terminate parental rights. The appeal process took many months to conclude, during which time State Adoptions was unable to finalize the adoption.

From a permanency standpoint, the children in both of these cases were placed in their concurrent, permanent homes well within the 12-month timeframe. In fact, in both cases the permanent, concurrent homes were identified early-on in the reunification process; by the time Family Reunification services ended the children did not undergo any placement changes.

Even though the legal adoption process took longer than 12 months (which negatively impacted statistics for the 2014-2015 year) these two sibling sets did in fact achieve permanency within a reasonable timeframe and enjoyed stability throughout the reunification process and until which time Juvenile Court proceedings concluded.

During the CSA Stakeholder Meeting on May 17, 2018, stakeholders were asked to provide input on the strengths and challenges facing child welfare in regard to re-entry and reunification. Stakeholders identified the following as best practices on the part of Mono County Social Services.

- Social workers are able to provide great support to the families, but are setting stronger boundaries with families such that the families are required to demonstrate independence from the agency.
- Safety Organized Practice has been a positive addition, when following SOP practices and strategies social workers are watching for behavior change in parents vs. service compliance. MCDSS social workers are striving to tailor case plans to each individual family. Social workers are also working to build trust with families and report that this trust allows the family reunification process to be a more successful experience.
- There are strong relationships between staff of different agencies and programs within Mono County; the willingness to work together.
- Family meetings such as Team Decision Making /Child and Family Teams help facilitate successful reunification.

Stakeholders identified the following barriers in successfully reunifying children:

- Many families live far distances from resources and services – transportation and the time to facilitate transportation is profound.
- The system struggles with parents who do not participate in services; engaging difficult to engage parents can be challenging.

Stakeholders identified the top needs of children and families in Mono County during the reunification process as having: 1) enough resources to support the behavioral changes, 2) a support network available to support them and 3) having community support. And finally, recommendations for MCDSS include ensuring social workers feel valued and respected; allowing for greater access to services in the remote parts of the county, and potentially recruiting contract drivers for transportation outside of Mammoth Lakes.

Probation Data and Analysis

Table 19: Permanency in 12 Months (Probation)

<i>Interval: October to September</i>					
<i>Measure</i>	<i>2011-2012</i>	<i>2012-2013</i>	<i>2013-2014</i>	<i>2014-2015</i>	<i>2015-2016</i>
Achieved Permanency	0	No Children Meet Criteria		1	1
Total Children	2			1	1
% Permanency	0%			100%	100%

As noted there was only one child in each of the past two years who met the criteria for this outcome measure and both achieved permanency within 12 months.

CFSR3: PERMANENCY PERFORMANCE AREA 2: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 12-23 MONTHS (3-P2)

This is a Federal/CWS Outcomes Measure that reports the percent of children discharged to permanency who were in foster care for 12 – 23 months. This measure emphasizes the need for CWS to reunify or place children in other permanent homes within 12 months from removal.

Methodology

The denominator consists of the number of children in Foster care on the first day of the 12-month period who had been in Foster care (in that episode) between 12 and 23 months. Children age 18 or more on the first day of the 12-month period are excluded. The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption. The category, 'exited to non-permanency', includes those who exited care before 12 months, but not to one of the permanent exit types that make up the numerator. The category 'Still in Care' is those children and youth who remained in care at the end of 12 months.

Performance

Performance for this measure is numerator divided by denominator and expressed as a percent.

National Standard

The national standard for this measure is performance greater than or equal to equal to 43.6%.

Child Welfare Data and Analysis

Table 20: Permanency in 12 Months for Children in Foster Care 12-23 Months (3-P2)

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Exited to adoption	0	No Children Meet Criteria			5
Total	1				5
% Permanency	0%				100%

As noted in the table, five children exited to permanency in the interval 2016 – 2017. These five children represent five of the six children who entered the prior interval year. These five children comprised two separate cases; two sibling sets. All exited to adoption.

Probation Data and Analysis

Table 21: Permanency in 12 Months for Children in Foster Care 12-23 Months (3-P2, Probation)

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Achieved Permanency	No Children Meet Criteria	0	No Children Meet Criteria		
Total Children		1			
% Permanency		0%			

There have been no children in probation out of home placement for longer than 12 months since 2013.

CFSR3: PERMANENCY PERFORMANCE AREA 3: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 24 MONTHS OR MORE (3-P3)

This is a Federal/CWS Outcomes Measure that reports the percent of children discharged to permanency after 24 or more months in care. This measure emphasizes the need for CWS to continue to achieve permanency for children who have been in foster care for 2 or more years.

Methodology

The denominator consists of the number of children in Foster care on the first day of the 12-month period who had been in Foster care (in that episode) more than 24 months. Children age 18 or more on the first day of the 12-month period are excluded. The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption. The category, 'Exited to non-permanency', includes those children who exited care before 12 months, but not to one of the permanent exit types that make up the numerator. The category 'Still in Care' reports children and youth who remained in care at the end of 12 months.

Performance

Numerator divided by denominator and expressed as a percentage.

National Standard

The national standard for this measure is performance greater than or equal to 30.3%. For details, please see Risk Adjustment and National Standards.

Child Welfare Data and Analysis

Table 22: Permanency in 12 months for children in Foster care 24 months or more (3-P3)

<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Achieved Permanency	0	0	0	No Children Meet Criteria	
Total Children	1	3	2		
% Permanency	0%	0%	0%		

Mono County Child Welfare has not had a child in out of home placement for longer than 24 months since 2015. In past years, there were several older foster youth who did not achieve permanency within 24 months. In those cases, Mono County struggled with placement and concurrent planning. There was an insufficient number of foster homes in Mono County and none which provided specialized treatment (which some of the youth required). Youth were placed out-of-county and there were not enough transitional services in Mono County to create successful transitions back to Mono County. The Wraparound program was available, but the culture and training around child and family teaming and SOP was relatively underdeveloped. In recent years, especially with the adoption of CCR- including State funding for more rigorous foster parent/RFA recruitment- Mono County now has more RFA homes. Overall, the County is experiencing more success keeping higher-risk youth in the community.

Probation Data

No children meet the analysis criteria within the past five years.

CFSR3: PERMANENCY PERFORMANCE AREA 4: RE-ENTRY TO FOSTER CARE (3-P4)

This is a Federal/CWS measure that reports the percent of children who discharge to permanency and then re-enter foster care within a 12-month period. This measure can be used to understand reunification in terms of safety, appropriateness and sufficient supports in order to prevent subsequent maltreatment and re-entry.

Methodology

The denominator is the number of children who entered foster care and discharged to reunification or guardianship. Children in foster care for less than 8 days or who enter or exit foster care at age 18 or older are excluded.

The numerator is the number of children in the denominator who re-entered foster care within 12 months of their discharge to reunification or guardianship. Only the first re-entry into foster care is selected for children who re-enter multiple times.

Performance

Performance is calculated by numerator divided by denominator and expressed as a percent.

National Standard

The national standard for this measure is performance less than or equal to 8.5%.

Child Welfare Data and Analysis

Table 23: Re-entry to Foster Care

<i>Interval: October to September</i>					
<i>Measure</i>	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
Reentries	No Children In Care		1	No Children In Care	0
Total Children			1		1
% Reentries			100%		0%

Child welfare has not had a child re-enter foster care since 2013. Please see analysis of Permanency 1 (reunification within 12 months for an overview of strengths and challenges facing successful reunification and re-entry). In the last case of re-entry, the child reunified with a parent in another county and the case was transferred. Mono County had little oversight during Family Maintenance. This raises an important challenge with respect to the coordination of services and oversight between counties. In general, Mono County’s practice is to keep a

Court-ordered Family Maintenance plan open for six months to a year after children are reunified.

Probation Data and Analysis

Table 24: Re-entry to Foster Care

<i>Interval: October to September</i>					
<i>Measure</i>	2011-2012	2012-2013	2012-2013	2013-2014	2014-2015
Reentries	No Children In Care				0
Total Children					1
% Reentries					0%

Probation has not had a child re-enter out of home placement in the past 5 years of study.

**CFSR3: PERMANENCY PERFORMANCE AREA 5: PLACEMENT STABILITY (MOVES PER 1,000 DAYS)
(3-P5)**

This is the rate of placement moves for all children who enter Foster care within a 12-month period. This measure addresses placement stability as a critical component of permanency and the well-being of children in Foster care.

Methodology

The denominator is the total number of days in foster care. Days in foster care for children who enter over the age of 18 and episodes less than 8 days are excluded. Days in care are cumulative across episodes that are reported in the same year. Days in care for children over 18 years are not counted.

The numerator is the total number of placement moves. Removal from the home/initial placement in foster care is not counted as a move, but all subsequent moves are included. Entries to care and exits from care, including exits to trial home visits, runaway episodes, and respite care, are not counted as moves.

Performance

Performance for this measure is the numerator divided by the denominator, expressed as a rate per 1,000 days. The rate is multiplied by 1,000 to produce a whole number to ease in interpretation. A decrease in the rate per 1,000 days indicates an improvement in performance.

National Standard

The national standard for this measure is performance less than or equal to 4.2 per 1,000. For details, please see Risk Adjustment and National Standards.

Child Welfare Data and Analysis

Table 25: Placement Stability

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Rate of Placement Changes	0	76.92 (2 moves)	0.68 (1 move)	0	No Children Meet Criteria

No children have had a placement move since 2015, at which time a sibling set of two was moved from one approved relative home to another approved relative home and then back again when the first relative home was prepared for a permanent placement. With such a small number of youth in placement, the placement changes for this one sibling set inflated the 100,000 days (indicator).

Probation Data and Analysis

Table 26: Placement Stability

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Days of Care	No Children Meet Criteria		146	159	213
Number of Placement Moves			0	0	0
Move Rate			0.00	0.00	0.00

There have been no placement moves within the past five years.

2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

This is a statewide measure that reports the percent of referrals that receive a timely response by a caseworker.

Methodology

These reports provide the percentage of child abuse and neglect referrals that require, and then receive, an in-person investigation within the specified time frame. There are two reports, one for immediate response, and the other for 10-day response. Referrals entered as requiring a 3, 5, or 10-day response are included in the 10-day response type. The

denominator is count data and the number of immediate referrals as well as referrals designated 3, 5, or 10-day response type.

10-day response are included in the 10-day response type. The denominator is count data and the number of immediate referrals as well as referrals designated 3, 5, or 10 the performance measure is numerator divided by denominator and expressed as a percentage.

Child Welfare Data and Analysis

Table 27: Child Abuse/Neglect Cases with No Timely Response (Immediate)

<i>Interval: October to December</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
No Timely Response (immediate)	0	0	0	0	0
Total Cases	10	9	2	0	6

Table 28: Child Abuse/Neglect Cases with No Timely Response (10-day)

<i>Interval: October to December</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
No Timely Response (10-Day)	1	0	0	1	0
Total Cases	19	17	23	18	20

For immediate response type, all children received a timely response. For 10-day response types, only one child in 2013 and one child in 2016 received no timely response. Mono County screens all CPS reports through the R.E.D. team process. During R.E.D. Team, the staff and supervisor identify the response timeframe clearly. With a relatively small caseload, it is manageable to track follow-through in a very small office.

Probation Data

There is no data for this measure for Mono County Probation.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

Of the children in Foster care for an entire specific month, what percentage of children received an in-person visit from a child welfare worker during that month? What percentage of these in-person visits occurred at the child’s residence?

Methodology

The first aspect of this measure determines the percentage of children in care who received timely in-person social worker visits (see Table 10 and Table 11). The second aspect of this measure determines the percent of children received a caseworker visit within their out-of-home placement and residence.

To be included in this measure, children must be under the age of eighteen and in care for the entire calendar month. Age is calculated at the beginning of the specified time period. Children who are not court dependents and placed with non-relative legal guardians are not included.

Child Welfare Data and Analysis

Table 29: Timely Monthly Caseworker Visits (out of home)

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits (out of home)	100%	100%	100%	100%	100%
Total Cases	4	2	6	6	1

Table 30: Timely Monthly Caseworker Visits (in residence)

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits (in residence)	75%	100%	100%	100%	0%
Total Cases	4	2	6	6	1

As noted in the above table, all children received timely monthly caseworker visits, both in their residence and outside of their home. Mono County has very few social workers and a small caseload. Therefore, monitoring and supervising the completion of monthly visits is manageable.

Probation Data and Analysis

Table 31: Timely Monthly Caseworker Visits (out of home)

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits (in residence)	100%	-	100%	-	100%
Total Cases	2	0	1	0	2

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits (in residence)	100%	-	100%	-	100%
Total Cases	2	0	1	0	2

Table 32: Timely Monthly Caseworker Visits (in residence)

Probation has been timely in all cases for both out of home and in residence visits for the past five year. In 2017 there were two children in placement, and in 2013 and 2015 there was one child, in the other two years there were no children in placement.

2S TIMELY CASEWORKER VISITS WITH CHILDREN RECEIVING IN-HOME SERVICES

Of the children receiving in-home services, this measure reports that percentage of children who received an in-person visit from a child welfare worker in the child’s residence during a given month.

Methodology

This measure considers each month separately, but summarizes the data for a 12-month period. There are three numbers to be determined. The first is the number of children receiving in-home services who were required to have an in-person contact. The second is the number and percent of children in the first measure who had at least one in-person contact during the month. The final part of this measure is the number and percent of children who were receiving in-home services, had at least one in-person contact during the month where at least one of the in-person contacts occurred in the child’s residence.

Performance

These are count data that are divided by the total and the result is presented as a percent.

Child Welfare Data and Analysis

Table 33: Timely Monthly Caseworker Visits for In-Home Services

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits for in-Home Services	100%	96.2%	71.4%	100%	100%
Total Cases	10	26	14	1	10

Table 34: Timely Monthly Caseworker Visits for In-Home Services (in-residence)

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Percent Timely Monthly Caseworker Visits for in-Home Services (in residence)	90%	64%	70%	0%	100%
Total Cases	10	26	14	1	10

As noted in both tables Mono County is 100% successful in meeting this outcome measure. In recent years, CWS has successfully addressed staffing issues by filling all vacant Social Worker positions and creating a Program Manager position to oversee CWS and APS services, where before there was none. Improving staffing issues has, in combination with the relatively small caseloads, allowed social workers to stay current in their face-to-face contacts with families. Data-entry backlog was a problem historically in Mono County and that issue has been largely mitigated by the increased oversight at a management level and improved staffing. Lastly, the other contributing factor to timely contacts is that social workers fulfill numerous roles with families putting them into more frequent contact with families. For example, services normally provided by FFA's in larger counties, are provided by Social Workers in Mono County. Social Workers often transport children, monitor visitation, and provide direct support and guidance to foster parents. Normally, social workers see families more than once per month in the course of case management, problem-solving, and crisis-management.

Probation Data

There is no data for this measure for Mono County Probation.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

Of the children placed in care, this measure reports the percent of children placed with all of their siblings. This measure is reported from point-in-time data. (There is no federal or state standard at this time for this measure).

Methodology

This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group with size – 1 signifies a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.

Performance

These data are presented strictly as count data. For each year the total number of children in Foster care at the July point-in-time date is 100% and that total is written above the bar. The bar is divided into three groups, children who are not placed with any siblings, children placed with some siblings and children placed with all siblings.

Child Welfare Data

Table 35: Sibling Placement

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Percentage of Instances Where Siblings Are Placed All Together	50%	100%	100%	100%	N/A
Total Cases	4	2	5	5	0

Over the past five years, Mono County has been successful in keeping sibling sets placed together with rare, short-term exceptions.

Probation Data

There is no data for this measure for Mono County Probation.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

For children making their first entry into foster care, this measure reports the percentage of those children placed in the least restrictive environment. Currently, there is no federal or state standard at this time for this measure.

Methodology

These reports are derived from a longitudinal database and provide information on placements for the time interval identified.

Performance

This is count data represented as percent of the whole.

Child Welfare Data and Analysis

Table 36: Least Restrictive Placements (first placement)

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Relative/NFREM	1	1	6	0	1
Foster	-	-	1	1	-
Total Cases	1	1	7	1	1

The majority of children are placed with relatives or NFREM placements. Two of 11 cases were placed in foster care within the past five years. Mono County is largely succeeding in placing children with family members.

Probation Data and Analysis

Table 37: Least Restrictive Placements (first placement)

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Group	-	-	1	1	2
Total Cases	0	0	1	1	2

All three cases within the past five years were placed in a group setting. This follows typical patterns of probation placement in California as family and foster placements are limited for youth who are older with a history of difficult challenges.

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

This measure reports the percent of children placed in the least restrictive environment. This is a point-in-time measure.

Methodology

Includes all children who have an open placement episode in the CWS/CMS system (excluding children who have an agency type of “Mental Health,” “Private Adoption,” or “KinGAP” on a user-specified count day (e.g., January 1, April 1, July 1, October 1) and year.

Child Welfare Data and Analysis

Table 38: Children Placed in Least Restrictive Placement (Point in Time)

<i>Point in Time: October 1</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Relative/NFREM	1	-	2	5	-
Foster	-	-	4	1	1
Group	1	1	-	-	-
Guardian – Dependent	2	2	-	-	-
Other	1	-	-	-	1
Total Cases	5	3	6	6	2

Mono County begins the process of least restrictive placement with any potential relative that lives within close proximity that would also support family reunification services and visitations. The placements within foster care are local homes that promoted reasonable services and quality visitation for the parents. Mono County Child Welfare practice includes initiating family finding efforts from the initiation of the case to place children with relatives as soon as possible, as needed.

Probation Data and Analysis

Table 39: Children Placed in Least Restrictive Placement (Point in Time)

<i>Point in Time: October 1</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Group	4	-	1	1	2
Total Cases	4	-	1	1	2

All cases within the past five years were placed in a group setting. This follows typical patterns of probation placement in California as family and foster placements are limited for youth who are older with a history of difficult challenges.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

This is a federal measure that reports the number of children in foster care who are ICWA eligible who have been placed with relatives, non-relative American Indian substitute care providers (SCP's), non-relative and non-American Indian SCP's, and in group homes. For this measure, data are taken at a point-in-time.

Methodology

These reports examine the point in time placement status of two overlapping groups of children: Indian Child Welfare Act eligible children [4E(1)] and children with primary or secondary (multi) ethnicity of American Indian [4E(2)]. Placement status takes placement type, child relationship to substitute care provider, and substitute care provider ethnicity into account. The resulting placement status categories are placements with relatives; with non-relative, Indian substitute care providers; with non-relative, non-Indian substitute care providers; with non-relative substitute care providers with ethnicity missing in CWS/CMS; in group homes (ethnicity cannot be determined); and in other placements.

Children with a primary ethnicity of American Indian often have other reported secondary ethnicities. Children with a secondary ethnicity of American Indian always have another reported primary ethnicity and may have other reported secondary ethnicities. The two groups are described as overlapping because many children with a primary or secondary ethnicity of American Indian are not eligible for the Indian Child Welfare Act. Not all children eligible for the Indian Child Welfare Act are reported to have a primary or secondary ethnicity of American Indian.

Performance

These are count data taken at an October point-in-time.

Child Welfare Data and Analysis

Table 40: ICWA Eligible or Multi-Ethnic Children Placed with Relatives

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Placed with Relatives	No Children Meet Criteria			3	No Children Meet Criteria
Non-Relatives (ethnicity missing)		3			
Total		3		3	

Of the children who meet ICWA criteria, all three were placed with relatives in 2016. In 2015, all three were placed with non-relatives where the ethnicity of the caregivers was missing.

Probation Data and Analysis

Table 41: Placement Status of ICWA or Multi-Ethnic Children

<i>Month of October</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Placed in Group Home	2				
Total	2	No Children Meet Criteria			

No children met criteria since 2013. In that year, all two children were placed into group homes.

WELL BEING OUTCOME MEASURES

The below state-wide outcome measures provide some information about the access children and youth have to health-related services. In addition to the below information, please see section titled “Probation Youth, Transitional Youth and Youth Well-being” under Systemic Factors for stakeholder feedback regarding strengths and challenges facing Mono County in efforts to work with transitional aged youth with a focus on well-being.

5A (1) USE OF PSYCHOTROPIC MEDICATION AMONG YOUTH IN FOSTER CARE

Displays the number of children with a Medi-Cal paid claim for psychotropic medication, the number of children in Foster care in the period, and the derived percentage of children in Foster care at some time during a 12-month period with a paid claim for medication and a

concurrent placement in Foster care.

Methodology

The denominator for this measure is the count of children in Foster care for 30 days or more, in Child Welfare Department, Probation, State Adoptions, and Indian Child Welfare supervised care. To be counted in the denominator, children must be under the age of 18 years old at the beginning of the reporting period. Excluded from the denominator are children who are placed in California but under the jurisdiction of another state or placed with non-dependent legal guardians or placed in non-Foster care placements.

The numerator for this measure is the children in the denominator who had one or more claims for a psychotropic medication and a concurrent open Foster care episode during the 12-month period of measurement.

Performance

This measure is computed by dividing the numerator by denominator and expressing the result as a percent.

Child Welfare Data

Table 42: Children on Psychotropic Medication

<i>Interval: October to September</i>					
<i>Measure</i>	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
Children on Psychotropic Medication	-	-	-	0	0
Total Cases	-	-	-	9	9

Of the children in foster care during quarter three (October to September) of in the past five years, one child had a claim for psychotropic medication. After a brief trial period, it was determined that medications would not be continued. One Non-Minor Dependent was prescribed a psychotropic medication while incarcerated. Neither of these episodes were captured on the CWS-CMS database.

Probation Data

There is no data for this measure for Mono County Probation.

5B (1) RATE OF TIMELY HEALTH EXAMS

This report provides the percentage of children meeting the schedule for Child Health and

Disability Prevention (CHDP) and Division 31 medical and dental exams.

Methodology

Children in open out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than thirty-one days, children residing outside of California and non-child welfare placements.

Child Welfare Data and Analysis

Table 43: Children Receiving Timely Medical Exams

<i>Interval: October to December</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Timely Medical Exam	33.3%	100%	60%	66.6%	100%
Total Children	3	1	5	6	1

Six out of sixteen children in out-of-home placements did not receive a timely medical exam during the past five years. Delays in data-entry into CWS-CMS account for these statistics. Court reports reflect that children received timely medical care. Data-entry issues will need to be addressed as there is not a dedicated foster care nurse in Mono County who enters data.

Probation Data

There is no data for this measure for Mono County Probation

5B (2) RATE OF TIMELY DENTAL EXAMS

Of the children in Foster care during a specific time period, what percentage of children have received a dental exam?

Methodology

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

Child Welfare Data and Analysis

Table 44: Percentage of Children Receiving Timely Dental Exams

<i>Interval: October to December</i>					
<i>Measure</i>	2013	2014	2015	2016	2017
Timely Dental Exam	0%	0%	20%	66.6%	0%
Total Children	3	1	5	6	1

The majority of children (eleven out of sixteen) did not receive a timely dental exam within the past five years. Again, Court reports reflect that children received timely medical care. Data-entry gaps in CWS-CMS appear to account for these statistics. Mono County does not have a dedicated foster care nurse who enters data, and social workers need more oversight and monitoring on this issue so they do not forget to enter medical and dental data.

Probation Data

There is no data for this measure for Mono County Probation

5F PSYCHOTROPIC MEDICATIONS

Of the children in foster care during a specific time period, this measure reports the percentage of children who have a court order or parental consent authorized the use of receive psychotropic medication?

Child Welfare Data

Of the children in foster care during quarter three (October to September) of in the past five years, no children have a court order or parental consent authorized the use of receive psychotropic medication.

Probation Data

There is no data for this measure for Mono County Probation

6B INDIVIDUALIZED EDUCATION PLAN

Of the children in Foster care during a specific time period, what percentage of children have ever had an Individualized Education Plan (IEP)?

Methodology

This report provides the number of children under age nineteen in out-of-home placements who have ever had an IEP.

Child Welfare Data

No children in care for the past four years have had an Individual Education Plan. This may be because data was not entered. More work is going into identifying the issue.

Probation Data

There is no data for this measure for Mono County Probation

8A OUTCOMES FOR YOUTH EXITING FOSTER CARE AGE 18 OR OLDER

Child Welfare Data

There is no data for quarter 3 within the past five years for this measure.

Probation Data

There is no data for quarter 3 within the past five years for this measure.

The parenting and family partnering services funded by CAPIT have had a limited impact in the community. Implementation challenges include the inability to provide “tailored” interventions, such as parent partnering and other types of interventions such as home based services. The County is in the process of expanding our capacity internally to provide parenting to child welfare-involved families including a “partnering” component for activities of daily living, in addition to a curriculum-based intervention.

The services provided through the First 5 Mono County Home Visiting program (funded by CAPIT/CBCAP) reach a large number of families with children zero through five throughout the county and appear to have an impact on child abuse prevention through the delivery of early childhood development.

First 5 Mono County Evaluation Report for the Fiscal Year of 2016-17 indicates that the home visiting program has a positive impact on child abuse prevention. The report indicates that the program achieved outcomes through improved parental knowledge, understanding and engagement in promoting their children’s development, physical and mental health needs, increased access to healthcare services, as well as improved screening and intervention for

developmental delays, disabilities and other special needs for children ages 0-5. As a result of the home visiting program, families have more information about parenting and child development. Home Visitors screened 75 children (44% of children enrolled in Home Visiting). Of the 75 children screened, 33 were identified as having a delay or concern (44%).

According to the Parenting Partners Exit Survey, there was a demonstration of increased skill reported in the following areas:

- Ability to meet their child’s emotional and social needs.
- Increase understanding of child development needs and parenting responses.
- Ability to use positive discipline for child.
- Ability to make home safe for child.
- Ability to deal with stresses of parenting and life in general.

First 5 services are home-based for children under the age of 5. These services will continue to be coordinated through social worker staff and First 5 staff through a referral process.

Summary of Findings

Mono County Child Welfare

Upon completion of the analysis conducted through the CSA process, Mono County Child Welfare gained a deeper insight as to program strengths and areas to strengthen, which will be developed in the five-year System Improvement Plan. Mono County Child Welfare focused on the area of Recurrence of Maltreatment (CFSR Measure S2), as they continue to place a high priority on front-end prevention and early intervention practices and wanted to identify strengths and challenges and to gain insight on how to decrease the rate of recurrence.

During this assessment process, a common theme related to the populations that were at greatest risk of maltreatment included a disproportionality of children residing in the outer

most rural and impoverished areas of Mono County. As such, Native American children who predominantly reside in outlying parts of the county on the reservation, have more contact with the child welfare system. The reservation in Benton is particularly isolated from supportive services and its tribal leadership has experienced many changes in recent years. Because of the very small numbers of children involved in the child welfare system in Mono County, it is difficult to make assumptions about data trends or significance of the data.

Mono County Child Welfare has many strengths to build upon to continue to improve outcomes. Through the Peer Review process there were many strengths within the Child Welfare System that were recognized. In summary, there was consistent utilization of RED Team process to determine investigation priority and response strategies, as well as consistent use of Safety Organized Practice (SOP) tools at key decision points, case planning and family engagement. Another strength indicated was the implementation of the Child and Family Team (CFT) teaming process with families and collaborative partners to develop family-centered, needs-driven case plans and intervention. Staff have demonstrated their ability to engage with families, advocate for family needs and develop rapport. Mono County has a vertical case management approach in which the same social worker is generally assigned to the same family from start to finish (i.e. Investigation through permanency, or to the end of the investigation or case). The consistency of staff for children and families allows rapport and trust to be established which ultimately improves the quality of case-planning and follow-through. Finally, several systemic strengths were recognized including staff being well-trained, competent, able to engage families, culturally sensitive, and responsive to Native American and Hispanic families.

There are areas to strengthen and challenges to address regarding recurrence of maltreatment in the Mono County Child Welfare System. Some of the strategies that were identified in order to further reduce future maltreatment include:

- Consistent development of behavior-based case plans that are less service-driven and developed through the CFT process with the incorporation of the CANS assessment tool.

- Increasing the number of support network participants through family findings, and incorporate them into the family network within the CFT process to develop stronger safety supports and safety plans to increase safety and reduce risk of future harm.
- Build more accountability with families within the Voluntary Services case plan to prevent the social worker from “working harder than the parents” and ensure the family clearly understands the safety goal(s).
- Addressing the ongoing need to ensure language barriers are being addressed adequately and that interpretation options continue to be available. Given that 40% of the County’s age 20-and-under population are Latino, there is a need to ensure that there are services and bilingual capacity to engage families effectively.
- Address the unusually large breadth of responsibilities Mono County social workers have (APS, CPS, IHSS, and Conservatorship Case Management) and how that may impact overall quality of work. There are challenges to manage all the complexities of the diverse caseload and to ensure that social workers can effectively manage those complexities.
- Continue to collaborate within the Department and outside the Department with community partners to strengthen interventions with Native American communities, and rural/outlying communities.

The Outcome Data Measures and data trends referenced above indicated potential promising trends. From the data pull, there were no instances of recurrence that involved Severe Neglect, Physical Abuse, or Sexual Abuse. In the year prior to this data pull (2013-2014) three minors experienced two recurrences. Since then, no child has had more than one recurrence. In almost all Mono County’s recurrence situations, the Department’s intervention was promoted after the second substantiated investigation (i.e. from no intervention to an open case, from a VFM to a Court case, or from a FM case to a Detention).

Other trends from the Outcome Data measures from the 3-Year Period: April 1, 2014 – March 31, 2017, indicated that thirteen of the nineteen children that did experience recurrence of maltreatment were five years of age or younger. Of the recurrence cases that occurred, more than half were outside of the town of Mammoth Lakes in impoverished, isolated, rural areas. Social workers work from Mammoth Lakes and the outlying areas represented in these cases of recurrence are as far as a two-hour drive from the office. Eighteen of these cases were substantiated either for neglect (12) or emotional abuse (8), and 12 of these 18 had domestic violence as one of the main presenting safety risks. Substance abuse was also a predominant complicating factor amongst these cases, as 12 of the 18 cases had some form of alcohol or other drug abuse associated with the family.

Mono County Child Welfare will incorporate the overall progress identified and lessons learned through the CSA process into the development of next steps and goals.

Goals/Next Steps:

1. Prevent recurrence of maltreatment through stronger case-closure strategies by implementing procedures to incorporate the CFT process and SOP strategies that identify safety and belonging, and a natural support network at end of each case, with the consistent utilization of the SDM Risk Reassessment tool to assess the need to continue Family Maintenance services.
 - a. Increase family engagement related to natural support networks for children, even when parents are uncomfortable with extended supports (CFT, Family Findings).
2. Develop strategies to better serve and engage the outlying communities to address the disproportionality of recurrences of maltreatment in those areas.
 - a. Early identification of families that may have Native American Ancestry and incorporation of ICWA regulations through initiation of engagement of tribal representation and involvement early in the investigation process; yet doing so

in a way which respects the needs of some Native American parents to protect their privacy and information within the context of very small tribal communities.

- b. Continue to represent the Department during community socials and outreach events in outlying areas of the County to promote early and on-going engagement with key community partners and stakeholders, including the identification of community members who may serve as mentors or partners to youth or parents in navigating the child welfare system.
 - c. Increase the number of Native American RFA homes and/or RFA homes in the towns where Indian reservations are located (Benton and Bridgeport)
3. Improve systemic processes to improve overall consistency of services to reduce recurrence of maltreatment.
- a. Develop and finalize policies and procedures for Detentions, Placement, and On-Call.
 - b. Develop templates for case plans and guidelines for Court reports that ensure the use of best practices and SOP
 - c. Streamline the exchange of information between families and services/support programs by developing a universal release form that can be utilized across agencies and other programs.
 - d. Assess the ability and appropriateness of social workers having more specialized caseloads.
 - e. Continue to recruit more RFA homes throughout the county, including an ISFC home to reduce the likelihood of out-of-county placements.
 - f. Improve timely and complete data-entry requirements in CWS/CMS related to Wellness Outcome Measures (i.e. dental and medical exams, IEP's, psychotropic meds).

Mono County Probation

Upon the completion of the county self-assessment peer review Mono Probation gained insight into our strengths and weaknesses. Mono Probation was assessed on the CWS Outcomes System Measures P1 which addresses permanency. This P1 outcome measures the percentage of youth discharged from placement or foster care to permanency within twelve months. The assessment revealed that Probation consistently met this outcome. One of the most important ways that Probation successfully met this measure was by collaboratively working with the county's departments through the process of the Child and Family Team (CFT) meetings and Wraparound. Since Probation adopted and implemented the practice to use CFT's and Wraparound, the peer review identified that the families' voice and choice are empowered, and the probation officers have been encouraged to strategize and tailor case plans to keep probation youth in the community.

The peer review recognized that Probation has been able to function well with the limited resources the county has to offer, with only one juvenile officer, and a juvenile supervisor as a backup. Nevertheless, the peer review identified that having one officer handle the entire juvenile mixed caseload is not beneficial to the youth Mono County serves because of the complexities of each case and the time each case requires. The peer review identified that the challenges of family finding, incorporating mental health assessments in the case planning, and keeping families accountable with counseling services can be improved with the increased involvement and supervision of the juvenile officer. In the same analysis, the peer review acknowledged that the juvenile officer has spread himself too thin.

Mono Probation has gained insight on what the community believes will improve youth services. Therefore, moving forward the organization will follow steps to increase family findings through further training in family engagement, develop a procedure to ensure youths undergo a psychological evaluation or CANS assessment and incorporate those findings in the case plan, and strengthen the transition from placement/foster care back to permanency.

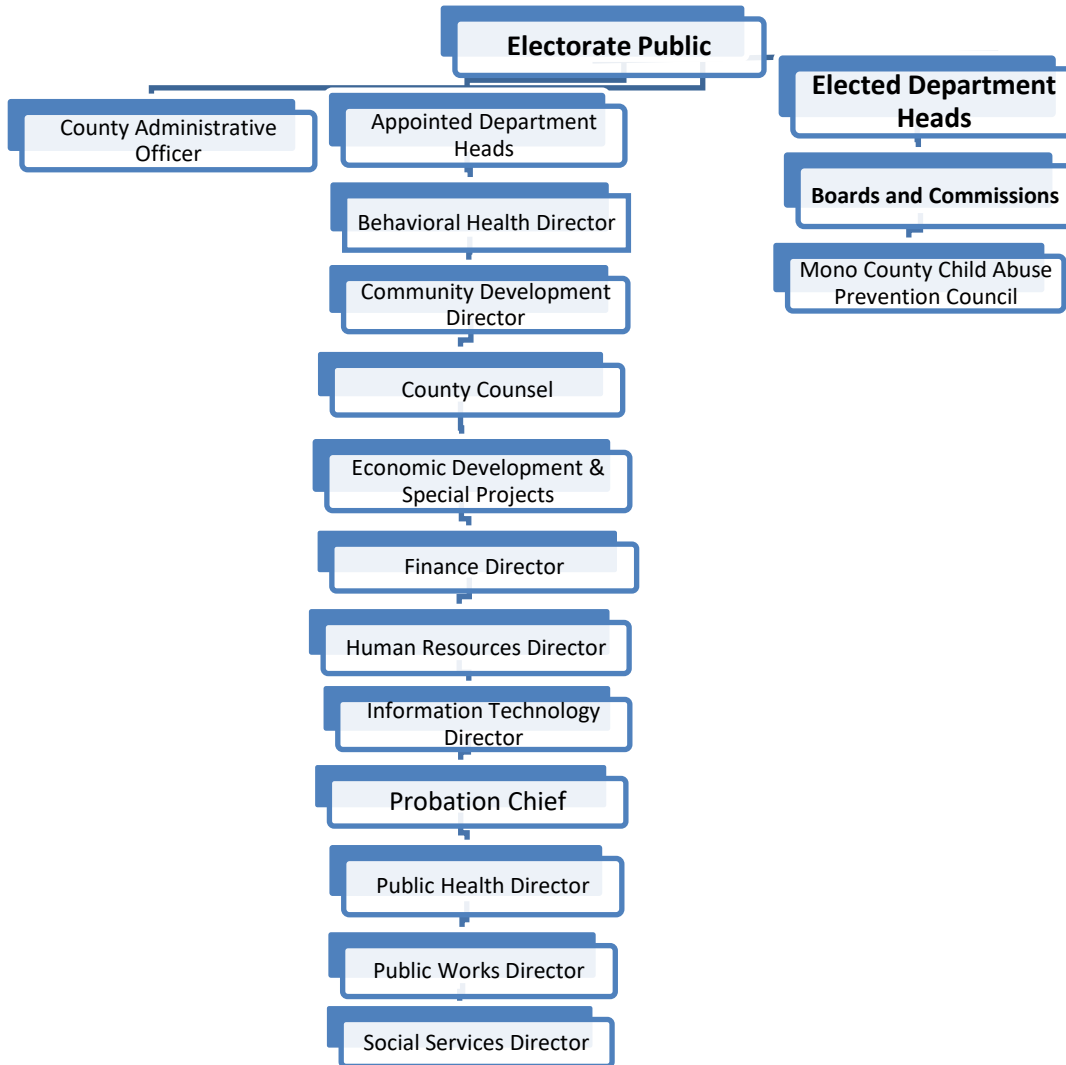
GOALS

1. Steps to increase family findings

- a. Training on how to engage families for both the juvenile officer and juvenile supervisor.
 - b. Specific training on how to engage minority families and resource families for both juvenile officer and juvenile supervisor.
2. Develop a procedure to ensure each youth in CCR has a psychological evaluation or a CANS assessment done prior to disposition.
3. Strengthen transitional services for youth in permanency within 12 months or less.

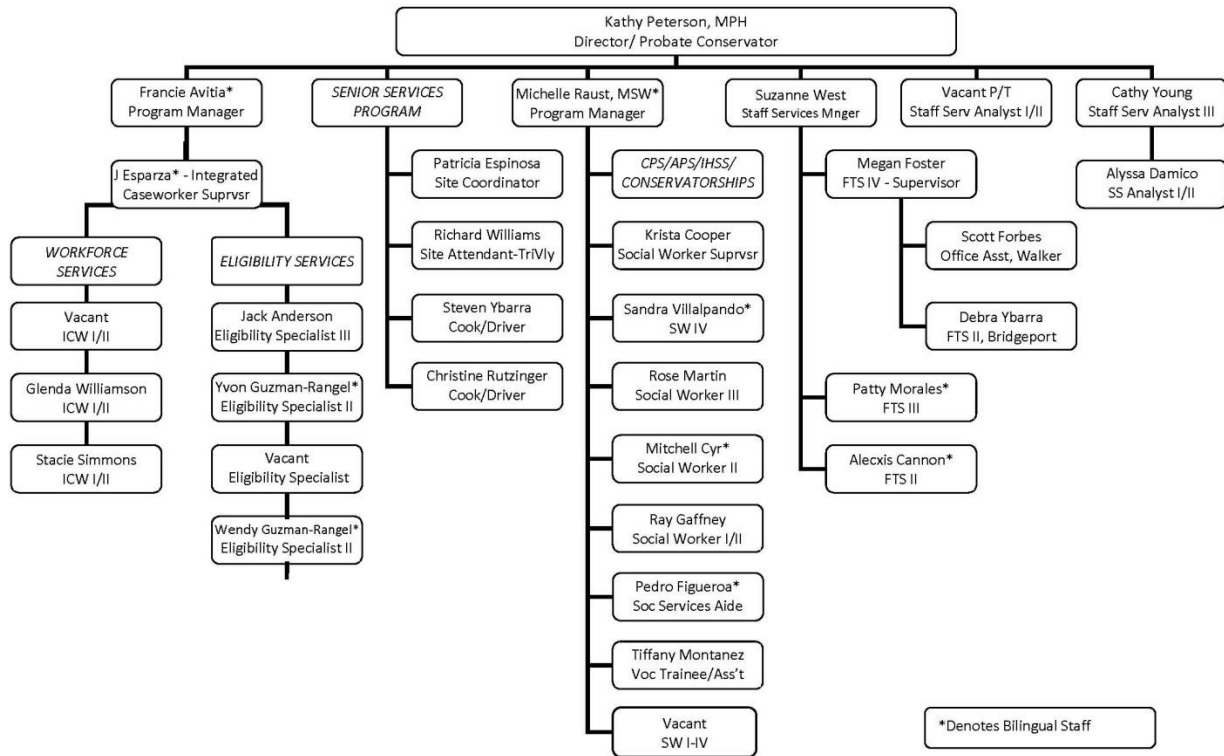
Appendices

Appendix 1: Mono County Government Organizational Chart



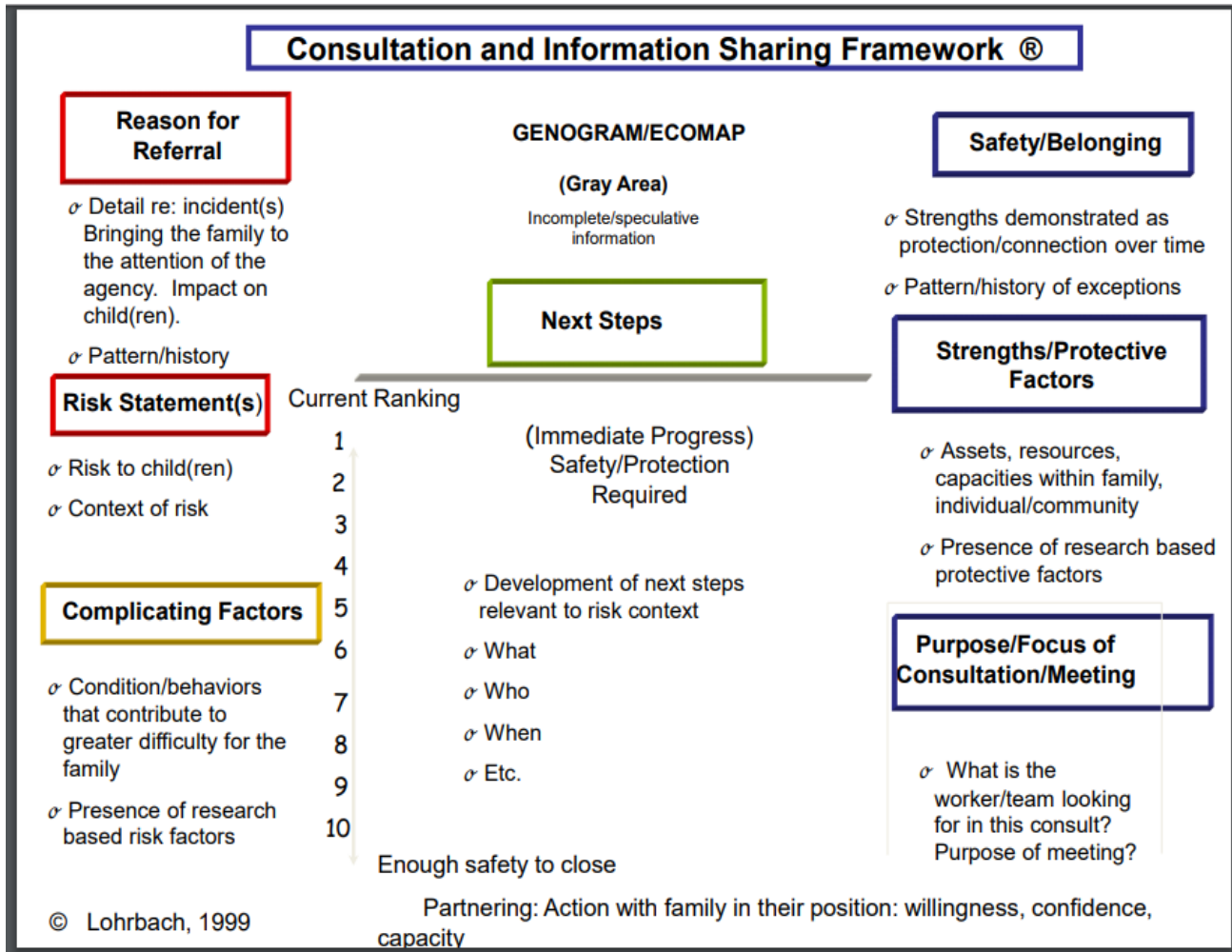
Appendix 2: Mono County Department of Social Services Organization Chart

Mono County Social Services



*Denotes Bilingual Staff

Appendix 3: Consultation and Information Sharing Framework



Appendix 4: Training Records for 2016 - 2017

2016/2017 Ongoing Trainings

Inservice Outservice University	Type	Begin Date	Ending Date	Title
U	SS	7/19/2016	7/19/2016	Coaching UC Davis Peggi Cooney
O	SS	8/4/2016	8/4/2016	Medi-Cal Fraud & Elder Abuse on Thursday, August 4th, from 2-3 p.m.
U	SS	8/9/2016	8/11/2016	IHSS COMPREHENSIVE ASSESSMENT CONCEPTS (CAC)
U	SS	8/9/2016	8/9/2016	MCBH WRAP
O	SS	9/12/2016	9/15/2016	PA/PG/PC Fall Conference
U	SS	9/20/2016	9/21/2016	UC Davis Coaching with Peggi Cooney
U	SS	9/28/2016	9/28/2016	AB-12 Extended Foster Care
U	SS	10/18/2016	10/18/2016	Field Advisor and the Field Guide: Getting to Know the Roles and Activities
U	SS	10/19/2016	11/1/2016	Ethics in Social Work - Online
U	SS	11/2/2016	11/3/2016	Recognizing Drug Abuse in the Home: A Survival Guide
U	SS	11/9/2016	11/22/2016	Social Work Organizational Strategies - Online
U	SS	11/9/2016	11/9/2016	Coaching UC Davis Peggi Cooney
O	SS	11/10/2016	11/10/2016	RFA Process
U	SS	11/16/2016	11/16/2016	Core 3.0 roles and responsibilities for Field Advisors
O	SS	11/23/2016	11/23/2016	CCR Partnership Meeting
U	SS	11/23/2016	12/2/2016	CWS/CMS for New Users
U	SS	12/19/2016	6/23/2017	Collaboration in APS Work eLearning
U	SS	12/19/2016	6/23/2017	APS Worker Safety eLearning
U	SS	12/19/2016	6/23/2017	APS Case Documentation and Report Writing eLearning
U	SS	12/19/2016	6/23/2017	Substance Abuse and Mature Populations eLearning
U	SS	12/21/2016	6/23/2017	Elder Sexual Abuse eLearning
U	SS	12/21/2016	6/23/2017	Mental Health and APS eLearning
U	SS	12/21/2016	6/23/2017	Physical and Developmental Disabilities eLearning
U	SS	12/21/2016	6/23/2017	Power of Attorney Abuses eLearning
U	SS	12/21/2016	6/23/2017	Reverse Mortgage Abuse eLearning
U	SS	12/21/2016	6/23/2017	Deed Theft and Foreclosure Rescue Scams eLearning
U	SS	12/21/2016	6/23/2017	Adult Protective Services Overview eLearning
U	SS	12/21/2016	6/23/2017	The APS Intake Interview eLearning
U	SS	12/21/2016	6/23/2017	Interviewing Skills for APS Workers eLearning

UC Davis Social Worker Course History - Phase II Trainings

Updated 4/20/18
 * Mandated Trainings

Subject Area	Qualifying Courses	Hire: 4/16/12 Completion Due 4/2014 Sandra Dates Completed	Hire:1/23/15 Completion Due 1/2017 Rose Dates Completed	Hire:9/8/15 Completion Due 9/2017 Mitchell Dates Completed	Hire: 10/24/16 Completion Due 10/2018 Raymond Dates Completed	Pedro Dates Completed	Michelle Dates Completed	Krista Dates Completed	Next Training Dates (w/openings)
Core Phase II - Phase II courses have statewide standardized competencies and objectives in 14 subject areas									
New employees must complete Phase II Line Worker Common Core within their first 24 months from the date of hire (MPP 14-611.12)									
Court Procedures & Documentation for Use in the Legal System (2 Days)	Court Procedures	3/28/2016	3/28/2016	3/28/2016	Will be covered in CORE 3	3/28/2016	3/28/2016	N/A	10/17/17 - 10 18/17 Davis COMPLETE
Education Needs (1 Day)	1) Placement and 2)Monitoring and Adapting (need both)	Enrolled in eLearning Placement & monitoring and adapting 2/27/18-6/30/18	2/27/18 - 6/30/18 Online	Enrolled in eLearning Placement & monitoring and adapting 2/27/18-6/30/18	Will be covered in CORE 3	8/28/2015	2 hours	N/A	Enrolled in eLearning Placement & monitoring and adapting 2/27/18-6/30/18
Family Violence (2 Days)	Family Violence	3/28/2017	3/28/2017	3/28/2017	3/28/2017	3/28/2017	N/A	3/28/2017	COMPLETE
Health Issues for Children - (1/2 Day) Online Only	Placement (Placement class from education needs section meets both requirements per Tamara McCalip)	9/17/14 - 9/30/14	11/15/17 - 11/28/17 Online	Enrolled eLearning Placement 2/27/18-6/30/18	Will be covered in CORE 3	N/A	N/A	N/A	Enrolled eLearning Placement 2/27/18-6/30/18
ICWA - (1 Day) Class or Online	Indian Child Welfare Act - Classroom AND Online	8/20/14 - 9/2/14	2/27/18 - 6/30/18 Online	Enrolled Online 2/27/18 - 6/30/18 classroom portion will be scheduled in Mammoth June 2018	5/1/2017	N/A	N/A	N/A	Enrolled Online 2/27/18 - 6/30/18 classroom portion will be scheduled in Mammoth June 2018
Interviewing (2 Days)	Foundational Intermediate Interviewing Skills for Social Workers	6/5/2017	6/5/2017	6/5/2017	6/5/2017	6/5/2017	N/A	6/5/2017	COMPLETE

UC Davis Social Worker Course History Ongoing Trainings

Updated 7/17/17

* Mandated Trainings

Subject Area	Qualifying Courses	4/16/12 Sandra Dates Completed	HRS	1/23/15 Rose Dates Completed	HRS	9/8/15 Mitchell Dates Completed	HRS	Pedro Dates Completed	HRS	10/24/16 Raymond Dates Completed	HRS	Michelle Dates Completed	HRS	Krista Dates Completed	HRS
Continuing workers are required to complete 40 hours of ongoing training within 24 months of completing Core, and every 24 period that follows: (MPP 14-611.5)															
CWS/CMS New User Trainings															
CWS/CMS	For New Users	6/18/12 - 6/22/12		6/18/2012 - 6/22/12		10/12/15 - 10/16/15		7/20/15 - 7/24/15		11/28/16 - 12/2/16		N/A		N/A	
Mandated Trainings															
CSEC	* CSEC 101 Awareness Module	5/4/2016		7/6/2016		7/6/2016		N/A		10/31/2016		**		10/20/2016	
CSEC	* CSEC 102 Awareness Module (for supervisors)	N/A		N/A		N/A		N/A		N/A		**		**	
IHSS Trainings															
IHSS	IHSS 101	11/1/2012		9/4/2014		10/27/15 - 10/29/15									
IHSS	IHSS CAC	12/8/15 - 12/10/15													
APS Trainings															
APS	Medical Issues in Adult Services - Mono	4/26/2016		4/26/2016		4/26/2016		4/26/2016				4/26/2016			
APS	Creative Interventions with the Older Adults - Inyo					4/28/2016		4/28/2016				4/28/2016			
APS	Aging and Mental Health - Inyo	4/27/2016				4/28/2016		4/28/2016							
APS	Conservatorship	3/26/2016				3/26/2016						3/26/2016			
Eligibility Trainings															
Eligibility	Motivational Interviewing							8/19/2015							
Eligibility	Foster Care 101	3/23/2016						3/24/2016							
In County & Other Trainings															
Subject Area	Qualifying Courses	4/16/12 Sandra Dates Completed		1/23/15 Rose Dates Completed		9/8/15 Mitchell Dates Completed		Pedro Dates Completed		Raymond Dates Completed		Michelle Dates Completed		Krista Dates Completed	
CWS/CMS	Safety Planning											3/16/2012			
CWS/CMS	SOP Coaching P.Cooney	4/11/12 - 4/12/12		4/11/12 - 4/12/12		4/11/12 - 4/12/12		4/11/12 - 4/12/12				4/11/12 - 4/12/12			
CWS/CMS	Foster Care Eligibility - Online	6/15/2012													
CWS/CMS	Systems Change to Address Children's Exposure to Violence 1145SA047- Webinar	6/18/2012													

UC Davis Social Worker Course History

Updated 7/17/17

* Mandated Trainings

Subject Area	Qualifying Courses	Hire: 4/16/12 Completion Due 4/2013 Sandra Dates Completed	Hire: 1/23/15 Completion Due 1/2016 Rose Dates Completed	Hire: 9/8/15 Completion Due 9/2016 Mitchell Dates Completed	Pedro Dates Completed	Hire: 10/24/16 Completion Due 10/2017 Raymond Dates Completed	Michelle Dates Completed	Krista Dates Completed	Next Training Dates (w/openings)
New employees must complete Phase I Line Worker Common Core within their first 12 months from date of hire (MPP 14-611.11)									
Core for Social Workers									

UC Davis Social Worker Training Choices 2016-17

Core Phase II - Phase II courses have statewide standardized competencies and objectives in 14 subject areas and must be completed by the end of the second year of employment.								
Subject Area	Qualifying Courses	4/16/12 Sandra Dates Completed		1/23/15 Rose Dates Completed		9/8/15 Mitchell Dates Completed	Next Training Dates	
Court Procedures & Documentation for Use in the Legal System (2 Days)	Court Procedures	3/28/2016		3/28/2016		3/28/2016	N/A	
Education Needs (1 Day)	Educational Advocacy				8		Eureka 8/17/16, Anderson 10/19/16	
Family Violence (2 Days)	Family Violence				3		Nothing scheduled at this time	
Health Issues for Children - (1/2 Day) Online Only	Health Care Needs of Children and Youth in the CWS System (1/2 day) - Online Only	9/17/14 - 9/30/14					9/7/16, 12/7/16 & 3/8/17	
ICWA - (1 Day) Class or Online	Indian Child Welfare Act - Classroom or Online	8/20/14 - 9/2/14			7		Nothing scheduled at this time	
Interviewing (2 Days)	Foundational Intermediate Interviewing Skills for Social Workers		5				Nothing scheduled at this time	
Interviewing - County Training	Forensic Interviewing	3/9/2016	1	3/9/2016	1	3/9/2016	1	N/A
Interviewing (2 Days)	Interviewing Children and Special Populations							Davis 9/7/16
Interviewing (2 Days)	Motivational Interviewing to Facilitate Family Change		2					Anderson 7/21/16, Davis 1/12/17, Eureka 4/13/17
Mental Health (1 Day)	Introduction to Mental Health: Child Welfare Case Management Informed by the DSM 5		3		5		3	Nothing scheduled at this time
MEPA - (1/2 Day) Online	Multiethnic Placement Act (MEPA) - Online	8/13/14 - 8/26/14						Nothing scheduled at this time
Multicultural Environment (1 Day)	Cultural Humility							Nothing scheduled at this time
Multicultural Environment (1 Day)	Introduction to Disproportionality							Nothing scheduled at this time
Sexual Abuse (1 Day)	Advanced Issues in Chronic Child Neglect		4		1		4	Nothing scheduled at this time
Sexual Abuse (1 Day)	Child Maltreatment Identification, Part II: Child Sexual Abuse				6		2	Eureka 10/12/16, Davis 3/7/17
Stress and Time Management - (1/2 Day) Class or Online	Secondary Traumatic Stress and the Child Welfare Professional							Nothing scheduled at this time
Stress and Time Management - (1/2 Day) Class or Online	Social Work Organizational Strategies - Online	1/16/13 - 1/29/13						Nothing scheduled at this time.