

Mono County Child and Family Services Self-Assessment 2013

Child Welfare Juvenile Probation

**Submitted to:
California Department of Social Services
Children's Services Outcomes and Accountability Bureau
Office of Child Abuse Prevention
By
Mono County Department of Social Services
Mono County Probation Department**

June 2013

**California's Child and Family Services Review
County Self-Assessment Cover Sheet**

County:	MONO
Responsible County Child Welfare Agency:	Mono County Department of Social Services Child Welfare Services (CWS)
Period of Assessment:	April 2010 to April 2013
Period of Outcome Data:	County Data Reports: Data Extract Reports CWS/CMS 2012 Quarter 3 Extract
Date Submitted:	April 2013

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County Self-Assessment Cover Sheet (continued)

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Board of Supervisors Designated Public Agency to Administer CAPIT/CBCAP/PSSF Funds	Susanne West, Social Services	
County Child Abuse Prevention Council	Didi Tergesen, Mono County Office of Education	
Parent Representative	Kristina McDaniel	
As Applicable¹		Name(s)
California Youth Connection		
County Adoption Agency (or CDSS Adoptions District Office)	Fresno District	
Local Tribes	John Glazier, Bridgeport Indian Colony	
Local Education Agency	Jan Carr, Assistant to the Superintendent	

Board of Supervisors (BOS) Approval	
BOS Approval Date:	
Name:	
Signature:	

Name and affiliation of additional participants are on a separate page with an indication as to which participants are representing the required core representatives.

¹ **As applicable**, provide the name of a representative from each of these entities as pertinent to relevant outcomes (the adoption composite would include a representative that was engaged in that portion of the CSA, likewise, IEP measure (5A), IWCA (4E), etc. No signature is required.

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Acknowledgements

Mono County Department of Social Services, Child Welfare Services and Probation Department would like to thank the County Self Assessment team members listed below for their contributions to this effort. This report could not have been written without their expertise and dedication. This assessment reflects the information gathered from these CSA team members in an effort to more accurately evaluate the child welfare system and probation services for children and families in Mono County.

Mono County Child Welfare Services and Probation Department

- Dr. Karin Humiston, Chief Probation Officer, Mono County Probation
- Julie Tiede, Former DSS Director
- Kathryn Peterson, Current DSS Director
- Mary Stanley, Former CWS Program Manager
- Marlo Preis, Staff Service Analyst II

Mono County Social Workers and Probation Officers

- Alex Ellis, Social Worker Supervisor II
- Danielle George, Social Worker I
- Sandra Villapando, Social Worker I
- Kathy Freeman, Vocational Assistant
- Curtis Hill, Probation Officer
- Jazmin Puga-Sosa, Probation Officer
- Orlando Mejia, Probation Officer

Interview Teams

- Inyo County Probation, Heather MacArthur and Cindy Felkel
- Placer County Child Welfare, Scott Myers
- Tulare County Child Welfare, Gary Kupfer

Additional Government Agency and Community Partners

- Lynda Salcido - Director, Mono County Health Department
- Sandra Pearce - Mono County Health Dept., Child Abuse Prevention Council
- Robin Roberts, Director, Mono County Behavioral Health
- Robbi Downey - Mono County Behavioral Dept., Child Abuse Prevention Council
- Kathy Peterson – Director, First 5 Mono County
- Susie Bains - Wild Iris and CASA
- Rich Boccia – Formerly w/Mammoth Unified School District
- Stacy Adler – Superintendent, Mono County Office of Education (MCOE)
- Didi Tergesen – MCOE, Child Abuse Prevention Council Coordinator
- Robyn Wisdom - IMACA
- Carolyn Balliet - Foster Parent
- Marc Moscovitz - Mammoth Lakes Police Dept.

- Jennifer Hansen - Mono County Sheriff Dept.
- Natalie Sanders – Mammoth Lakes Hospital
- Zaira Gonzales – Bridgeport Indian Colony
- Hon. Stan Eller and Hon. Mark Magit – County of Mono, Superior Court
- Barbara Miller - MUSD/Husky Club, Child Abuse Prevention Council
- Donna Lisa Knowles - Darkness2Light, Child Abuse Prevention Council
- Kathy Harlander - North Star Counselor/Intern
- Kris McDaniel - Child Abuse Prevention Council
- Irma Munoz – California Dept of Social Services, OCAP
- Joti Bolina – California Dept of Social Services, Outcomes
- Christina Hoerl – California Dept of Social Services, Outcomes
- Erika Pixton - California Dept of Social Services, Outcomes

I. Introduction

The California Department of Social Services (CDSS) California-Child and Family Services Review (C-CFSR) process was created to include child protective services, foster care, adoption, family preservation, family support, and Independent Living.² This C-CFSR process is very similar to and consistent with the federal Child and Family Service Review monitoring practices.

The purpose of the County Self-Assessment (CSA) is for each county, in collaboration with their community and prevention partners, to examine their strengths and needs from prevention through the continuum of care, including reviews of the current levels of performance, procedural and systemic practices and available resources.

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

1. The reporting period is increased from a three-year-cycle to a five-year-cycle to provide the counties with more time to plan, implement and achieve their outcomes and objectives.
2. The Peer Review (previously called the Peer Quality Case Review) will now be integrated into the CSA. This gives rise to two benefits.
 - a. The information received from the Peer Review can be integrated into the CSA findings; and
 - b. The county does not have to create a separate report to the state on the Peer Review, as each county did under the old Peer Quality Case Review process.

² Welfare and Institutions Code sections 10605, 10605.1, and 10605.2; Government Code Section 30026.5

As with previous CSAs the C-CFSR team will work together with the Office of Child Abuse Prevention (OCAP) to ensure the continuous improvement of services provided to children receiving Title IV-B and Title IV-E child welfare funded services. The CSA will be integrated with the OCAP programs (CAPIT/CBCAP/PSSF), five-year needs assessment for the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funding and programs. Integrating these two assessments streamlines duplicative processes, maximizes resources, increases partnerships and improves communication.³

After completion of the Mono County CSA the county will work together with the state to develop a new Mono County System Improvement five-year Plan (SIP), which will be due in October of 2013. The yearly county progress reports for the county SIP remain unchanged; the next complete SIP will not be due for five years. It is expected this new format, for only having new CSA's and new SIP's every five years, will be more conducive to the County/CDSS (Outcomes and OCAP) partnership and better achievement of county outcome goals and program improvements.

II. Guiding Principles of the CSA

The guiding principles of the CSA process are the following:

- The goal of the child welfare system is to improve outcomes for children and families in the areas of safety, permanence and wellbeing.
- The entire community is responsible for child, youth and family welfare, not just the child welfare agencies. The child welfare agency has the primary responsibility to intervene when children's safety is endangered.
- To be effective, the child welfare system must embrace the entire continuum of prevention services and after care prevention.
- Engagement with recipients and the community is vital to promoting safety, permanence and wellbeing.
- Fiscal strategies must be arranged to meet the needs identified in the CSA.
- Transforming the child welfare system is a process that involves removing traditional barriers within programs, our system and other systems.

III. Mono County Self-Assessment Team

Representatives from County agencies, service providers, and the community were invited to participate in the planning process for the County Self

³ CFSR, CDSS, Instructional Manual pp. 3,7

Assessment. To obtain feedback from the community, surveys were sent out to public and private agencies, schools, tribes and others to elicit information regarding services and needs. In addition follow-up efforts were made via email, letters, and telephone calls, and personal visits by the planning team members to obtain information.

Additional interviews were conducted with the Mono County DSS Program Manager, the Chief of Probation, Social Workers, Child Abuse Prevention Council, Mono County Public Health Director, Director of Mono County Behavioral Health, Director of IMACA and the Director of Wild Iris/CASA providing input in the Mono County CSA planning process.

The Self-Assessment Team was chaired by the former Director of the Children's Division of the Mono County Social Services Department, with a defined CSA responsibility to:

- Assist in examining child welfare/probation policies
- Examine agency performance on federal and state outcomes
- Guide in identifying strengths, barriers, and gaps in service delivery
- Review and provide information on systemic factors that affect performance
- Identify programs/networks/partnerships to improve outcomes
- Share the Self-Assessment with other agency staff and community members.

The Self-Assessment Team analyzed the Quantitative Self Assessment Data, qualitative assessment information from the Peer Review (Inyo, Tulare, and Placer counties), and all the information received (interviews and questionnaires) from Core partners, service providers, families, foster care youth, law enforcement, CAPC, and other community groups.

A. Mono County CFSR Planning Team

The Mono County 2012/2013 Child and Family Services Review Planning Team included:

- The former Director of Mono County Social Services;
- The Chief of Mono County Probation;
- The Program Manager of Mono County Child Welfare Services;
- The Staff Services Analyst of Mono County Child Welfare Services;
- The Executive Director of a local Non-profit (Community Service Solutions); and
- A Mono County family who has knowledge of, or received Mono County Child Welfare Services or Mono County Probation Services.

The CFSR Planning Team met six times between September and December 2012. Each meeting was devoted to analyzing and discussing the outcomes related to Safety, Permanency, Wellbeing and Prevention. Specifically, the team discussed, reviewed and edited the CSA

Questionnaire, the December 2012 CAPC presentation, Mono County Probation Outcomes, CWS Strategy and Probation/CWS data analysis.

B. Mono County CSA Core Representatives

The Mono County CSA Core Representatives included a wide variety of agency and community representatives from the probation and child welfare services arena including youth, foster parents, mental health, public health, community organizations, Indian Child Welfare experts representing local Native American tribes, judges, the local hospital, Behavioral Health, CASA, CAPC, education, child care, prevention partners, etc.

Please see Attachment B for the complete list of Mono County CSA Core Representatives.

C. CSA planning process

As mentioned above the CSA Planning Team met six times between September and December 2012. On each occasion the focus of the meeting was different; however, the overall strategy of the CSA Planning Team was to develop a specific outline to follow throughout the CSA process, specifically:

- For this CSA the county would use a questionnaire that would be distributed to all the CSA stakeholders;
 - This was done because of the large size of the county, small population and difficulty to get stakeholders to focus groups.
- The Independent Contractor (Community Service Solutions of Walker, California) hired to write the CSA would develop the questionnaire and bring it back to the CSA Planning Team for review.
- The Independent Contractor would personally contact each of the CSA Core stakeholders to facilitate the completion of the CSA questionnaire.
- The CWS and Probation members of the CWS Planning Team would gather all appropriate program material/data for the baseline data period.
- The Independent Contractor would assimilate all of the above material by January 2, 2013 and return it to the CSA Planning Team so it would be available for the Peer Review process.

The CSA Planning Team also decided that the baseline data period for the CSA would be CWS Outcomes System Summary for Mono County, Data extract Q4 2011⁴; these data extract reports are published by UC Berkeley every quarter. Data extract reports (2012) for Q1, Q2, and Q3 will also be used to show quantitative data trends in Mono County CWS performance.

⁴ <http://cssr.berkeley.edu/ucb/childwelfare>

Additionally, SafeMeasures data will be used to support and augment the data extract reports from UC Berkeley.

The qualitative assessment of Mono County current CWS and Probation performance will be achieved utilizing the following methods:

- The Peer Review process with Inyo, Tulare, and Placer counties;
- Core Stakeholder interviews;
- Information received from CSA Questionnaire;
- Information received from Strengthening Families Program Self-Assessment questionnaires
- Continuing feedback through the CSA process by Core Partners, service providers, family, Foster Care youth, law enforcement, CAPC, and other community groups.

The CSA Planning Team served as the key coordinating working group for the Mono County CSA, which will include referral of data to Core Stakeholders, approval of CSA drafts, referral of CSA drafts to CDSS, approval of final CSA document and referral of final CSA report to the Mono County Board of Supervisors for approval.

D. Required CSA Core Representative Participation

As required by the California-Child and Family Services Instruction Manual⁵, Mono County Child Welfare Services and the Mono County Probation Department have gotten all the required representatives and most of the recommended stakeholders to participate in the Mono County 2012/2013 CSA.

These Stakeholders (required and recommended), will provide input and guidance throughout the CSA process as part of the C-CFSR Team and in implementing the SIP when completed. Please note:

- The Mono County BOS has designated the Mono County Child Abuse Prevention Council to oversee the County's Children's Trust Fund (CCTF).;
- The BOS designated public agency is Mono County Department of Social Services to administer CAPIT/CBCAP/PSSF programs.
- The CAPC is the Mono County PSSF Collaborative.

(Please see Attachment B for the list of Core Participants)

E. Methods Used to Gather Stakeholder Feedback for the Assessment

For this CSA the county will use a specifically designed CSA questionnaire that will be distributed to all the CSA Stakeholders (see

⁵ California Child and Family Services Review, Instruction Manual, CDSS (v.4) 9/6/12 pp 7,8

Attachment E). This method for contacting the Stakeholders was done because of the large size of the county, small population and difficulty to get Stakeholders to focus groups.

The Independent Contractor will personally contact each of the CSA Core Stakeholders to facilitate the completion of the CSA questionnaire. Through this process the Independent Contractor will record any additional information from each Stakeholder that can be used in the CSA assessment.

Additionally, the CSA analysis will include data from a Strengthening Families Program Self-Assessment questionnaire that was recently completed in April of 2012. The information from this questionnaire will be analyzed and compared to the CSA questionnaire results. The Strengthening Families Program Self-Assessment questionnaires include a number of the Core CSA Stakeholders but also a significant number of community members, which will facilitate collaboration and feedback to the CSA process.

IV. Demographic Profile

A. General County Demographics

Mono County is located on the eastern side of the Sierra Nevada Mountain Range. This 400-mile range separates Mono County from much of California, accessible by three mountain passes buried by winter storms until May or June. Although, the land area is fairly large, 3,044 square miles, approximately three times the size of Rhode Island, Mono County is sparsely populated having only 4.2 persons per square mile.

Mono County is “a destination for national and international visitors (over 570,000 a year), forested wilderness areas, family-friendly communities and world class resorts offer the best of California mountain life, in every season. From lake side cabins to the wide-open ski trails of Mammoth and June Mountains, from horseback riding, camping, and ATV off-roading to natural hot springs⁶” Mono County offers a mountain lifestyle unique to California.

Based upon 2010 Census estimates the population of Mono County is 14,309 persons for 2011 (see Table 1). Mono County ranks as the third smallest county in California based upon population. There are no metropolitan areas in Mono County. The town of Mammoth Lakes is the largest and only incorporated city in Mono County with an estimated 7,700

⁶ <http://www.monocounty.ca.gov/cao/page/welcome-county-administrative-officer>

permanent residents⁷, which is a slight increase over the 7,254 year round residents for 2009.⁸

The Population, percent change, April 1, 2010 to July 1, 2011 was .08% for Mono County, compared to 1.2% for the state as a whole.⁹ The rural and isolated characteristics of Mono County significantly influence the demographic profile of Mono County. Long distances separate small communities in the county. There are three very distinct areas in Mono County, South, North and East.

Table 1 Mono County, California

People Quick Facts

Population, 2011 estimate	14,309
Population, 2010 (April 1) estimates base	14,202
Population, percent change, April 1, 2010 to July 1, 2011	0.8%
Population, 2010	14,202

United States Census Bureau¹⁰

The Northern Mono County Area is composed of three primary areas; Topaz, Coleville/Walker, and Bridgeport. The Topaz and Coleville/Walker area is mainly composed of farmers and senior citizens receiving various types of public assistance with a total population of less than one thousand. Bridgeport is the county seat of Mono County, with a resident population of less than eight hundred. Because of the extreme winter weather Bridgeport is primarily a summer recreation area with few businesses open during the winter months.

The Eastern Area of Mono County is the area of Benton and Chalfant located in a valley east of Mammoth Lakes; the population of Benton and Chalfant is less than five hundred. This area is very rural with very few services and no defined town community.

Most of Mono County's population is in Southern Mono County with most of the residents in the town of Mammoth Lakes, with over 7,700 residents¹¹. Second-home owners prevail in the county with only 3,228 owner-occupied of the 13,912 Mono County housing units (see table 2). Additionally, table 2 shows that of the 13,912 available housing units

⁷ <http://articles.latimes.com/2012/jul/02/local/la-me-mammoth-lakes-20120703>

⁸ Mono County 2010 CSA/ California Department of Finance figures for 1/1/2009

⁹ <http://articles.latimes.com/2012/jul/02/local/la-me-mammoth-lakes-20120703>

¹⁰ <http://quickfacts.census.gov/qfd/states/06/06051.html>

¹¹ <http://articles.latimes.com/2012/jul/02/local/la-me-mammoth-lakes-20120703>

8,144 units are unoccupied, which is also an indicator of the housing slump, investment property and vacation homes.

County issues and concerns are mixed between residents and vacation/investment property owners. While both groups place high value on environmental issues, residents are concerned about increasing employment opportunities, schools, roads, transportation and accessible services, such as medical and social services.

“In terms of percentage population growth, the Town of Mammoth Lakes has been growing faster than Mono County and the State of California as a whole during the past 20 years. The fastest growing age segment since 2000 were seniors (persons age 65 and over), increasing 73%. Persons of Hispanic/Latino descent also increased significantly since 2000 and currently comprise about one-third of the Town’s population.”¹²

Table 2		Mono County Housing Status	
<i>Total</i>			<i>13,912</i>
Occupied			5,768
Owner occupied			3,228
Population in owner occupied			7,449
(Number of individuals)			
Households with individuals under 18			1,641
Vacant			8,144
Vacant: for rent			1,125
Vacant: for sale			118

United States Census Bureau¹³

Most California counties have homeless shelters that are operated by nonprofit organizations and many of those organizations are faith based. However, there are no homeless shelters in Mono County, this being the case, with the high mountain environment and extreme weather, homelessness can be an emergency in Mono County. Out of Mono County’s 14,202 2011 residents, 1,279 qualified for MediCAL benefits in August 2011. Of those, only 67 are age 65 or older, but 755 are 0 to 18 years old, including 647 who officially live in poverty.¹⁴

¹² http://www.mammothlakeshousing.com/files/mammoth_lakes_housing_needs_assessment.pdf

¹³ <http://2010.census.gov/2010census/popmap/ipmtext.php?fl=06>

¹⁴ <http://www.mammothtimes.com/content/poverty-rises-mono-county>

B. Child maltreatment indicators

Serving the entire population is a challenge for public and private agencies in the County especially considering low numbers of staff. Serving the smaller populated areas of the county is difficult. Although Mono County Social Services and Probation have offices and staff in both the north and south areas of the county, many community partners have offices only in Mammoth Lakes, and reaching the smaller populated areas of the county is difficult and for some not feasible. This can limit the services provided to a family. It is important to note that these small numbers skew our county's outcome data reports. One child or family can result in outcome measure results lower or higher than Federal and State standards. Probation, CWS, and Public Health have been able to coordinate successfully together in reaching these families, often traveling together for joint meetings with families in their homes. Mental Health staff has been limited in meeting with families in areas outside of their offices. Once again, travel for all community partners can be an obstacle. When staff is located in Mammoth Lakes and the family in the town of Walker, travel time one way in good weather is an hour and half.

Both the March of Dimes Peristats and Kidsdata suppress the data on Newborn Low-Birth Weight infants for Mono County because the numbers are so low i.e. there were fewer than 20 cases. Historically, families travel to neighboring counties or Nevada to give birth to their children; Mono County has only one hospital in Mammoth Lakes. In 2010 Kidsdata also suppressed all childbirth data for Mono County because there were fewer than 20 cases.¹⁵

Mono County is one of California's more affluent rural counties. Mono County's poverty level, based on 2000 census figures, was 9.6% as compared to the State of California average in 2000 of 12.4%.¹⁶ The 2007-2011 American Community Survey figures show that:

- All People in Mono County @ 11.2% below the poverty line;
- All Mono related children under 18 years @ 13.3% below the poverty line;
- All Mono related children under 5 years and 5-17 years @ 12.5 % below the poverty line.¹⁷

Comparatively, the same U S Census Bureau 2011 American Community Survey shows that California as a whole has:

- All People in California @ 16.6% below the poverty line;
- All California related children under 18 years @ 22.8% below the poverty line;

¹⁵ <http://www.kidsdata.org/data/topic/table/births.aspx>

¹⁶ Mono County 2010 CSA/US Census Bureau 2000

¹⁷ <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml.p3>

- All California related children under 5years @ 24.7% and 5-17 years @ 21.7% below the poverty line.¹⁸

This data illustrates Mono County over time has:

- 5% fewer people below the poverty line than California in general;
- 9.5% fewer children under the age of eighteen living below the poverty line than California in general;
- 12.2% fewer children under 5 years below the poverty line than California in general; and
- 9.2% fewer children 5-17 years below the poverty line than California in general.

While child maltreatment occurs in many forms and across all socio-economic groups, we know that most parents who live in poverty do not maltreat their children. However, research shows that children who grow up in poverty can be more vulnerable to some forms of maltreatment, particularly neglect and physical abuse.¹⁹ They also have an increased risk of adverse experiences and negative outcomes, both in the short and long term. Mono County's lower maltreatment indicator is reflective of Mono County's lower CWS referrals.

As mentioned previously Mono County has a great number of tourists (approximately 570,000 each year), which ranks tourism as the major industry in Mono County. The next leading employer in Mono County is Government (county, state, federal). In several of the small communities, including the county seat of Bridgeport, law enforcement, the U.S. Forest Service and various county services are the major employer.

2007-2011 Census estimates show that the median value of Mono County homes are \$428,600, which is higher than the median California home price of \$421,600.²⁰ As both Tables 1 and 2 indicate housing is difficult to find for renters. Of the 13,912 housing units available in the county there are only 2,540 housing units available for rent, which is 6,531 individuals or 45% of Mono County's population. These renters are typically families who rely on the service industry for employment that face various stressors that include seasonal employment (skiing, hiking, dirt biking and other outdoor activities), relatively low wages, and lack of adequate child care.

Mono County's population is less diverse than the State of California as a whole (table 3). The 2010 CSA showed that 70.2% of Mono County's

¹⁸http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_11_1YR_DP03&prodType=table

¹⁹ http://www.nspcc.org.uk/Inform/research/briefings/povertypdf_wdf56896.pdf

²⁰ <http://quickfacts.census.gov/qfd/states/06/06051.html>, p1

residents were White, Hispanics 23.6% and Native Americans 2.9%; with other minorities representing less than 2% of the population. From 2008 through 2011 there was a slight 3% decrease in the White population and a 3.4% increase in the Hispanic population. During this period there have been significant layoffs/terminations to long term employees in Mammoth Lakes because of the fiscal condition of the town, and to recreational jobs, because of the lack of snow for skiing/snow boarding over the last couple of years. Hispanic workers continue to fill the lower paying jobs.

Table 3 District Results for Mono County Ethnicity

Description	2008	2011	California 2011
County Population, Estimated	12,774	14,309	37,691,912
Ethnicity, Estimated			
Black	1.0%	0.6	6.6
Native American	2.9%	2.6	1.7
Asian	1.4%	1.7	13.6
Hispanic	23.6%	27	38.1
White	70.2%	67.2%	39.7
Other	0.9%	0.9	0.3

<http://quickfacts.census.gov> ²¹

There continues to be two small Federally Recognized Native American tribes located in Mono County, one in the County Seat of Bridgeport and one in the rural Benton area. The number of families receiving Public Assistance (Cal Works) remains relatively unchanged from 2010 CSA; the 2010 CSA showed 40 families receiving assistance, the current 2012 number of families receiving assistance is 39.

The number of children born to teen parents in Mono County is very low and has been withheld to protect the privacy of the parents/family.²² Mono County children receiving age appropriate vaccinations in 2010 was 92.7%, at the last CSA the Mono County Health Department reported a 93% vaccination rate.²³

The “Mono County Office of Education School District spends \$24,303 per year per student. 41% of students here receive reduced price lunches. The most common ethnicities are Hispanic and White. The graduation rate in the Mono County Office of Education School District is 77%.”²⁴

²¹ 2010 CSA, <http://quickfacts.census.gov/qfd/states/06/06051.html>, p1

²² http://www.kidsdata.org/data/topic/table/teen_births.aspx

²³ <http://www.kidsdata.org/data/topic/table/immunizations-kindergarteners.aspx>

²⁴ <http://www.zillow.com/ca/districts/mono-county-office-of-education-school-district-444420/>

Mono County “Special Education services are operated by the Mono County Office of Education, Eastern Sierra Unified School District and Mammoth Unified School District. All services are coordinated by the Mono County Special Education Local Plan Area (SELPA), and are available for children from infant through 22 years. Special Education Services are offered to eligible individuals in programs designed to: promote maximum interaction between students in special education and the general school population, allowing maximum interaction while still meeting the unique needs of the child in Special Education.”²⁵ There are approximately 200 children/youth enrolled in the Special Education program at any one time.

Table 4 District Results for Mono County Office of Education

CDS	Name	Cohort Students	Cohort Graduates	Cohort Graduation Rate	Cohort Dropouts	Cohort Dropouts Rate	Cohort Special Ed Completers	Cohort Special Ed Completers Rate	Cohort Still Enrolled Rate	Cohort GED Completer Rate
26	Mono	135	98	72.6	18	13.3	*	1.5	6.7	5.9

monocoe.org/programs/special-education 23

Table 5 District-wide Graduation Race/Ethnicity Results

Race/Ethnicity	Cohort Students	Cohort Graduates	Cohort Graduation Rate	Cohort Dropouts	Cohort Dropouts Rate	Cohort Special Ed Completers	Cohort Special Ed Completers Rate	Cohort Still Enrolled Rate	Cohort GED Completer Rate
Hispanic or Latino of Any Race	62	40	64.5	12	19.4	*	0.0	8.1	8.1
American Indian or Alaska Native, Not Hispanic	*	*	20.0	*	20.0	*	0.0	40.0	20.0
Pacific Islander, Not Hispanic	*	*	0.0	*	100.0	*	0.0	0.0	0.0
White, Not Hispanic	25	19	76.0	*	16.0	*	0.0	4.0	4.0
Not Reported	42	38	90.5	*	0.0	*	4.8	2.4	2.4

data1.cde.ca.gov/dataquest/CohortRates/GradRates

Cohort Outcome Data for the Class of 2010-11 (Tables 4 & 5) shows that:

- Hispanic /Latino children had a 19.4% dropout rate;
- Native American children all completed their graduation through GED’s;
- White students graduated at a 76% rate.

²⁵ <http://www.monocoe.org/programs/special-education>

Mono County Behavioral Health offers “counseling, therapy, case management, psychiatry, as well as alcohol and other drug treatment to Mono County residents. Mono County Behavioral Health is here for all Medi-Cal beneficiaries and any other county resident who needs counseling or case management services.”²⁶

Mono County Behavioral Health also offers drop-in Wellness Centers in the Sierra and Antelope Valley. “The mission of these two centers is to provide a safe and comfortable drop-in center, which gives all community members the opportunity to learn, grow, and connect in the company of others. We sponsor activities in both Mammoth Lakes and Walker/Coleville. Services and activities are free of charge for all community members.”²⁷

The “Mono County Alcohol and Drug Program provides outpatient drug rehab and alcohol treatment for individuals and families seeking recovery from the pain of alcoholism and drug abuse. The Mono County Alcohol and Drug Program offers substance abuse treatment, drug detox and sober living addiction treatment.”²⁸

The four year percent of juvenile felony arrests among youth under age 18 for 2006, by type of offense; Drug and Alcohol, Property Offences, Sex Offenses, and Violent offenses is so small it is repressed to protect the privacy of the participants in the programs and the parents/family.²⁹

C. Child Welfare and Probation Populations

The following analysis of the Mono County Child Welfare and Probation data is intended to reflect the reasons families enter the system and to make sure their needs are met.

Table 6 shows the Mono County Jan 1, 2011 to Dec 31, 2011 Child Welfare Dynamic System Report for Children (0-17) and Children with Child Maltreatment Allegations, Substantiations, and Entries.

Table 6 CWS Participation Rates

Age Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Under	172	1	5.8	0	0.0	0.0	0	0.0	0.0

²⁶ <http://www.monocounty.ca.gov/behavioral-health>

²⁷ <http://www.monocounty.ca.gov/behavioral-health/page/wellness-centers>

²⁸ <http://www.rehabdirectory.com/sober-living/california/mono-county-alcohol-and-drug-program.html>

²⁹ http://www.kidsdata.org/data/topic/table/juvenile_arrests-offense.aspx,

Age Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
1									
1-2	392	12	30.6	3	7.7	25.0	0	0.0	0.0
3-5	556	24	43.1	6	10.8	25.0	0	0.0	0.0
6-10	820	36	43.9	3	3.7	8.3	0	0.0	0.0
11-15	830	53	63.8	11	13.3	20.8	0	0.0	0.0
16-17	340	12	35.3	1	2.9	8.3	0	0.0	0.0
Total	3,110	138	44.4	24	7.7	17.4	0	0.0	0.0

berkeley.edu/ucb_childwelfare³⁰

**Table 7. Children with one or more Allegations, by Type
Jan 1, 2011 to Dec 31, 2011**

Allegation Type	Age Group						Total
	Under 1	1-2	3-5	6-10	11-15	16-17	
Sexual Abuse	.	.	1	3	10	5	19
Physical Abuse	.	3	6	8	11	4	32
Severe Neglect	.	.	2	1	2	.	5
General Neglect	.	7	12	16	17	2	54
Exploitation
Emotional Abuse	1	2	3	8	8	1	23
Caretaker Absence/Incapacity	4	.	4
At Risk, Sibling Abused	1	.	1
Substantial Risk
Missing
Total	1	12	24	36	53	12	138

A child is counted only once, in category of highest severity.
berkeley.edu/ucb_childwelfare CWS/CMS 2012 Quarter 4 Extract.

The total child population for Mono County children was 3,110 ending December 31, 2011, compared to 2008 where the 2010 CSA reported 2,979. This is approximately a five percent growth rate or 131 children for this period. Although table 6 participation data for allegations and substantiations are lower than the state incidence per 1,000 children (51.9

³⁰ http://www.kidsdata.org/data/topic/map/juvenile_arrests-offense.aspx

allegations/ 9.6 substantiations), the small population of children in Mono County should be taken into account when making that comparison.

A better way to compare Mono County's allegation rate vs. substantiation rate would be the substantiation percentage of the allegations. Mono County's substantiation percentage of allegations is 17.4%, which is comparable to the states 18.4% rate for the same time period.

It should be noted that there are no placement entries for Jan 1, 2011 to Dec 31, 2011. Historically Mono County has very few placements and has only one temporary foster home, which is used while permanent homes are found. Typically, permanent foster homes for Mono County children are located in Inyo or Kern counties.

Table 8 shows the CWS 2011/2012 Open/Placement Types³¹. This data shows the very low participation rates in foster home placements. This data also indicates that the last time a case was terminated from CWS/CMS was January 2011. There were also no terminated cases in the CWS/CMS system for the 2009/2010 fiscal year.

Table 8 CWS/CMS Open/Placement Types

	Average Open Cases Per Month	Gender	Ethnicity	Average Age	Placement Type	Terminated Cases
2012/2013	3	M: 3 F: 2	Hisp: 2 Native: A: 3	15 yrs.	Group Home: 4 WRAP: 1	0
2011/2012	2	M: 1 F: 2	Blk: 0 Hisp: 0 White: 2 Amer. Ind: 1 Asn/Pac Is. 0	15 yrs	Relative Home 0 Cert. Fam. Agency 0 Foster Fam. Home 0 Group Home 3 Other/unspecified 0 Other Facility 0	0
2010/2011	2.75	M: 1 F: 2	Blk: 0 Hisp: 0 White: 2 Amer. Ind: 1 Asn/Pac Is. 0	15.8 yrs	Relative Home 2 Cert. Fam. Agency 0 Foster Fam. Home 0 Group Home 1 Other/unspecified 0 Other Facility 0	1
2009/2010	6.8	M: 3 F: 4	Blk: 1 Hisp: 1 White: 5 Amer Ind: 0 Asn/Pac Is: 0	15.4 yrs	Relative Home 5 Cert. Fam. Agency 1 Foster Fam. Home 1 Group Home 1 Other/unspecified 0 Other Facility 0	0

Safe Measures 3

³¹ Mono County SafeMeasures 2009/2012

2010 Probation Participation Rate: Probation caseloads average about 20 per month. Two or three cases are added per month. In 2008, one juvenile was in placement for the entire year. Another juvenile probationer was involved in Wraparound services for a year. Informal Probation involves 3-5 cases per month.

V. Public Agency Characteristics

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 County, and Fresno County to the west. The county seat of Mono County is Bridgeport.

A. Political Jurisdictions

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.

Tribes – 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). TIHP provides foster homes, counseling, and substance abuse treatment services for Native Americans. CWS works cooperatively with TIHP on a case by case basis.

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).

Mono County schools are the largest source of child abuse referrals to CWS. The school districts and the Mono County Office of Education provide Mandated Reporter training for their staff.

CWS has a good working relationship with the districts and principals. When communication issues arise the Mono County DSS Director meets with the district superintendent and principals. Mono County CWS and Juvenile Probation are members of the School Attendance Review Board (SARB).

Law enforcement agencies – There are two law enforcement agencies in our county: Mono County Sheriff's Department, and Mammoth Lakes

Police Department. CWS works well with both agencies. Both law enforcement agencies are members of the SARB (referenced above).

Superior Courts – There are two superior court judges in Mono County. Court is held in both Mammoth Lakes and Bridgeport on alternating days of the week. Where a family resides in the county designates, in most cases, which court location is used. Probation and CWS both have offices located within easy walking distance of both courts. CWS and Probation staffs have an excellent relationship with court staff and judges.

Cities - The county seat is Bridgeport located in central Mono County 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 Valley, Lee Vining, June Lake, Crowley Lake, Tom's Place, Walker, Coleville, and Topaz Lake.

B. County Child Welfare and Probation Infrastructure

Mono County Department of Social Services has twenty seven (27) employees; four of whom currently comprise Child Welfare Services within the Department. Six positions are allocated to CWS; currently only four of the six positions are filled.

The CWS/Social Worker unit is assigned Child Protective Services, Adult Protective Services, In Home Supportive Services and Conservator casework.

Each Social Worker is responsible for all CWS functions, including Emergency response (ER), Family Reunification (FR), Family Maintenance and Permanent Placement (PP). In addition Social Workers prepare court reports and appear in court, and are responsible for data entry into CWS/CMS. A Vocational Assistant is assigned to CWS for supportive clerical duties, transporting of children and families, and data entry duties in CWS/CMS.

Current composition of CWS includes a Social Worker Supervisor II, two Social Worker I/II's, and one Vocational Assistant. CWS is in the process of hiring a new English speaking-only Social Worker I who has just completed her Master of Social Work degree. The department last recruited for a Social Worker III in April 2013 without success. The department will recruit again during the first half of SFY 2013-14.

The Supervisor II supervises the CWS workforce, and reports to the Department Director. This Supervisor II position is considered an under-fill of the previous CWS Program Manager position, which the Department has struggled to fill and maintain. When the department is short-staffed, as it is now, the Supervisor II must also carry a caseload and assist the

Social Worker I/II's with the most difficult cases. This prompts increased overtime hours, and makes timely completion of administrative duties very challenging. This also impacts timely data entry into the CMS/CWS system.

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/> and on the Mono County website at www.monocounty.ca.gov for a two to three week period. Candidates are interviewed by the CWS Supervisor II and a Social Worker, along with one or two other members of the Social Services Department Staff. When selecting candidates, the team evaluates an individual's qualifications and likelihood of meshing well with existing staff, along with their apparent desire to work in isolated Mono County, travel long distances in inclement weather, perform duties within all of the CWS functions, and work under stressful conditions with a small team in cramped quarters.

The remoteness of the county and the high cost of living make recruitment to Mono County difficult. Mono County Social Workers are required to possess a combination of college credits and employment experience. The educational background of current Social Worker staff includes a Licensed Marriage and Family Therapist (Supervisor II); Degree in Child Development (Social Worker II); Master of Social Work, working toward Licensed Clinical Social Worker credential (Social Worker I). In addition, the department is in the process of hiring a Social Worker I who has just completed an MSW program. Monthly salary for the Social Worker Supervisor II ranges from \$5,949-\$7,230; Social Worker II's earn \$3,722-\$4,523 per month; Social Worker I/II's range from \$3,056 - \$4,099 per month; and, Vocational Assistants earn \$2,634-\$3,201 per month.

Three CWS staff members are White/non-Hispanic and one is White/Hispanic. Only one of the four staff is bilingual (Spanish/English speaking). The CWS Supervisor II has over 18 years of experience in social work, while the Social Worker I/II's and the Vocational Assistant all have less than two years direct experience in the Child Welfare Services field. The current supervisor-to-worker ratio is 1:3. If the Department is ever fully staffed, the ratio would be 1:5.

Mono County has five Deputy Probation Officers within the department. One DPO is assigned the juvenile caseload. Another DPO is assigned those juveniles ordered to placement and manages their case plan. Prior to the writing of this CSA the Probation population participation data is not being entered into the CWS/CMS system. As of the writing of this CSA the new Probation staff was given the password to enter the Probation population data into the CWS/CMS system. The ongoing entry of this data into the CWS/CMS system will be monitored in the 2013 SIP through benchmarks/goals.

C. Financial/Material Resources

Mono County is spending the entire CWS basic allocation and utilizing opportunities to overmatch with additional Federal dollars designated for CWS. In addition Mono County utilizes several funding opportunities to achieve positive outcomes for at risk children and their families. These include:

Differential Response – Although Differential Response does not involve additional funding, community resources are utilized to assist families with preventative services before they become involved with the CWS or Juvenile Probation system. Differential Response is also used to leverage service for CWS clients via public and private community services. County Mental Health, Public Health, Probation, and Social Services collectively worked together to develop a Differential Response plan. Wild Iris (domestic violence and sexual assault) and Inyo Mono Area Community Action Agency (IMACAA) also contributed to its development.

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

Child Abuse Prevention, Intervention, and Treatment (CAPIT) funding in fiscal year 2012/2013 supports the *Parenting Partners* Home Visiting Program, and Parenting and Co-Parenting classes. CAPIT Services provide preventative services for the general public as well as clients referred via Differential Response, Voluntary Family Maintenance (VFM), Court Ordered Family Maintenance (FM), and Family Reunification (FR). With CAPIT funding, families in Mono County receive services which would not be available otherwise. These services assist families in resolving parenting issues and prevent further involvement in CWS.

Community Based Child Abuse Prevention Program (CBCAP) funds support a contract with Wild Iris for the provision of mental health services, Child Abuse Prevention and Awareness activities, and the Parent Support Groups and Self-Help Program. The Mental Health Program is provided to families as prevention of child abuse and neglect. Direct Mental Health Services are provided. The Child Abuse Prevention and Awareness Program provides public education and awareness activities to the community including radio and newspaper advertising and community

events. The Parent Support Groups and Self-Help Program provides a vehicle for education and support via interactive parent support groups to vulnerable families in Mono County.

Wild Iris uses 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. These services include individual and family counseling and referral services. These services are provided to CWS and Probation Departments who will decide how PSSF funds will be utilized by Mono County to help Mono County children and families.

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. CCTF funding was used in FY 2011/12 to assist with costs in providing free dental exams in Mono County and provided Strengthening Families training for a core group of community members.

Foster Parent Training and Recruitment fund – These funds are used for advertising, special recruitment events, and assisting foster parents to meet licensing requirements (e.g. paying for First Aid/CPR training), and foster parent appreciation events, Foster Parent Training and Recruitment funds (approximately \$2,000) are Federal funds received annually.

Independent Living Program funds are used for ILP services for CWS and Probation foster youth. Mono County provides monetary incentives of \$50 a month for foster youth. 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. CWS and Probation will discuss the utilization of this funding in 2013 SIP. In addition, better utilization of county resources for foster youth such as WIA and the local community college will be discussed.

Kinship Foster Care Funds Emergency Funds assist relative home, NREFMs, and foster homes and may be used to purchase items such as beds for foster children or other furniture items (replacing stove or refrigerator), and for example, paying for child care. Mono County only receives \$5,000, but did not expend this funding last year.

D. Child Welfare/Probation Operated Services

Probation utilizes Wraparound Services for youth at risk for group home placement. A variety of services are provided including individual counseling for the youth, family counseling, and mentoring for the youth. There is also coordination with the school including Probation present at IEPs. There are six month Court Reviews and progress reports for Wraparound youth.

CWS Staffing characteristics/issues, including:

1. Staff turnover – Mono County CWS has had much turnover in the Social Worker unit in the last three years. This has resulted in a staff consisting of two Social Workers I and a Social Worker Supervisor II.
2. Contract agencies - Mono County contracts with two community non-profit agencies, First Five and Wild Iris, for child abuse prevention services.

Worker caseload size by service program – The current Mono County caseload is as follows:

- a) Emergency Response – 3
- b) Family Reunification – 1
- c) Family Maintenance – 3
- d) Permanent Placement - 2

County Operated Shelter - There is no county operated shelter in Mono County.

County Licensing - The Fresno Office of Community Care Licensing provides orientation and licensing for foster family homes, with support from the Social Services Staff Services Analyst II.

County Adoptions - The CDSS Adoptions District Office located in the City of Fresno provides adoptions services including assessments, home studies, paperwork finalization, and payment determinations through a contract with Mono County Social Services.

E. Other County Programs/Issues

Bargaining Unit Issues - County workers belong to a union which is a closed shop. The union has not been involved in either worker unit assignment or case assignment.

VI. State and Federally Mandated Child Welfare/Probation Initiatives

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

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

Mono County foster youth are provided CDSS print outs of the After 18 Program, what it means and what it can provide, along with what commitments the youth needs to make in order to stay in the program. Our youth are coached about the program during the months leading up to their seventeenth birthday. We also

have an Independent Living Program meeting monthly, where information is provided to and discussed with participants on the After 18 Program. Since we have a very small population of foster youth, we are able to personalize the dissemination of information to each individual, as appropriate. In addition, information can be discussed with youth and they can ask questions at their monthly face-to-face meetings with their social worker. Social Workers are available to youth by telephone as well.

Mono County is a very large county geographically, but consistently has one of the smallest CWS or Probation caseloads in the State. Mono County has found there is a very low incidence of need to necessitate participation in these types of initiatives. Additionally, staff recruitment has and continues to be a challenge for the county.

Mono County Behavioral Health and Child Welfare Services have been working on preparatory measures regarding Katie A. v Bonta lawsuit and providing the required behavioral health services to CWS children. Those services are specifically oriented to establishing collaboration and Wraparound Services for all CWS children, with a specific Wraparound services two-day on-site training for CWS/Behavioral Health and Probation in January of 2013.

The next step in the development of behavioral health services will be through the 2013 CWS/Probation System Improvement Plan (SIP) in the development of a policy and procedure process to assure every CWS child receives behavioral health screening and appropriate services as needed. Mono County Child Welfare Services and Behavioral Health Department will co-lead this process to better communicate the initial services needed by the CWS children, and to establish a better understanding between CWS and Mono County Behavioral Health for better information flow, and an understanding of each child's needs.

VII. Board of Supervisors (BOS) Designated Commission, Board or Bodies

The BOS designated public agency is Mono County Department of Social Services to administer the CAPIT/CBCAP/PSSF programs. As the designated public agency the Mono County Department of Social Services has designated four objectives for Mono County.³²

- Promotion of Personal Safety and Interpersonal Respect
- Community Development to Remedy the Isolation of Families
- Parent Education and Support
- Individualized and Flexible Parent Coaching

³² <http://www.sierrasaccoalition.org/mono.html>

The Mono County Child Abuse Prevention Council (CAPC) was established in November, 2001. The Mono County CAPC is an independent organization within county government; it is not a nonprofit corporation. The Mono County BOS is routinely advised on the activities of the CAPC by the Department of Social Services, and the BOS yearly reviews of complete annual reports submitted by the CAPIT/CBCAP/PSSF programs.

A. Child Abuse Prevention Council (CAPC) and County Children’s Trust Fund Commission

Coordination and Facilitation of the Child Abuse Prevention Council
Mono County Social Services contracts with First 5 Mono County and Wild Iris to provide this program. Coordination includes:

- Facilitating quarterly meetings;
- Preparing agendas and minutes;
- Compliance 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 as appropriate;
- 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;
- Maintaining membership and contact information, Council Calendar and other pertinent information.

County Children’s Trust Fund Commission

The Mono County BOS has also designated the CAPC to oversee the County’s Children’s Trust Fund (CCTF). The information on specific programs, services and functions are discussed at every CPAC quarterly meeting, through public meetings, and through BOS public discussion. Printed material is also made available for specific activities; such as a recent 2013 training, “7 Steps to Protecting our Children.” The County Children’s Trust Fund information is published on the official Mono County website, under Boards and Commissions.
(<http://www.monocounty.ca.gov/capc>).

CBCAP BASE ALLOCATION

(1) Counties receiving less than twenty thousand dollars (\$20,000) for the year in their County Children’s Trust Fund (CCTF) from birth certificate fees are granted the difference from CBCAP funds necessary to bring the trust fund up to twenty thousand dollars (\$20,000). The CBCAP funds deposited into the CCTF must adhere to CBCAP requirements.

(2) The balance remaining after (1) is distributed equally among all the counties, up to ten thousand dollars (\$10,000) per county.

(3) If CBCAP funds exist after (1) and (2) have been implemented, the remaining CBCAP funds are apportioned by child population percentages of participating counties. This allocation uses current data from the Department of Finance.

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. The CBCAP allocation was \$28,813 (SFY 2012-13).

B. PSSF Collaborative

The Mono County CAPC is the local collaborative planning body for the PSSF program. The CAPC and Mono County Social Services work with a local nonprofit (Wild Iris) to provide the following support services to families in Mono County: Family Preservation, Family Support, Family Reunification, and Adoption Support. These services include individual and family counseling, and referral services as appropriate. PSSF funds are used for CWS families in addition to families and children throughout the county.

VIII. Systemic Factors

A. Management Information Systems

Mono County Child Welfare 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 the data in CWS/CMS, counties then send their data to CDSS. CDSS, in turn, contracts with University of California at Berkeley's Center for Social Services Research (CSSR). CSSR produces summary reports on all relevant outcome measures according to the standards required for Mono County's System Improvement Plan (SIP).

The data from CSSR was used in creating this County Self Assessment and will also be used in evaluating program outcome measures for the Mono County SIP later in 2013. Program outcomes include:

- Length of time in program service components and out of home care;
- Recurrence of maltreatment;
- Frequency and number of foster care placement changes;

- Terminations or transfer of children and families between program components.

CSSR data reports will be used in analyzing Mono County's CWS performance in Section IX, Peer Review Summary and Section X, State Administered CWS/CMS SYSTEM Case Review of this document; this analysis will take place in Section XI, Outcome Data Measures.

SafeMeasures

Mono County Child Welfare also uses the SafeMeasures data tool as a backup and supplement to the CSSR data published by UC Berkeley. SafeMeasures is an on demand data information tool that is used by the Program Manager or CWS Supervisor to examine specific targeted information regarding the CWS Program and Social Worker performance at any time on an as needed basis; without having to wait for the CSSR quarterly statistical data.

Currently, on a monthly basis, the Mono County Child Welfare Social Worker Supervisor is using SafeMeasures as a targeted program improvement tool to not only show current data but trends. The focus of the monthly targeted reviews is:

- Timely visits by Social Workers;
- Emergency and Ten Day Response compliance;
- Case closure information.

The SafeMeasures pie and trend charts communicate the value of data easily and provide updates in a nonthreatening, easy-to-use manner user-friendly to the Social Workers.

Structured Decision Making (SDM)

All the Mono County Social Workers use SDM in the initial referral process, after the first contact with the child/family, and assessing the case for closure. Specifically, the level of risk to the child:

- The risk assessment tool is used to determine if the referral is an emergency referral, ten day referral or to accept the case for an investigation.
- After first contact with the child/family SDM is used by the SW to determine the safety of the child;
- At case closure the safety tool is used to determine the safety and wellbeing of the child after case closure.

B. Case Review System

1. 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,

and four private attorneys represent parents and other parties in Juvenile Court. CWS, Probation, and County Counsel, are located within close proximity, as all three departments are located on the third floor of the Sierra Center Mall in Mammoth Lakes, California, thus contributing to good communication with the Court.

2. Facilities available for parents/children – Placement resources in Mono County are few for CWS and Probation youth. Mono County has one licensed foster home for short term, emergency response purposes. Mono County uses three other foster homes for emergencies that are located in Inyo County within an hour from Mammoth Lakes. Foster family agencies are used frequently by Mono County CWS, and infrequently Probation where more than likely kinship placement is possible. Relative and NREFM placements are used whenever possible.

Facilities for adults are also lacking in Mono County (for example in-patient drug and alcohol or mental health programs are not available within the county) other than Mammoth Hospital and the Mono County jail.

3. Summary of findings from the Administrative office of courts Administrative Review – The recommendations were:
 - Review the document, *Addendum to Judicial Council Forms for Use in Dependency Proceedings*, for the guidance on the use of the forms as well as an explanation of the additions and modifications that must be made to the forms, due to changes to the statutes and rules of court that occurred after the effective date of the forms.
 - Submit at the dispositional hearing and all review hearing held for a youth 16 years of age and older, a transitional independent living plan (TILP) signed by the Social Worker and the child, as well as the child's caretaker and/or other adults involved with the youth's transition to adulthood.
 - Review California Department of Social Services' All County Letter No. 08-31 and ensure that the new TILP form is used.
 - Include the name of the person appointed as the child's CAPTA guardian ad litem on the findings and orders documentation.
 - Ensure that the person appointed as the child's educational representative does not have a conflict of interest.
4. Process for timely notification of hearings – Due to the fact that a Petition 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 of our Detention Hearing notices are done either in-person, telephone or in writing.

Notices for Jurisdictional and Dispositional Hearings are done in writing for every hearing. For absent parents, a Due Diligence Report is required to be included with the Dispositional Report (and subsequent Review Hearing Court Reports), documenting every effort made to contact the absent parent, from the information provided by the offending parent, family members, CLETS, DMV records; Mono Courts do not require a separate due diligence report.

Notices for Review Hearings are sent first class mail or hand delivered. And they are not sent more than 30 days in advance. Notices are sent to the parents, the attorneys, the children ages 10 and older, the Tribe (if applicable), and State Adoptions (if applicable).

Notices for the 366.26 Hearings are also sent via Certified Mail, to the same parties listed above, at least 45 days prior to the Hearing, per Welfare and Institutions Code. When CPS is recommending termination of parental rights, for absent parents an Order for Publication by the Juvenile Court is required. The county must publish the notice in the local newspaper of the area where the absent parent was last known to live. The notice must run for 4 consecutive weeks. The last week's publication must be at least 45 days prior to the 366.26 Hearing.

5. Process for parent-child-youth participation in case planning – Mono County does not use formal models for family engagement such as Family Group Decision Making. The Social Worker meets with family members, including youth, in a discussion of goals and services for their Case Plan. It is CWS's intent to have clients involved in the development of the Case Plan and identification of appropriate service to be included in their Plan. If a client should refuse to participate in the development of their Case Plan or sign it, the department creates the Case Plan and documents the reason for the parent's refusal to sign.

Probation Case Plan Development – The Probation Officer discusses the Case Plan with parents, child, and any mental health personnel involved with the case. The Case Plan is based on the type of crime committed, drug and alcohol history, social history, and ability of the family to make changes.

6. General case planning and review - The County meets the requirements for written Case Plans within 60 calendar days of the in-person investigation or the initial removal of the child from the home.

C. Foster and Adoptive Parent Licensing, Recruitment and Retention

Mono County has one emergency/temporary private foster home and no FFA's. This emergency foster care home is used for most emergency and short term foster care placements. All of Mono County's long term placements (six months or more) are out-of-county placements, usually to Inyo County or Kern County if needed. The Social Worker Supervisor keeps in weekly contact with the foster homes/FFA's in Inyo County to know where the openings are if needed.

Twice a year the Mono County Staff Service Analyst II holds two foster family recruitments (one north county, one south county) for new foster family homes. These recruitments are preceded by Public Service Announcements in the local radio/TV media and community newspapers. This recruitment is a full day event in both North or South County where prospective foster care parents visit CWS, and can ask questions about being a foster parent or be helped in the application process.

As a very rural and very small county, there has been a very low participation rate in the Foster Care Program (see section IX Outcome Data Measures); seven children in 2010 and two in 2011 and 2012. This low rate is also owed to Mono County SW's excellent job in family finding and family participation in the Case Plans.

Mono County uses The Fresno District for any adoption services as they are needed. There has been only one adoption in the last five years. An MOU with the Fresno District was just completed and the SW's maintain contact with the adoptions liaison in developing their concurrent plans, which are created with each Case Plan.

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

Mono County considers all identified relatives and NREFMS. Rarely can relatives/NREFMs accommodate large sibling groups. Every effort is made to ensure that sibling relationships are maintained. If siblings have to be separated, visits between siblings are arranged.

Placement of Native American children is handled on an individual basis and in collaboration with the Tribe and the family. The family and Tribe are consulted on all placement issues concerning Native American children.

The family and Tribe are invited to all case staffing's involving any/all Native American children.

D. Staff, Caregiver and Service Provider Training

All CWS new staff comply with "Core Training" requirements and as specified in Division 31 training requirements every twenty-four months. This training is achieved even with the high-turnover rate of CWS staff in a very small CWS Department. The department is researching benchmarks and other tools to objectively measure skill acquisition and development.

Foster Parent Training is conducted through the Mono County DSS library where there is a current supply of DVD's and Books that are used for Foster Parent Training requirements. While Mono County does not have a continuous need for this training a Recruitment and Training Fund is maintained to assist foster parents in meeting licensing requirements (e.g. paying for First Aid/CPR training), and continuing education events.

As a participating member of the Sierra-Sacramento, Child Abuse Prevention Council, Mono County utilizes the training and ongoing literature provided by the Sierra-Sacramento Child Abuse Prevention Council, to train staff and subcontractors, as well as to make the literature available through the Council available to subcontractors (local ILP contractors) and CWS/Probation participants through the Resource Library.

The Mono County Child Abuse Prevention Council also supports Caregiver and Service Provider Training through local grants, maintenance of a CAPC website, and support of other agency/subcontractor media and training as follows:

- First 5 Mono County
(760) 924-7626
- Inyo Mono Advocates for Community Action (IMACA)
(760) 934-3343
- Mono County Child Care Council
(760) 934-3343
- Mono County Department of Social Services
(760) 924-1770
- Mono County Mental Health/Drug and Alcohol
(760) 924-1740
- Mono County Public Health Department
(760) 924-1830
- Wild Iris
(760) 934-2491
- National Parent Helpline (855) 427-2736
- 7 Steps to Protecting Our Children from Sexual Abuse

- 7 Pasos Para Proteger a Nuestros Niños
- California Child Abuse and Neglect Reporting Law: Condensed version
- Common Sense Media: Stand up to cyberbullying
- Connect Safely: Smart socializing starts here
- Darkness to Light: End child sexual abuse
- Stop It Now! Warning signs of sexual abuse

For more information about the Council or for resources in our area, please call:

IMACA at (760) 934-3343 or (800) 317-4600 or email rwisdom@imaca.net

To report child abuse in Mono County call:
(800) 340-5411

In an emergency for immediate response, contact local law enforcement or 911

Child Welfare Services Outcome Improvement (CWSOIP) funds are used by Mono County Child Welfare Services to create, develop and maintain a Resource Library with books, videos, and DVDs for foster parent education and training. The Resource Library is also used as a service for expanding Child Welfare Services to the Spanish-speaking community ILP information for foster youth, with continually updated relevant Child Welfare training and referral information. The ILP section of this Resource Library is used to teach/guide local subcontractors and to give resource material to youth who are emancipating from CWS or Probation.

E. Agency Collaboration

One method by which Mono County Child Welfare and Probation collaborate with each other and other agencies to provide a comprehensive network of services and support for families and children is through SB 163 Wraparound Services. The current Wrap Management Team was developed to build off the successes of the previous Wrap Policy Committee that was family-based and had family representation. The Policy Committee has been replaced by a Management Team that seeks to develop community support and resources, and identify training needs.

As described in Attachment H, The Mono County Wrap Program is a collaborative effort between the primary county agencies involved in providing services to children and their families: Mono County Behavioral Health (formerly Mono County Mental Health and Mono County Alcohol and Drug Program), Mono County Social Services, Mono County Probation, and Mono County Public Health. The current structure of this collaborative relationship reflects a history and desire of these Mono

County Agencies to work together in a cohesive and collaborative working relationship.

The Core Wrap Team is overseen by the Wrap Coordinator. This core team will consist of, but not be limited to, the Wrap Coordinator, Behavioral Health therapists and care managers, the Juvenile Deputy Probation Officer, CWS Social Workers, a Public Health Nurse, and parent partners.

The Core Wrap Team will meet every month to discuss, evaluate, and make recommendations for improvement of the overall functioning of the Wrap program. The Wrap Coordinator and another clinician from Mono County Behavioral Health attend monthly meetings with Child Welfare Services staff to coordinate services provided to shared client youth and families.

Each Wrap family has its own Family Team, consisting of the child and his or her family, the Wrap Coordinator, a representative from the referring agency (CWS, Probation, or Behavioral Health), relevant service providers, parent partners, individuals identified by the Core Wrap Team as potentially useful, and others identified by the family as helpful or supportive.

There are two community-level teams providing multi-faceted input and support for Mono County's Wraparound process. The first of these teams, the Mono County Behavioral Health Advisory Board, is a group of concerned and active citizenry who meet monthly to provide oversight and guidance for Behavioral Health in general.

The second community team providing input and support for the Wrap Program is the Mono County Multi-Agency Leadership Council (MAC), a community group comprised of representatives from town and county government agencies, local school districts, Mammoth Mountain Ski Area, local businesses, churches, community leaders, and other interested parties.

Mono County has renewed its commitment to providing a Wrap Program that is family-centered, strength-based, and needs-driven. Mono County is committed to working collaboratively with all community partners. It is anticipated that the next year will be a time of growth and refinement as Mono County's Wrap effort continues to refine practices and develop increasing understanding of and fidelity to Wrap values and standards (see attachment H for the full AB 163 Wrap Plan).

Due to limited funding and gaps in services agencies must leverage services, blend services, and communicate frequently to obtain services to

meet client needs. For example, services are leveraged for CWS clients via Differential Response. Information about available services is shared freely between agencies (e.g. Mental Health seeks assistance from DSS Emergency Food Shelter Program for a homeless client or a CWS Social Worker calls a PHN at the Health Department to find out about California Children's Services for a family with a disabled child). CWS has one bilingual Social Worker and three other bilingual county staff in Eligibility and in Public Health, who are available when needed.

CWS and Probation also participate collaboratively in the following:

- Child Abuse Prevention Council (CAPC):

A collaboration of public agency representative, community partners, and parents, provides a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases; Promotes public awareness of the abuse and neglect of children and the resources available for intervention and treatment; Encourages and facilitates training of professionals in the detection, treatment, and prevention of child abuse and neglect; Recommends improvements in services to families and victims; and Encourages and facilitates community support for child abuse and neglect programs.

The CWS Supervisor II regularly attends CAPC Meetings, while the Probation Department attends as possible. 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 OCAP funds.

- School Attendance Review Board (SARB):

The CWS Supervisor II is a member of the SARB Board and provides her unique perspective to group deliberations on student attendance issues.

- Multi Agency Council (MAC):

Both the Probation and Social Services Director 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.

See below for additional agencies that collaborate with child welfare and probation to provide services to families.

F. Service Array

Parenting Partners Home Visiting Program - First 5 Mono County receives CAPIT funds to help provide this program. The Home Visiting Program is provided to families with children ages 1 through 6 identified as high risk using the Parents as Teachers program, a research and evidenced-based program. The Program provides services in English and Spanish for positive parent child interaction and for the well being of isolated families, and families who are victims of, and at risk for, child abuse and neglect. The Program uses a strengths-based model that:

- Focuses on implementing positive parenting practices;
- Works with families to address family specific issues; and
- Provides information on child safety and identifies crisis issues.

Parenting Partners provides information, support and community referral in collaboration with the family working to reduce family stressors, at risk behavior, and family crisis. The Program conducts community outreach to educate the community on the program and services.

First 5 Mono County provides a portion of their CAPIT funds to the Mono County Office of Education for the provision of CAPC Coordination services. The Child Abuse Prevention Council Coordinator performs the following functions for the Council:

- Facilitate quarterly Child Abuse Prevention Council meetings.
- Prepare and post Council-approved agendas and minutes, all subject to Robert's Rules of Order and the Brown Act.
- Function as a point of contact for Council members and the public.
- Participate in local efforts to implement the Strengthening Families Protective Factors Framework, and in regional CAPC teleconferences and meetings, where possible.
- Encourage and support community efforts to prevent and respond to child abuse and neglect.
- Coordinate Council's communications with Social Services Agency and other agency and community-based offices, as deemed necessary.
- Maintain membership/contact information, Council's calendar, and other information as required.

Family Safety and Stability Assistance

Wild Iris, via grant funds from the PSSF Family Preservation, PSSF Family Support, PSSF Time-Limited Family Reunification, and PSSF Adoption Promotion and Support Program, provides support services to families in Mono County which include individual and family counseling, and agency referral services as appropriate.

Mental Health Services - Mono County Social Services contracts with Wild Iris, using CBCAP funds, to collaborate with other community and county agencies to refer and accept referrals for long term mental health services targeting vulnerable families and families at risk for child abuse, including families referred by Child Welfare and Probation. Such mental health services are provided to families as intervention and prevention of child abuse and neglect, and are always assessed beforehand for their cultural relevance.

Parent Support Groups and Self-Help - Mono County Social Services contracts with Wild Iris, using CBCAP funds, to provide parent support groups focusing on prevention of child abuse and neglect. The support groups provide a vehicle for education, training, mutual aid and parents' support, reduction of isolation, and coordination of community services. The support groups are further used for the purpose of outreach and follow up services for isolated and vulnerable families at risk, and are offered to various cultural and ethnic groups in the community.

Child Abuse and Prevention Awareness Activities - Mono County Social Services contracts with Wild Iris, using CBCAP funds, to provide public and community information to educate the community regarding personal safety and respect within the context of child abuse and neglect prevention. This includes child abuse reporting and promoting awareness regarding child abuse, and how to report such suspected abuse. Various public media tools such as radio ads, newspaper articles, and flyers, are used to provide such community information and education. This information is provided to various cultural and ethnic groups in the community.

Parenting Classes - Wild Iris uses CAPIT grant funding to provide Parenting classes to families identified as high risk families. The parenting program provides culturally competent and appropriate services to address minor child behavior and discipline issues as well as to increase parental confidence. Such classes are structured in a six (6) week series using the curriculum identified as "Active Parenting Now". The Co-Parenting program will additionally be culturally competent and appropriate. The focus of such Co-Parenting classes is to reduce conflict and strengthen families with the goal of reducing abuse and neglect in families experiencing divorce or separation. The Co-Parenting Class

consists of an eight (8) week series using the curriculum “Cooperative Parenting and Divorce”. These classes may also be conducted in the home to families in out-lying areas of the counties without means of transportation.

Food and Shelter — Mono DSS provides emergency food, shelter, rent and utility assistance thru 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.

Health Services — public health services are provided by the Mono County Health Department for residents of Mono County. Health Department programs include: Perinatal Outreach and Education Program, WIC, Comprehensive Perinatal Services Program, Low Cost Infant/Child Car Seat Program, Bicycle Safety Program, Child Health and Disability Prevention Program (CHDP), California Children's Services (provides reimbursement for transportation costs to medical specialists for severely disabled children, for example), Genetically Handicapped Person Program, Communicable Diseases Surveillance, Immunization Outreach, HIV/Aids Program, Tobacco Education and Cessation Program , and Foster Care Nurse (PHN).

The Foster Care Nurse provides medical case management services for children who are Mono dependents or wards. The Foster Care Nurse coordinates with Social Workers, Probation Officers, medical providers, substitute caregivers, and biological parents to ensure services that include routine medical and dental exams, referrals, treatment, medication, and emergency services. Mono County Health is an important collaborator with CWS and Adult Protective Services (APS). Public Health Nurses (PHNs), per an agreement between the Health Department and DSS, accompany CWS and APS Social Workers to assist in evaluating health issues and client needs (This is an Evidence Informed Program). In addition to providing expertise, Social Workers have found that clients are generally very receptive to the Public Health Nurse. The Health Department has the availability of bi-lingual staff for its programs.

Services for Native American Families are provided by all of the agencies in Mono County as well as the Toiyabe Indian Health Project (TIHP). TIHP is a consortium of 7 tribes and 2 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. Representatives from TIHP usually do not attend Mono County collaborative meetings; however, CWS and TIHP have worked collaboratively with Native

American clients on a case by case basis. There are no other services for Native American families or other ethnic/minority populations.

Mono County Office of Education Foster Care Coordinator works collaboratively with CWS and Probation to ensure that school records for foster youth are transferred in a timely manner.

Independent Living Services — Mono County DSS maintains a resource library (DVDs, video, books) with independent living skills information for foster youth. Because most foster youth are placed out of county, ILP services are not well developed in Mono County. CWS and Juvenile Probation have discussed the need to work cooperatively to provide or leverage services for foster youth which include money management skills, job search and readiness, housing, counseling, and aftercare services such as housing and employment. Mono County CWS and Probation have developed the "Emancipated Youth Checklist" to make certain that services are provided for emancipating youth, i.e. applications for extended Medi-Cal benefits, Foster Youth Proof of Wardship Letter, WIA Programs Services, assurance that foster youth leave foster care with original birth certificates, social security card, immunization card/ records, medical history, doctor's names and prescriptions, a copy of high school diploma, and prescriptions.)

Workforce Investment Act (WIA) assists eligible youths and adults with job search, resume building, labor market information, use of phones and computers for job search, and vocational testing.

IMACA Community Connection for Children — 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.

Kern Regional Center - 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.

Significant Gaps in Services Include:

- Foster homes continue to be a significant need for Mono County. Lack of foster homes in the county impedes reunification of children with their families.
- The need to adopt a family engagement model such as Team Decision Making.
- After care services for emancipated foster youth, including housing and other transitional services.

- There is a need for mentoring services and tutors for youth.
- Continued, coordinated training for mandated reporters annually.
- The need to fully utilize training resources made available regionally and locally for CAPC members and parents.

G. Quality Assurance System

CAPIT/CBCAP/PSSF – Mono County Counsel reviews all Requests for Proposals and contracts. The Staff Services Analyst, Fiscal Manager, and Social Services Director, all work together to identify and discuss issues regarding contractors. CWS Social Workers work closely with the CWS Supervisor to identify any unmet needs of families provided through these contracts. Each service provider 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.

Quarterly reports are submitted by the provider that includes a narrative of all activities performed, a report containing the designated outcome measures, and a statistical summary of all activities. 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 reviewed by the county Staff Service Analyst and approved for payment. When discrepancies arise, the department Fiscal Manager and/or Department Director are consulted. The provider is then contacted by the county Staff Service Analyst or Director to resolve any issues.

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). Any changes that are indicated by review of the service and outcome data are discussed in CAPC meetings with the contractor and, if needed, incorporated into contract amendments. These discussions include feedback regarding services and suggestions from the CAPC.

The process the county uses to capture participation and evaluation data for programs supported with CAPIT/CBCAP/PSSF funds is as follows:

Each service provider evaluates service participation, outcomes and/or client satisfaction, and provides this data to the Social Services Department via quarterly reports. The information is communicated in the

quarterly reports 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 visitors and home visiting services, parenting classes and support group presentation and presenters, is collected by the 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. Longer term outcomes are assessed anecdotally through follow-up by CWS/other referring agencies.

The families assisted by these services are families identified as at risk for abuse and neglect by schools, Child Welfare Services, Probation, First 5 Mono County, County Behavioral Health, or self-referral.

One of the most important ways that Mono County DSS evaluates services is feedback from our Social Workers who have referred clients through Differential Response or ER, VFM, FM, and FR to meet case plan goals to reduce the risk of abuse. Social Workers monitor a client's progress in meeting case plan goals via feedback from the service providers and assessment of the family situation. CWS Social Workers report engagement of families and positive outcomes.

It is the policy of the Mono County Department of Social Services to ensure quality and consistency in the delivery of services to all child welfare cases. It is the expectation of the Mono County Department of Social Services that all regulations and laws pertaining to Child Welfare Services shall be upheld by Child Welfare Social Workers and Supervisors while providing quality casework that meets the standards of best practice for the social work profession.

To assure the Quality Assurance of all CWS cases:

- Each month four (4) cases will be drawn from each of the programs. (Intake, ER, Voluntary, Court, FM, FR, and PP). The CWS Quality Assurance (QA) staff person (or contractor) will be responsible for selecting and reviewing the cases in CWS/CMS and SafeMeasures.
- Guardianship reviews will be conducted semiannually.

The CWS Supervisor and Director will be provided a copy of the QA audit results. The matter may be staffed to discuss strategies for corrective actions by Case Social Worker, Program Manager or Director of Social

Services.

Mono County Probation is also committed to ensuring compliance with all Child Welfare and Social Services expectations in the oversight of 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 Placement Officer (PO) case manages the youth. This position also inputs information in CWSCMS. The PO then reviews the data and reports any disparity to the Chief of Probation. The next audit occurs quarterly where the POIII reviews the quarter reviewing for the youth's adherence to goals and treatment plan, PO compliance, contact frequency, Justware entry and transition strategies.

IX. Peer Review Summary

The peer quality case review system was developed in response to the Child and Family Services Reviews by the U.S. Department of Health and Human Services, Children's Bureau and AB 636. AB 636 requires each county to write a System Improvement Plan using data generated from the comprehensive Child Welfare System/Case Management System (CWS/CMS) and building on the Peer Quality Case Review and a County Self-assessment.³³

All California counties are required to complete a Peer Quality Case Review (PQCR); prior to 2012 this process was conducted every three years, after 2012 this process will be conducted every five years. The purpose of the PQCR is provide an understanding of actual practices in the field that affect outcomes for safety, permanency, and wellbeing for children in the Child Welfare and Juvenile Probation systems by utilizing an outside review by peers and community partners.

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

³³ <http://humanservices.ucdavis.edu/Academy/pdf/103114-RevisePQCR.pdf>, p 76

A. Focus Area

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

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

U.C. Berkeley's Outcome Measures Report shows that Child Welfare has:

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

Mono County Child Welfare has increased the utilization of Voluntary Family Maintenance (VFM) and Court Ordered Family Maintenance case services. Utilizing Voluntary Family Maintenance (VFM), and Court Ordered Family Maintenance case services allows family referrals to Parent Education, Anger Management, Co-Parenting classes, using CAPIT, CBCAP, and PSSF funds. Clients may also be referred for services provided by Mono County Public Health, Mono County Mental Health (Substance Abuse inpatient or outpatient services) and Wild Iris (domestic violence services, anger management) and the First 5 Mono County *Parenting Partners* Home Visiting Program.

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

X. State Administered CWS/CMS SYSTEM Case Review

The Case File Review was added to the research based collaborative model for conducting Peer Quality Case Reviews to offer an additional source of information for the county review process. File reviews helped ensure that the information gotten from the interviews with Child Welfare Workers and Probation Officers was confirmed by information placed in the case files.³⁴

The recommendations and findings of the county review team process are as follows:

A. Child Welfare Findings

1. Strengths and Promising Practices

- Agency went above and beyond to maintain relationships with child and child's siblings in group, as well as provide supervised visitation.
- Agency paid for gas and hotel for parent to visit child.
- SW able to identify strengths of children/youth.
- Transitional Independent Living Plans were clear and concrete.
- Employees are committed to doing what's best for children.
- The Agency was creative in family finding efforts.

2. Barriers and Challenges

- Service providers were not communicating with each other or with SW regarding clients' goals and progress in treatment; they tried to do it solo.
- No clear case plan/concrete services; lack of participatory case planning.
- Lack of qualified service providers, foster homes, and group homes in Mono County.
- Lack of consistent family finding/mining for placement options (NREFMs). Lack of formalized policies and procedures, supervision practices, training (i.e. best practices, AB 12/Extended Foster Care, IEP Process, School based mental health services, Division 31, changes in law/legislation)

³⁴ <http://humanservices.ucdavis.edu/Academy/pdf/103114-RevisePQCR.pdf>, p 78

3. Recommendations for Change

- Case staffing with all service providers present or available via teleconference.
- Training on how to work with resistant clients.
- More staff and time to devote time to case and parents in the beginning of case.
- More foster homes/group homes.
- Parent partner/mentor working with the families in the home with frequent contact.

Just prior to the Mono County Peer Review process CWS had completed the Mono County CWS Child Welfare Policy and Procedures and is in the final review process with County Counsel. The review team recommended that these Policy and Procedures be continually updated. These new Policy and Procedures contained a policy on AB 12, which is the extension of foster care past the age of 18. The review team recommended that CWS and Probation staff receive targeted training for the implementation of the extended foster care services, and any changes to the AB 12 legislation.

B. Probation Findings

1. Strengths and Promising Practices

- Probation Officer could identify strengths of youth and have positive outlook on youth.
- Probation Officer is receptive to being available/accessible to youth and family.
- Proactive in advocating for youth at school.
- Probation Officer respected family connections.
- Probation Officer established trust/connection with youth. Youth trusted Probation Officer.
- Agency gave youth a voice/buy-in in her placement.
- Wild Iris advocated for youth.

2. Barriers and Challenges

- Multiple Probation Officers/placements.
- Lack of tribal connection/tribal involvement for youth/family.
- Uncertainty regarding placement options for undocumented youth.
- Lack of training re: THP, ILP, AB12/Extended foster care.
- Lack of formal assessments/assessment tools/case plans.
- Lack of placement options within or near Mono County.

3. Recommendations for Change

- Placement CORE training for Probation Officers.
- Permanency planning training for Probation Officers.

- Placement options (group homes/foster homes) in or near Mono County.

XI. Outcome Data Measures

The data used for this report are from the California CWS Data Extract Reports and Mono County's SafeMeasures reports. On a quarterly basis, the counties and the state are measured on performance and outcomes in three areas: safety, permanence, and well-being.

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

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

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

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

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

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

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

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

CWS Mono County Participation Rates

Table 9 Mono County Participation Rates

Referral Rate	1/1/2010 thru 12/31/10	1/1/2011 thru 12/31/2011
Referrals	151	138
Substantiation Rate	27	24
Foster Care Entry	2	0
Foster Care In-Care	2	2

CWS Data Extract: Q3 2011 thru Q3 2012

Since the last Mono County System Improvement Plan (SIP) the referral rate for Mono County fell 9% (151 to 138)³⁵. The number of substantiated cases also fell during the same period by 12% (27 to 24). There have been no new entries into foster care in two years and the two continuing foster care cases have been in-care for over two years.

Both SafeMeasures Chart 1 and Table 10³⁶ confirm the very low participation rates Mono County over the past few years; these low participation rates vary very slightly over time. The one characteristic shown in Table 1 and explained in the general demographic section is the slight population decline in some areas of the county and a higher than normal home vacancy rate that could be contributing factors to a temporary decline in participation rates.

Chart 1 Participation Outcomes September 2011 thru September 2012

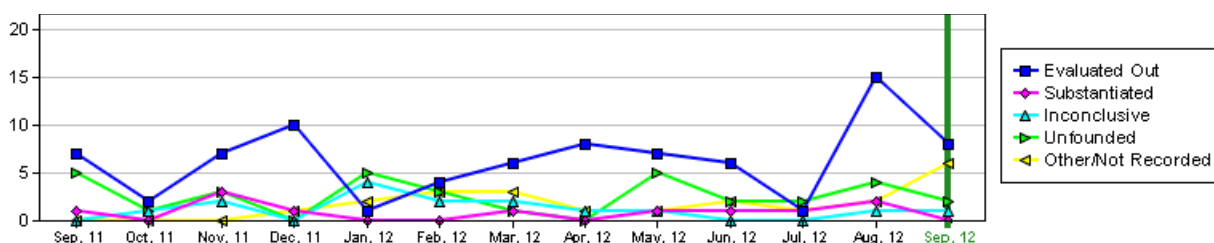


Table 10 Participation Outcomes

	Count	Percentage
■ Evaluated Out	8	47.1%
◆ Substantiated	0	0.0%
▲ Inconclusive	1	5.9%
▲ Unfounded	2	11.8%
▲ Other/Not Recorded	6	35.3%
Total	17	100.0%

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

³⁶ <https://www.safemeasures.org/ca/safemeasures.aspx>

S 1.1 No Recurrence of Maltreatment
 S 2.1 No Maltreatment in Foster Care

No Recurrence of Maltreatment: This measure reflects the percentage of children who did not have a subsequent substantiated report of child abuse/neglect within six months of the initial substantiation. Table 11 compares Mono County’s compliance with the Nation Standard of 94.6% for No Recurrence of Maltreatment.³⁷

Table 11. No Recurrence of Maltreatment

Baseline period	Number of Children With No Recurrence of Abuse	Total number of children	Mono County Compliance	National Standard or Goal
10/1/10-3/31/11	15	17	88.2%	94.6%
1/1/11-6/30/11	14	14	100%	94.6%
4/1/11-9/30/11	9	9	100%	94.6%
7/01/11-12/31/11	11	11	100%	94.6%

CWS Data Extract: Q3 2011 thru Q3 2012 37

Mono County does well on this outcome measure as illustrated by the Table 10. Mono County’s performance since the last SIP is between 88 and 100% for this measure, which is excellent. Preventative Services have been enhanced in Mono County by utilizing Differential Response to engage families at the first signs of trouble. In addition, Mono County has increased the utilization of Voluntary Family Maintenance (VFM) and Court Ordered Family Maintenance case services. After investigation, referrals are staffed to determine the appropriate response. For example, Community Response, is chosen when allegations do not meet statutory definitions of abuse or neglect, yet there are signs that the family is experiencing problems that could be addressed with community resources. The Service Contractor provides Parent Education and in-home family coaching, Anger Management, Co-Parenting classes, using CAPIT, CBCAP, and PSSF funds. Clients may also be referred for services provided by Mono County Public Health, Mono County Mental Health (Substance Abuse inpatient or outpatient services) and Wild Iris (domestic violence services, sexual assault counseling, anger management) and the First 5 Mono County *Parenting Partners* Home Visiting Program.

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

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

³⁷ http://cssr.berkeley.edu/ucb_childwelfare

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

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

C1 Reunification Composite

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

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

U.C. Berkeley's 2012 Outcome Measures Report shows that Child Welfare has:

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

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

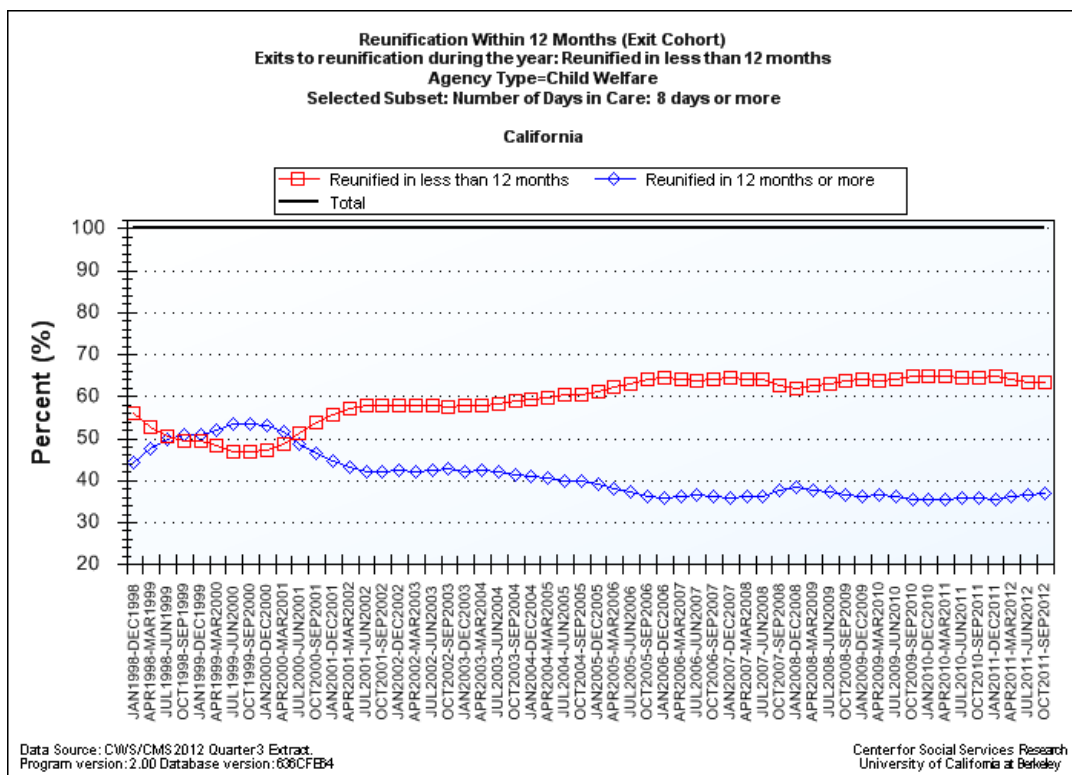
1. Reunification services are more difficult to provide when a child is placed out of county.
2. Visitation is also more difficult to arrange although Mono County CWS provides assistance with lodging and mileage for parents.
3. Mono County Social Workers indicate that foster care placement is the last resort. Mono County opens Family Maintenance cases whenever possible to provide services for families. Family Maintenance involves frequent visits with the family by the Social Worker and referral to community based

CAPIT/CBCAP/PSSF funded preventive programs and/or Mental Health programs. In some cases the family Has not complied with services or the services have not improved safety or reduced risk, Some parents do not avail themselves of services that are provided and do not comply with their case plan. Substance abuse is common factor in non-compliance.

C1.1 Reunification Within 12 Months (Exit Cohort)

Chart 2 shows that Mono County has had a significant number years where the percentage of Reunification exit compliance rate is above 60% or close to 60%. This trend is indicative of the rural nature of Mono County, the lack of services close to the county and the lack of placement alternatives.³⁸

Chart 2 Reunification within 12 Months (Exit Cohort)



C1.2 Median Time To Reunification (Exit Cohort)

This measure tracks the time period in months of the child's last removal from the home until their discharge from foster care to reunification. The Data Extract Reports show no data during this time period to establish a statistical pattern during for last 2011-2012 twelve month time period.

³⁸ CWS/CMS 2012 Quarter 3 Extract.

C1.3 Reunification Within 12 Months (Entry Cohort)

This is an outcome measure reflecting the percent of children reunified with 12 months of removal of the child from entry to the home. The Data Extract Reports show no data during this time period to establish a statistical pattern for the last 2011-2012 twelve month time period.

C1.4 Reentry Following Reunification

This outcome measure tracks the percent of children that reentered foster care within 12 months of their latest discharge from foster care to reunification. The Data Extract Reports show no data during this time period to establish a statistical trend for the last 2010-2011 twelve month time period.

C2 Adoption Composite

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

C2.1: Adoption within 24 Months

C2.3: Adoption within 12 Months

There have been no Mono County adoptions between 2009 and 2013. Mono County has had two adoptions between the period January 1, 2001 and March 31, 2009, that occurred in 2001 and 2007. Both of these adoptions involved infants.

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

C2.4: Legally Free within Six months

Of all children in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the year, what percent became legally free within the next 6 months? Mono County had no children in this category from the period October 1, 2011 - March 31, 2012³⁹. The Mono County two foster children that have been in foster care for the last two years have not been legally free for adoption.

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

Of all children in foster care 24 months or longer on the first day of the year, what percent was discharged to a permanent home by the end of the year and prior to

³⁹ CWS/CMS 2012 Quarter 3 Extract

turning 18? Mono County has only had one child in care 24 months or longer in care at the time of the last Data extract report and that child has not exited to permanency.⁴⁰

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

For children in Care 24 months or legally free at exit: Exit to permanency before age 18 Mono County Children Services have no children that have met that criteria since the 2010 SIP.⁴¹

Table 12 Exits to Permanency

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

CWS/CMS 2012 Quarter 3 Extract

C3.3: In care 3 years of longer (Emancipated at 18)

For children In Care 3 Years Or Longer (Emancipated Or Age 18 In Care) Emancipated or age 18 in care during the year. Mono County Children Services have no children that have met that criteria since the 2010 SIP.⁴²

C4 Placement Stability Composite

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

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

The critical importance of placement stability in Mono County Child Welfare has been highlighted prior to the 2010 PQCR. For the 2010 CSA and SIP Child Welfare reported

⁴⁰ CWS/CMS 2012 Quarter 3 Extract.

⁴¹ CWS/CMS 2012 Extracts

⁴² CWS/CMS 2012 Extracts

an increase in the number of teenage girls who have entered care and, anecdotally staff has noticed an increase in placement challenges.

Accordingly CWS/CMS 2008 Data Extract Reports showed ⁴³that:

- C4.1 Placement Stability (8 days to 12 months in Care)
 - Mono County at 100% vs. the State at 82% in keeping children in a single placement.
- C4.2 Placement Stability (12 to 24 months in Care)
 - Mono County at 50% vs. the State at 62.2% in keeping children in a single placement.
- C4.3 Placement Stability (At Least 24 months in Care)
 - Mono County at 16.7%% vs. the State at 33.4% in keeping children in a single placement.

For the time period between October 2010 and September 2012 the following placement stability was recorded for Mono County Child Welfare⁴⁴.

- C4.1 Placement Stability (8 days to 12 months in Care)
 - 100% compliant no placement changes
- C4.2 Placement Stability (12 to 24 months in Care)
 - 100% compliant no placement changes
- C4.3 Placement Stability (At Least 24 months in Care)
 - 66.7% compliant

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

2B Timely Response

Immediate Response Compliance

10-Day Response Compliance

These reports count both the number of child abuse and neglect referrals that require, and then receive, an in person investigation within the time frame specified by the referral response type. Referrals are classified as either immediate response (within 24 hrs or 10-day response. This is a CDSS measure.⁴⁵

Mono County Social Workers usually have a 100% compliance rate with the Immediate Response Compliance Measure. As Table 13 shows since the last SIP in October of 2010 Mono County has had only two time periods where there has been No Timely

⁴³ CWS/CMS 2008 Q2 Data Extract Report

⁴⁴ Data Source: CWS/CMS 2012 Quarter 3 Extract

⁴⁵ http://cssr.berkeley.edu/ucb_childwelfare

Responses to the Immediate Response Compliance Measure.⁴⁶ In each of those two time periods there were only two cases reported and in both of those cases the in person investigations were made timely (within the 24 hour time period), but were entered into the CWS/CMS late.

Table 13 Immediate Response Type – Child abuse and Neglect Referrals by Time to Investigation

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

CWS/CMS 2012 Quarter 3 Extract. 44

Table 14 shows that for the 10-Day Response Type there has been only one time period since the last SIP that Mono County has been in compliance with this measure (No Timely Responses or was 100% compliant.⁴⁷ The reasons for this non-compliance have been high Social Worker turnover and late entry of data into the CWS/CMS system.

Table 14 10-Day Response Type – Child abuse and Neglect Referrals by Time to Investigation

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

CWS/CMS 2012 Quarter 3 Extract. 45

2C Timely Social Worker Visits with Child

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

Since the last SIP in October of 2010 through September 2012 timely Social Worker visits with children (month 1, 2, and 3) have varied greatly.⁴⁸

- For the three months following the SIP in 2010 the overall compliance rate was 84.8%;
 - There were no months with a 100% compliance rate.

⁴⁶ CWS/CMS 2012 Quarter 3 Extract.

⁴⁷ CWS/CMS 2012 Quarter 3 Extract.

⁴⁸ CWS/CMS 2012 Quarter 3 Extract

- For 2011 three months had 100% compliance rates and one month had a compliance rate of 68.2%;
 - Overall the compliance rate for 2011 was 88.34%.
- For January 2012 through September 2012 the timely Social Worker home rate with children was 100% for every month.

The trend since the last SIP was a low compliance rate through October 2011 where the compliance rate for that period was 85.73%. However, in November the compliance rate was 100% and this 100% compliance rate has continued every month through September 2012.

Additionally, in December of 2012 Mono County Child Welfare Services established a Policy and Procedure with “The purpose of visitation while a child is placed in out-of-home care is to maintain contact, bonding, and develop an appropriate relationship with parents and/or other significant relatives during the reunification process.”⁴⁹

4A Sibling Placements and 4B Least Restrictive Placements

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

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

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

Recent in-house concurrent planning training for Mono County Social Workers is helping placements in the least restrictive environments by identifying alternatives to the families in the shared family/Social Worker case planning process. Implementation of a formal family finding program would also be helpful in placing the children in the least

⁴⁹ Mono County Policy and Procedure 115

restrictive environment and optimistically reducing the child's time in a placement settings. Due to confidentiality, and the very low number of placements and sibling placements the number of these placements is withheld.

4E: Rate of ICWA Placement Preferences

This measure examines the placement status of Indian Welfare Act eligible children [4E(1)] and children with primary or mixed (multi) ethnicity of American Indian [4E(2)]. Indian Child Welfare Act (ICWA) requirements are followed by Mono County whenever a Native American child is taken into protective custody. Mono County Child Welfare Policy and Procedure details the explicit policy when an Indian child is detained and/or a dependency petition is filed:⁵⁰

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

Mono County Child Welfare has not had an ICWA placement since October of 2003.⁵¹ Mono County continues to try to get an ICWA representative involved in CWS pre-detention and/or prevention activities. This is achieved by involvement of ICWA, CWS and Probation in the joint development of policy and procedures, ICWA representatives being invited and attending CWS/Probation trainings, ICWA representatives being invited and attending CWS/Probation CWS and Probation policy and case meetings, and enhanced communication /collaboration through regular contact.

5B: Timely Health Exams

It is the policy of Mono County Children's Services Program that children, over the age of three (3) years, who are taken into protective custody and are not in need of emergency medical care, do not require an immediate forensic examination, have no complex medical needs, and are not under the care of a current established medical provider, may be scheduled for a health screening through the Mono County Health Department, the health examination must be completed within 30 days of detention).⁵²

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

⁵⁰ Mono County Policy and Procedure 119

⁵¹ CWS/CMS 2012 Quarter 3 Extract

⁵² Mono County Policy and Procedure 114

Measure 8A: Children Transitioning to Self-Sufficient Adulthood

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

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

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

Because Mono County foster youth are most often placed out of county emancipated foster youth often receive ILP services in the county of their placement. Mono County has limited services for foster and emancipated youth, which is why the focus topic for Probation's 2010 PQCR/SIP was transition to self-sufficient adulthood.

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

The importance of youth's transition to self-sufficient adulthood is evident in the number of youth on probation who eventually enter the adult justice system. Although many youth are successful while in placement, many enter the adult court, often shortly after turning 18. These youth continue to struggle with alcohol or drug use. This issue is compounded by the fact that it is very difficult for small counties to access funding for ILP services for youth simply because the number of youth on probation is so minimal when compared to the larger counties.

For the 2010 SIP Mono County Probation focused on the transition to self-sufficient adulthood in the hopes of clearly mapping both the strengths and challenges of the current supports offered to youth so as to elicit clear direction on how to make improvements. During the 2013 Peer Quality Case Reviews Mono County Probation again decided to focus their work on The Probation Focus Area was Exists to Permanency & Transition to Adulthood.

In 2011, California initiated an interest in evidence based practices. For juveniles, only recently has a validated and reliable instrument been introduced for risk and need (2013). The number of probationers has increased where our average caseload is 27-30 along with those youth in group homes. To ensure youth are receiving those services necessary, independent tools would be employed so as to ensure treatment and services were appropriate. In light of this paradigm shift, Mono Probation recognized more work was needed in transition and permanency. Further, the demographic elements of Mono were shifting therefore necessitating cultural sensitivity and applying strength-based methods. Mono County Probation will continue to research

promising practices for use with youth transitioning to adulthood. Of paramount importance is the creation of a safety net (includes both traditional ILP services and supportive relationships with adults) for youth who have been in an out-of-county placement and are returning home to Mono County. Clearly, Probation believes they could improve in this area.

AB12 and 241.1 WIC Extended Foster Care: AB12 allows eligible 18 year olds in foster care to remain in foster care up to age 19 years. Starting January 1, 2013 foster youth can remain in foster care up to age 20 and starting January 1, 2014 up to age 21 contingent upon budget appropriation by the state legislature. Youth over age 18 in foster care are designated as “non-minor” dependents (NMD). Currently Mono County has no participants in the extended foster care program; however, Mono County Policy and Procedure 137 has been developed to facilitate the implementation of 241.1 WIC. Mono County CWS and Probation will attend additional state training on AB12/241.1 WIC when available. Mono County Policy and Procedures will continue to be updated through ALL County Letters as necessary. It should be noted that one female youth is being considered for assistance through AB12 in the near future.

XII. SUMMARY ASSESSMENT

To obtain feedback from the community, Child Welfare and Probation Self-Assessment Questionnaire surveys were sent out (see attachment G) to public and private agencies, schools, tribes and all Mono County CSA Core Representatives to elicit information regarding services and needs. In addition follow-up efforts were made to via email, letters, and telephone calls.

On April 11, 2012 a Safe Families Strengthening Families Assessment group meeting was held in Mono County. The Self Assessment included completion of a self assessment questionnaire and a group meeting to determine the greatest strengths needs of families who have engagement with Mono County Child Welfare and Probation Departments. The participants in the Safe Families Strengthening Families Assessment included: First 5 Mono County, Head Start-Preschool, Mono County Office of Education, Parenting Program, Community Advisory Committee (Parents), Mono County Child Welfare, Mono County Alternative Education, Town of Mammoth Lakes Recreation Department, Mono County Public Health and Mono County Behavioral Health.

In addition to all the participants mentioned above for both the Child Welfare and Probation Self-Assessment , and the Safe Families Strengthening Families Assessment interviews were conducted with the Mono County DSS Program Manager, the Probation Chief, Social Workers, and Juvenile Probation Officer for the purpose of gathering CWS/Probation improvement recommendations.

Safe Families Strengthening Families Assessment

- A. Overall the group concluded that the areas for improvement are:
 - 1. Father's support and information;
 - 2. Cultural;
 - 3. Communication with parents;
 - 4. Parental Support;
 - 5. Mandated Reporter Training;
 - 6. Early Signs or Abuse/Neglect Training;
 - 7. Multi Disciplinary Teams.

- B. Areas of greatest strengths by agencies assessed:
 - 1. Facilitate friendships and mutual support: Wild Iris, Library, Peapod, SELPA, Town Recreation Dept., MUSD, and Head Start.
 - 2. Strengthen parenting: Head Start, Peapod, IMACA, Behavioral Health, Library, Health Dept., MUSD, and SELB.
 - 3. Respond to family crises: CPS, Behavioral Health, Hospital, and Probation.
 - 4. Link families to services and opportunities: Health Dept., Behavioral Health, MUSD, CPS, Peapod, Head Start.
 - 5. Facilitate children's social and emotional development: Head Start, Peapod, SELPS, CPS, MUSD, and Behavioral Health.
 - 6. Recognize and respond to early warning signs of child abuse/neglect: CPS, Behavioral Health, Peapod, Head Start, Hospital, and MUSD.
 - 7. Value and support of parents: Behavioral Health, Peapod, Head Start and MUSD.

The 2013 Self Assessment questionnaire was distributed to all the CSA Core Representatives, Child Abuse Prevention Council members, CWS subcontractors and the public. The results of this self-assessment questionnaire are summarized as shown below.

Child Welfare and Probation Self-Assessment

A. What area(s) do you believe Social Workers and/or Probation Officers need to be better skilled in to serve children and families in Mono County?

- Family engagement and participatory case planning practices.
- Awareness of Behavioral Health issues with children and referrals to the Mono County Behavioral Health Department.
- Ability to recognize Child Development issues and make appropriate referrals.
- Family Assessment Tools to better assess the needs of the entire family not just the children.
- Awareness of Sexual Abuse.
- Better timely communication with social workers and support agencies to enhance services for children.
- A mentoring program for stability and support for the children.
- Foster parent availability for training to be kept up to date on best practices.
- More ILP services, Education assistance, GED preparation, vocational training, community college.
- More substance abuse treatment for Indian tribe members.

B. What do you believe are the most effective current services Child Welfare Services and Probation offer in Mono County.

- Multi Agency Collaborative Wraparound services.
- Family Meetings during and after the case planning process.
- Sibling contact/visitation facilitated by the Probation Officer or CWS Social Worker.
- Therapeutic/Clinical work to resolve underlying problems with families and children.
- Timely responses by Social Workers enhance services for children with contractors.
- The Probation Department has responded in an appropriate and timely manner to the concerns that have been raised by the Indian Colony.
- Always can depend on immediate/timely responsiveness of CWS and Probation to the initial problem, and the working together towards problem resolution.

Summary Assessment Findings:

Foster and Adoptive Parent Licensing, Recruitment and Retention

Because Mono County has only one emergency placement home and no foster family homes or a Foster Family Agency, it is critical that the twice a year foster family recruitments (one north county, one south county, including the Benton area) continue for new foster family homes.

Concurrent Planning

While Social Workers have received Concurrent Planning training in the last two years, the Social Services Department may benefit from continued and updated training for the Social Workers and management staff due to the high turnover of staff. Concurrent Planning enhances the ability of families and Social Workers to work toward reunification.

Mentoring and Parent Partnering

Mentors are not replacements for parents, but they can inspire by example as an important member of the team responsible for a child's development. Through development of the adult-child relationship, they can encourage positive choices, promote self-esteem, and improve academic achievement. Rotary, Lions Club, and other service organizations, are good choices to get a mentoring program started.

Family Finding Program

Implementation of a formal Family Finding Program would be helpful in placing children in the least restrictive environment and optimistically reducing the child's time in placement settings. Mono County may be able to work with a Family Finding Program on a pay-per-use basis to help find relatives of children in CWS.

Safety Organized Practice (SOP)

SOP provides a strong framework for assessing safety in partnership with the family from referral to post-permanency. CWS plans on continuing training and implementation of SOP. SOP brings the best of solution-focused treatment to Child Welfare as a clear, rigorous practice model.

Wraparound Plan

The current structure for the Wrap Program reflects the history of and desire for cohesive working relations between Mono County agencies. The Mono County Wrap Program is a collaborative effort between the primary county agencies involved in providing services to children and their families: Mono County Behavioral Health, Mono County Social Services, Mono County Probation, and Mono County Public Health.

Continue Wrap Program training for all collaborating agencies. Given Mono County's small size, it is not unusual for a family to be known by each of the agencies participating in the Wrap Program. Such a high level of collaboration enhances recognition and utilization of the strengths of individuals, families, service providers, and other community partners.

Native American/Child Welfare/Probation Collaboration

Invite Native American tribal members and/or tribal leaders to CWS and/or Probation trainings that are being held in Mono County, as appropriate. This will facilitate current and future collaboration with the tribe(s) and facilitate communication between the agencies and the tribe(s).

**BOS Minute Order
or other
BOS Document
Approving CSA**

Mono County CSA Core Representatives

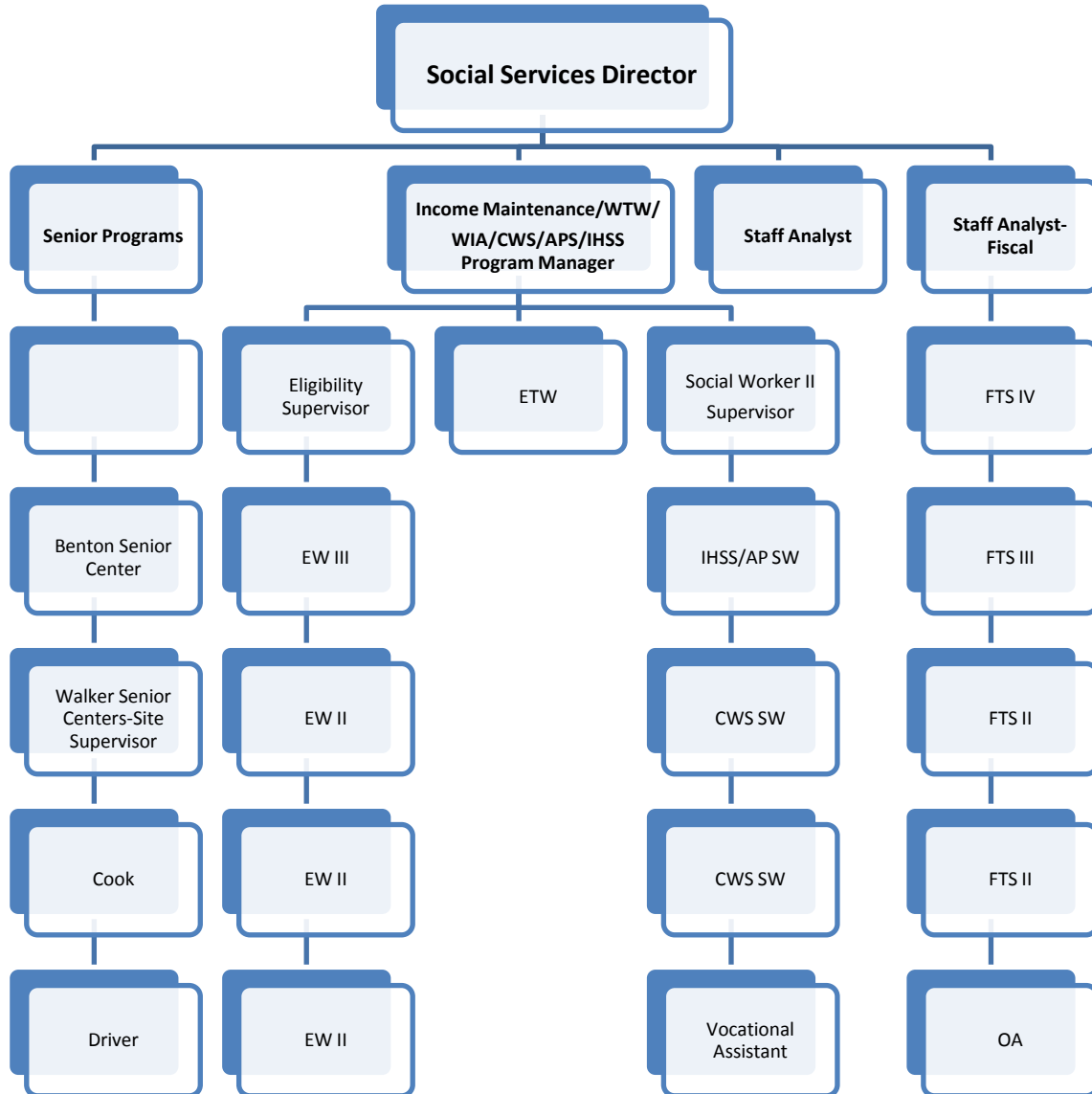
1. Mono County Probation – Karin Humiston, Chief Probation Officer
2. CAPC – Barbara Miller, CAPC Chair, Husky Club
3. First 5 Mono County Commission – Kathy Peterson, former Executive Director
4. Wild Iris and CASA – Susie Bains, Director of Programs
5. Mono County Office of Education (MCOE) – Stacy Adler, Superintendent
6. Mammoth Unified School District – Rich Boccia, (former) Superintendent
7. IMACA - Robyn Wisdom, Director
8. Mono County Behavioral Health – Robin Roberts, Director
9. Mono County Public Health – Lynda Salcido, Director
10. Foster Parent – Carolyn Balliet
11. Mono County Counsel – Stacey Simon, County Counsel
12. Mono County Sheriff – Rick Scholl, Sheriff
13. Mammoth Lakes Police Dept. – Dan Watson, Chief
14. Eastern Sierra Unified School District – Don Clark, Superintendent
15. Mammoth Hospital – Natalie Sanders, RN/Social Worker
16. Benton Reservation – Adora Saulque
17. Bridgeport Indian Colony – John Glazier, Chair
18. Honorable Stan Eller, Presiding Superior Court Judge
19. Honorable Mark Magit, Superior Court Judge
20. David Hammon, Public Defender
21. Gerry Mohun, Public Defender

Several attempts were made to engage previous foster care youth who had successfully transitioned out of the foster care system in the 2013 CSA process but they declined to participate. There are currently no prospective Mono County adoptions and there has not had an adoption since 2007; the Fresno District Office was not an active CSA Core Representative.

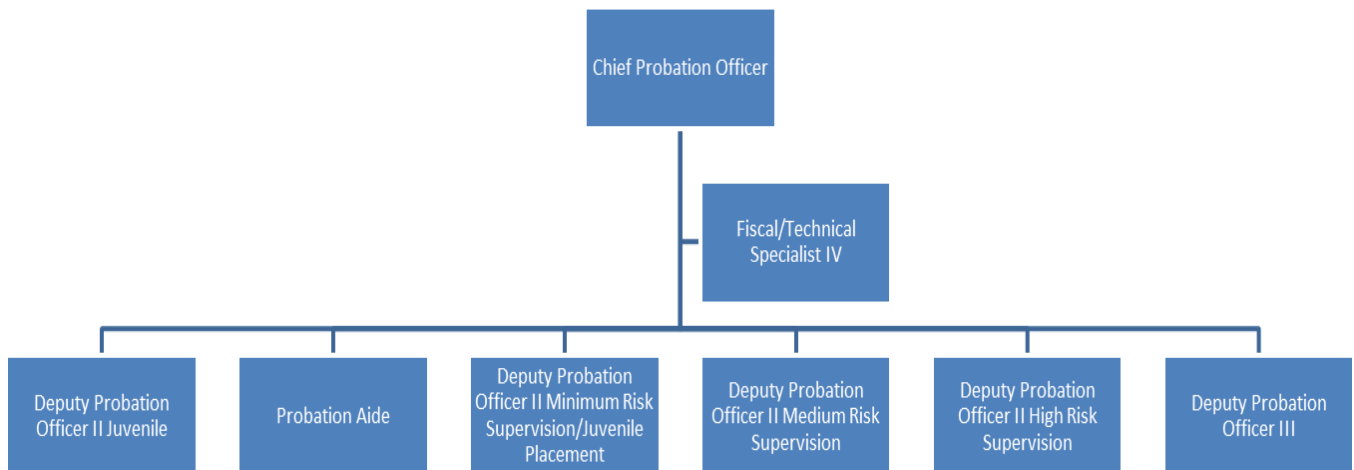
Mono County
Child Abuse Prevention Council
Updated 12/10/2012

Barbara Miller (Chairperson)	760-924-5622	MUSD/Husky Club
bmiller@mammothusd.org		
Mary Stanley (former Program Manager)		Dept. of Social Services
Sandra Pearce	760-924-1818	Mono County Health Dept.
spearce@mono.ca.gov		
Susi Bains	760-934-2491	Wild Iris
sbains@wild-iris.org		
Robyn Wisdom	760-934-3343	IMACA
rwisdom@imaca.net		
Robbi Downey (former staff member)		Mono County Behavioral Dept.
Donna Lisa Knowles	760-914-1797	Darkness2Light Facilitator
DonnaLisa@donnalisaknowles.com		
Kathy Harlander	760-924-7926	North Star Counselor/Intern
kathyharlander@gmail.com		
Kris McDaniel		Parent
kmcdaniel@ci.Mammoth-lakes.ca.us		
Didi Tergesen (Coordinator)	760-934-0031	MCOE/CAPC Coordinator
dtergesen@monocoe.org		

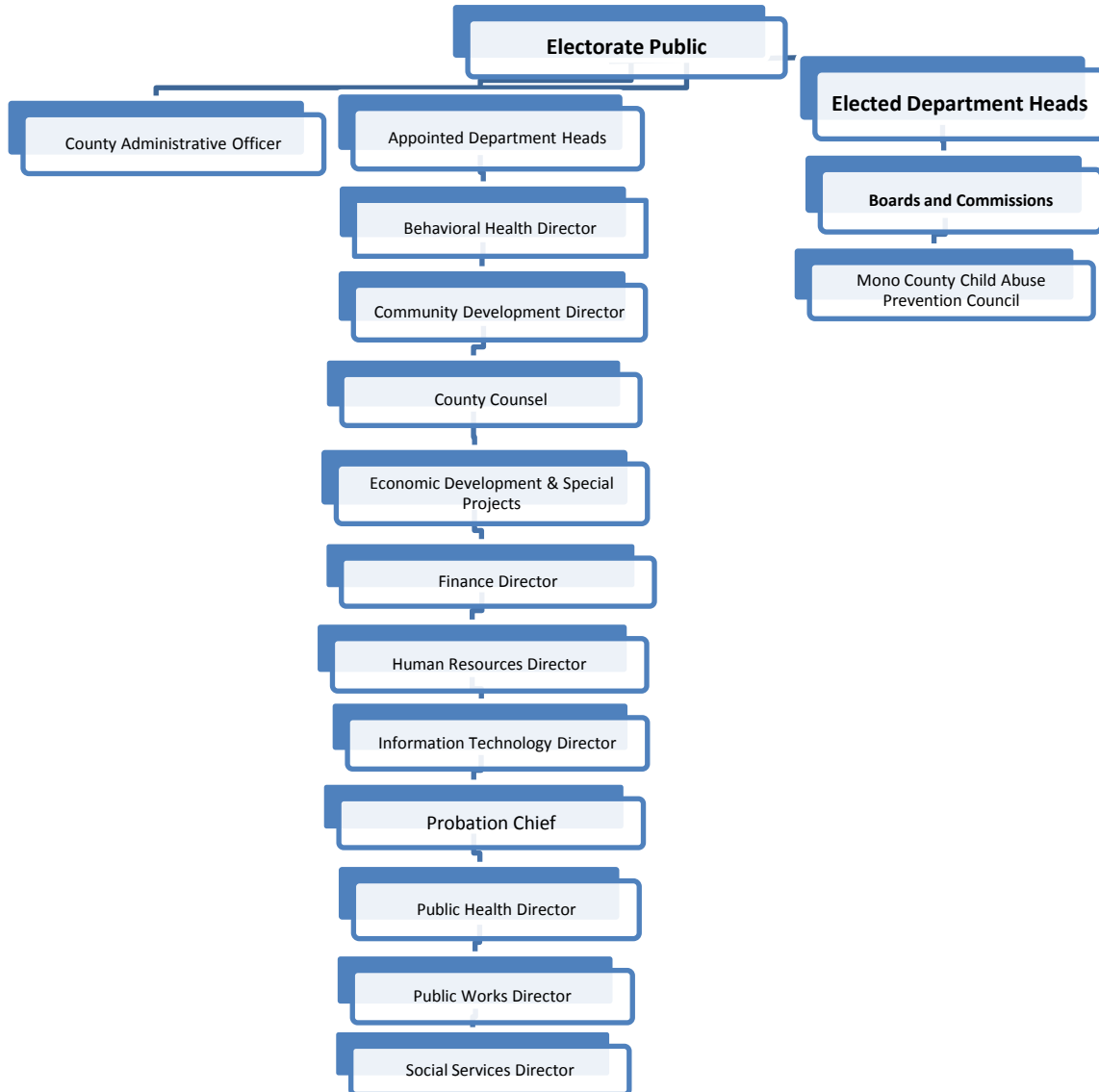
Mono County Social Services Organizational Structure



Mono County Probation Organizational Structure



County of Mono



Mono County Child Welfare and Probation Self-Assessment Questionnaire

General Information

The County Self-Assessment is part of the California Child and Family Services Review. This is a State-mandated triennial review process that results in a County System Improvement Plan for Child Welfare and Juvenile Probation services. The System Improvement Plan is the County’s commitment to both the State and the children and families served that steps will be taken to address areas in need of improvement.

On a quarterly basis, the counties and the state are measured on performance and outcomes in three areas: safety, permanence, and wellbeing.

Safety is measured by participation rates, risk assessment accuracy and timely contacts by social workers with children and families served. Mono County’s performance in this area is either above the national standard or improving, except in the area of response to referrals with a low level of urgency.

Permanence is measured by length and stability of placement in out of home care and reunification and adoption outcome efforts. The need for improvements in this performance area is indicated.

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

1. Please select (by placing an X) a box below that best describes you or your organization/agency.

<input type="checkbox"/>	Community Based Agency	<input type="checkbox"/>	Attorney (Parent or Child)
<input type="checkbox"/>	CWS Social Worker/Supervisor/Manager	<input type="checkbox"/>	Foster Youth (Current or former)
<input type="checkbox"/>	Other Public Agency	<input type="checkbox"/>	Law Enforcement
<input type="checkbox"/>	Parent	<input type="checkbox"/>	Substitute Caregiver
<input type="checkbox"/>	Superior Court Personnel	<input type="checkbox"/>	County Council
<input type="checkbox"/>	Probation	<input type="checkbox"/>	

Other (please specify)

2. What are the three most effective services you believe for children who are entering or participating in the Child Welfare System (CWS)? (Select only 3)

In-home support , home visits	Recreational programs
Parental education, support group	School based programs
Wraparound services	Job training & assistance
Substance abuse programs/drug court	Assistance for stable housing
Individual/family therapy/counseling	Parent child visitation

Other (please specify)

3. What are the three most effective services that you believe (or feel) help families reunify? (Select only 3)

In-home support, home visits	Domestic Violence Programs
Parental education or support group	School based programs
Wraparound Services	Job training & assistance
Substance abuse programs/drug court	Assistance for stable housing
Individual/family therapy/counseling	Family Meetings
Parent child visitation	CASA

Other (please specify)

4. Which of the following do you believe may hinder or delay reunification for families? (Select up to 3)

<input type="checkbox"/>	Wait list for services	<input type="checkbox"/>	Lack of Financial resources
<input type="checkbox"/>	Lack of parent engagement	<input type="checkbox"/>	Court Process
<input type="checkbox"/>	Social Worker practice	<input type="checkbox"/>	Parent's limitations
<input type="checkbox"/>	Insufficient housing	<input type="checkbox"/>	Excessive (Ineffective) case plan goals
<input type="checkbox"/>	Lack of social/family support	<input type="checkbox"/>	Lack of understanding of the system
<input type="checkbox"/>	Lack of transportation		

Other (please specify)

5. Which do you believe are the most effective services to increase placement stability for children in out of home care?

<u>Foster Parent Training and Support</u>		<u>Behavioral/Mental Health Services</u>	
<input type="checkbox"/> Foster Parent Availability for Training (In Person) <input type="checkbox"/> Therapeutic placements <input type="checkbox"/> Age appropriate placements <input type="checkbox"/> Sibling placements, etc. explain below		<input type="checkbox"/> Neuropsychological evaluations <input type="checkbox"/> Therapeutic/Clinical work <input type="checkbox"/> Educational evaluations <input type="checkbox"/> Vocational evaluations	
<input type="checkbox"/>	Wraparound services	<input type="checkbox"/>	Recreational activities
<input type="checkbox"/>	Parent Child Visitation	<input type="checkbox"/>	Relative search/family finding

	Family Meetings		Sibling contact/visitation
	Child Care		Respite
	Kinship training and support		Supportive educational setting

Other (please specify)

6. What area(s) do you believe social workers and /or probation officers need to be better skilled in to serve children and families? (Select up to 3)

	Family engagement		Mental Health
	Child Development		Substance Abuse
	Family Assessment Tools		Domestic Violence
	Concurrent Planning		Indian Child Welfare Laws and resources
	Time management		Cultural Competence
	Sexual Abuse		Serving Military Families

Other (please specify)

7. The State and counties carry out activities to make sure quality services are available to children and families in the child welfare system. Which of the following activities are you aware of? (Check all that apply)

	System Improvement Plan		Licensing of foster care providers
	Peer Quality Case Review		Foster Care Ombudsman

Fairness and Equity	Child Death Review Committee
Child Abuse Prevention Committee	Judicial Council reviews
Foster Care Eligible Audits	Department of Justice Review

8. Do you feel that your input (opinions/ideas/concerns) regarding the child welfare system is solicited by the County of Mono?

Always	Most of the time	Sometimes	Never
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9. Do you feel that your input (opinions/ideas/concerns) regarding the child welfare system are understood and/or acted upon by the County of Mono?

Always	Most of the time	Sometimes	Never
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10. If you have opinions, ideas or concerns regarding your local Child Welfare Services or Probation Department do you know who to contact?

Yes	No
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Social Worker or Probation Officer Contact

This section will focus on the timeliness of Social Worker or Probation Officer contact on investigations and case management.

1. What has been your experience regarding the timeliness and responsiveness of the agency's action related to your report?

2. Are there areas that you see as a way for the Probation Department and/or Child Welfare Services to be more timely?

3. How has the timeliness or responsiveness of the agency affected your relationship with the agency?

4. How has the timeliness or responsiveness of the agency affected the family you called about?

Children in Foster Care

1. What do you believe are important elements or issues facing our families after they leave Child Welfare Services and/or the Probation Department?

2. What are the services they might need?

3. From your perspective, how can the Probation Department and/or Child Welfare Services contribute to increase the success rate of families who are involved in reunification services, thereby avoiding re-entry?

4. Do you think there are missing services that contribute to children going back into foster care? If so, what are they?

Emancipation and Permanency Planning

1. Achieving successful launching means: Preparing the youth with skills for managing adult life and creating meaningful permanent connection to provide support in the first decade of adult life. What can Child Welfare Services and/or Probation Department do to support these two important components of successful launching?

2. Achieving successful launching means: Preparing the youth with skills for managing adult life and creating meaningful permanent connection to provide support in the first decade of adult life. What can the community do to support these two important components of successful launching?

General Improvement

1. Understanding that the County's Self Improvement Plan process addresses children who are already involved with Probation Department/Child Welfare Services, do you have any additional thoughts on how we can improve our processes?



**Mono County
SB 163 Wrap Plan**

Prepared By

Ellen Thompson, Ph.D.

In consultation with the
Mono County Wrap Management Team

Mono County Wrap Management Team:

Mono County Behavioral Health
Mono County Social Services
Mono County Public Health
Mono County Probation

Section 1. Wraparound Implementation

I. Organizational Structure

A. Organizational & Administrative Structure for Wraparound Implementation

Mono County uses a public agency model for implementation of Wraparound according to SB 163.

The Mono County Wrap Program is a collaborative effort between the primary county agencies involved in providing services to children and their families: Mono County Behavioral Health (formerly Mono County Mental Health and Mono County Alcohol and Drug Program), Mono County Social Services, Mono County Probation, and Mono County Public Health. Mono County Behavioral Health serves as the lead agency and supplies the Wrap Coordinator. Social Services is the fiscal lead and pays for the services provided through the Wrap Program once services have been properly invoiced via the Wrap Coordinator.

The current structure for the Wrap Program reflects the history of and desire for cohesive working relations between Mono County agencies. Given our small size, it is not unusual for a family to be known by each of the agencies participating in the Wrap Program. Such a high level of collaboration enhances recognition and utilization of the strengths of individuals, families, service providers, and community factors.

B. Infrastructure for Developing and Maintaining Wrap

There are three teams within the program: The Management Team, the Core Wrap Team, and the Family Team.

The Management Team

The Management Team consists of the directors or designees of the Mono County departments of Behavioral Health, Social Services, Probation, and Public Health, as well as fiscal managers from Behavioral Health and Social Services, and the Wrap Coordinator. On a case by case basis, the Management Team may request participation and input from outside resources and community stakeholders. The Management Team is assigned the following tasks associated with administration of the Wrap Program, including, but not necessarily limited to the following:

- oversight of the budget;
- maintenance of realignment funding;
- supporting and supervising the Core Wrap Team;
- creating and implementing standards of care;
- creating and overseeing program evaluation procedures; and
- collaborating with and providing information to the community.

Management Team members support the Wrap Program within their agencies by implementing appropriate interagency procedures necessary to facilitate the Wrap process and overcome barriers to service delivery and collaboration.

The Management Team supplies the vision and the mission for the Wrap Program. The Management Team works closely with the Wrap Coordinator to ensure that the strengths of the Core Wrap Team and each Family Team are being utilized to the benefit of all involved. The Management Team selects individuals from each agency to make up the Core Wrap Team.

The Management Team identifies annual goals and desired outcomes for the Wrap Program. This team monitors adherence to Wrap program standards and encourages

all program participants to remain mindful and respectful of Wrap values. This group also collects data regarding the Wrap process and performance outcomes.

When the Core Wrap Team is unable to resolve conflicts or disagreements, the Management Team provides mediation and guidance for conflict resolution.

The Management Team creates an annual training budget and calendar for the Wrap Coordinator, Core Wrap Team members, Family Team members, and others involved in the Wrap process.

The Management Team strives to create community partnerships whenever possible. This team will provide leadership to the Wrap Coordinator and within the community in an effort to create liaisons that will support the strengths of the Family Teams. The Management Team recognizes that work within the community is essential for any of the Wrap families to be successful and will support such partnerships in order to help families participate in their community given their needs and based on their individual structure, culture, and connection with each community partner.

A significant duty of the Management Team is to review each referral to the Wrap Program to determine eligibility and suitability for admission to the program. The Management Team is also responsible for the decision to terminate a family from the Wrap Program should that become necessary and unavoidable.

The Core Wrap Team

The Core Wrap Team is overseen by the Wrap Coordinator. This core team will consist of, but not be limited to, the Wrap Coordinator, Behavioral Health therapists and care managers, the youth Probation Officer, CWS social workers, a Public Health Nurse, and parent partners.

The Core Wrap Team will meet every other week to discuss, evaluate, and make recommendations for improvement of the overall functioning of the Wrap program. Upon receipt of a new referral from the Management Team, the Core Wrap Team will discuss the case and decide which Core Wrap Team members should attend the initial Family Team meeting. On an ongoing basis, the team will monitor the progress of each Family Team and formulate plans to optimize the effectiveness of the Wrap Program for each child and family. The purpose of the regular Core Team meetings is not to make decisions for families, but rather to strategize ways of building ever more effective Family Teams.

The Core Wrap Team will review use of flexible Wrap funds and evaluate the appropriateness of expenditures in terms of relevance to family goals and sustainability. Such review will result in recommendations for improved decision-making regarding use of flexible funds in the future.

The Family Team

Each Wrap family has its own Family Team, consisting of the child and his or her family, the Wrap Coordinator, a representative from the referring agency (CWS, Probation, or Behavioral Health), relevant service providers, parent partners, individuals identified by the Core Wrap Team as potentially useful, and others identified by the family as helpful or supportive. The family members are encouraged to include natural supports—relatives, friends, teachers, and community members—as part of their Family Team.

The entire Family Team meets initially to address immediate needs, create a safety plan, identify strengths, formulate goals, identify the needs relevant to achievement of goals, and to strategize ways to build upon strengths to meet needs and achieve goals. An individualized Wrap Family Plan is generated during the first few Family Team meetings. This plan must incorporate system mandates that apply to the individual child and family. Each Family Team will ensure development of a family-centered, strength-based, needs-driven planning process for creating individualized services and support for children and their families.

Upon completion of the Family Plan, parents in consultation with the Wrap Coordinator determine which members of the original Family Team will attend subsequent team meetings held to review progress, recognize achievements, identify additional unmet needs, and strategize ways to modify plans for addressing needs and reaching goals. Additional participants identified by family members or the Wrap Coordinator may be invited to participate on the Family Team at any time during the Wrap process. A representative from the referring agency will attend all Family Team meetings. The Wrap Coordinator as well as other members of the Family Team consistently encourage family members to identify and increase involvement with the natural supports available within the community.

Family Team meetings occur weekly early in the Wrap process and during times of crisis. The frequency of meetings decreases as the family experiences success and becomes more independent and able to utilize natural community supports. Decisions about the frequency of Family Team meetings will be determined by the Family Team.

The Family Team will be the primary decision-making body for each child and family involved in the Wrap Program. Decisions will result from discussions in which all participate. The opinions of the child's immediate family will be given more weight than the opinions of other team members. It is understood that legal mandates and agency policies must be respected. The ideal is for all decisions to be made within Family Team meetings. Emergency Family Team meetings can be convened when an emergency or crisis calls for decisions and actions that cannot be postponed until the next regularly scheduled team meeting. When critical events occur that necessitate immediate decisions and actions, every effort will be made to notify all Family Team members as soon afterward as possible.

Wrap Coordinator

The Wrap Coordinator is provided by the Mono County Behavioral Health Department. The Wrap Coordinator participates in the Management Team and receives support and guidance from this team. The Wrap Coordinator leads the Core Wrap Team and facilitates Family Team meetings. The Wrap Coordinator is responsible for the creation and oversight of the implementation of the Wrap Family Plan. The Wrap Coordinator attends trainings in the Wrap process and encourages fidelity to Wraparound core values in all aspects of the program.

Organizational Structure for Wrap Implementation

The teams and their functions are:

TEAM	MEMBERS	FUNCTION
Mono County Board of Supervisors	Board of Supervisors	Governing body for the County and all districts within the County
Wrap Management Team	Representatives from the major child-serving agencies in Mono County	Oversees and plans for comprehensive services; allocates resources; develops operational guidelines for services; and addresses issues that cannot be resolved by the Core Wrap Team
Core Wrap Team	Wrap Coordinator, representatives from Behavioral Health, Probation, Social Services, and Public Health	Meets every other week to consider referrals and recommend participants for the initial Family Team meetings; regularly evaluates fidelity to Wrap standards; evaluates youth and family progress and outcomes.
Wrap Family Team	Child, parents, and family members; Wrap Coordinator; representative from referring agency; service delivery staff including case managers, social workers, clinicians, parent partners, probation officers, school counselors, mentors, and health delivery staff such as public health nurses or primary care providers; and informal members as requested by the family.	This team ensures development and implementation of the individualized Family Plan for each child/family in the system. The team provides and/or coordinates any necessary formal services. Families are full partners with access, voice, and ownership at all levels of planning and implementation of their Family Plans. This is the primary decision making body for each case.

C. Community Team

There are two community-level teams providing multi-faceted input and support for Mono County's Wraparound process. The first of these teams, the Mono County Behavioral Health Advisory Board, is a group of concerned and active citizenry who meet monthly to provide oversight and guidance for Behavioral Health in general. The group is comprised of the Behavioral Health Director, Behavioral Health consumers and family members of consumers, members of the county Board of Supervisors, the local police chief, and several business people spanning a variety of occupations. Because the lead agency for Wrap is Mono County Behavioral Health, and because the Behavioral Health Advisory Board has duties that are in statute regarding services and programs, this group receives information about the Wrap program on an ongoing basis. Advisory Board members have ample opportunity for input regarding the overall vision and design of the program as well as the continuum of services available to children and their families via the Wrap process. Advisory board members carry

information about Wrap out into the community and utilize their contacts and connections to assist with the development of community supports and resources for youth and families within the program.

The second community team providing input and support for the Wrap Program is the Mono County Multi-Agency Leadership Council (MAC), a community group comprised of representatives from town and county government agencies, local school districts, Mammoth Mountain Ski Area, local businesses, churches, community leaders, and other interested parties. Chaired by school district personnel, MAC has bimonthly meetings to discuss and address a wide variety of community issues and concerns, including issues related to services and out-of-home placements for youth. As part of their duties as directors of County agencies, Wrap Management Team members are regular participants in MAC. In an effort to expand the involvement and commitment of community stakeholders, the Wrap Management Team plans to make a presentation at the next MAC meeting regarding the recent revisions to the Wrap Program. Following the initial presentation, Management Team members will give regular reports at MAC meetings of Wrap activities and outcomes. MAC members will have an opportunity to make recommendations for program improvements. It is anticipated that this group will have ideas, ways and means to greatly expand access to community supports.

II. Target Population, Eligibility, and Referral

A. Service Allocation Slots

The Management Team expects to be able to serve two youth and their families at any one time in the Wrap Program.

B. Criteria and Process for Selection and Referral

All Mono County children who have been adjudicated as either a dependent or ward of the Juvenile Court pursuant to Welfare and Institutions Code Sections 300, 601, or 602, *and* who have been placed, or are at risk of placement, in a group home in Rate Classification Level (RCL) 10 or above, *and* who meet program criteria, may be considered for the Mono County Wrap Program.

Referral to the Wrap Program of children who are currently in, or at risk of being placed in, a level 10 or above group home is made by staff from Mono County Social Services, Mono County Probation, or Mono County Behavioral Health. A representative from the referring agency meets with the family under consideration for referral to explain the Wrap Program and discuss the possibility of admission. If the family expresses interest and willingness to engage in the program, the referring agency prepares a Wrap Referral Packet and presents it to the Management Team for consideration. Upon notification of a pending application, the Management Team will convene within 5 working days to review the application and make decisions regarding acceptance into the Wrap Program.

Families who meet the following criteria receive priority consideration for acceptance into the program:

- Family is highly motivated to keep their child in the home and agrees to help develop community and informal resources to meet their needs;
- Child/youth does not pose an unacceptable level of risk for violence;
- Child/youth does not have mental health issues too complex or severe to be managed successfully within the community;
- Child/youth is willing to be a part of his/her family;
- Given adequate services and supports, family is presumed able to provide a safe home for the child/youth;
- There is a realistic permanency plan in place; and
- There is reasonable expectation that the child can experience success and be maintained in the home with enhanced local supports.

Upon acceptance of a referral by the Management Team, parents and relevant family members will meet with the Wrap Coordinator to learn more about the Wrap Program process, values, and procedures. In concert with the Wrap principle of complete family involvement, the family is encouraged to participate as a full and active partner in the Wrap process. Parents are given the opportunity to make an informed decision regarding participation in the Wrap Program.

Families who decide to accept the invitation to enter the Wrap Program will then sign all needed consents and authorizations to release and exchange information. The Wrap Coordinator begins the identification of child and family strengths in this first contact. In an effort to engage the family in active participation in decision-making, the Wrap Coordinator engages the family in making plans for the first Family Team meeting which will be scheduled at a time and location convenient for the family. Family members are urged to identify whatever natural supports they have and to consider inviting them to the first Family Team meeting.

III. Wrap Methods and Best Practices

A. Vision/Mission

The *Vision* of the Mono County Wraparound Program is to see that all children in Mono County reach adult age having experienced a safe, healthy and nurturing environment at home, at school and in the community, and, as a result, successfully achieving their potential.

The *Mission* of the Mono County Wraparound Program is to promote independence and self-sufficiency in eligible children and families by strengthening parental resilience, to develop positive social connections for parents and children, to increase caregiver knowledge of parenting skills and child development, to facilitate access to support in time of need, and to nurture social and emotional competence in children.

B. Best Practice Standards

Family voice and choice.	Families function as full partners with access, voice, and ownership at all levels of planning and implementation. Families will be involved in all stages of planning for their children. The Family Team will be
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	<p>the primary decision- making vehicle in determining strengths and needs and in developing support plans. Team meetings will be conducted in such a way as to clearly communicate the respect given to families and their input. Results from regularly gathered feedback regarding satisfaction of youth and families will be utilized to make program improvements.</p>
Team Based	<p>Unique Family Teams will include family members, supportive community members, and service providers. Each family takes the lead in identifying individuals who play a meaningful role in the family’s life to serve as members of the team. The eventual goal is for the majority of the team to be comprised of the family’s personal support network. Lacking this, one of the tasks for the team will be the development of such a support network within the community for each family.</p>
Natural Supports	<p>Beginning with the first meeting with the Wrap Coordinator, youth and families are encouraged and helped to identify extended family members, community members, and tribal members who already provide, or might be able to provide, support. Participation of natural supports in Family Team meetings will be encouraged. Reliance upon natural supports will be given first priority when formulating strategies to meet needs.</p>
Collaboration	<p>A single Family Plan will be developed during the first few Family Team meetings. Goals identified within the plan will reflect the mandates and perspectives of all participants of the Family Team. Services provided will be tailored to promote progress on these goals. Family Team members will share responsibility for implementing strategies and monitoring progress.</p>
Community-based	<p>Meetings and services are provided in the family’s environment – home, church, school, and community—whenever possible. Informal community and family resources are given preference when designing strategies to achieve goals.</p>
Culturally competent	<p>All services are tailored to specific family culture, values, norms, strengths and preferences. Mono County has available community members for bilingual/bicultural interventions. Mono County has Hispanic and Native American representation. Also, an interpreter is on staff and available. All forms are produced in Spanish as well as English. Family advocacy includes diversity training for all staff. The unique culture of each family is honored and supported. Ongoing feedback from each family is given priority consideration during all stages of the planning and implementation of Family Plans. Family Plans are to be culturally sensitive and supportive.</p>
Persistence	<p>Wrap participants recognize that progress toward goals is uneven and inconsistent. Every effort is made to turn problems into opportunities for skill-building and learning. Wrap staff provide on-call 24-hour in-person response to crisis situations as needed. Response intensity will be increased or decreased according to input</p>

	from the Family Team. The goal is to assist family members as they develop their own support network. Youth will not be terminated from the Wrap Program for uneven or slow progress. Only in the most dire circumstances will youth be terminated from the Wrap Program. Every effort will be made to provide whatever supports might be needed to create and maintain a stable home for each child in the Wrap program.
Strength-based	Agency providers will begin work with families from a strength-based perspective, helping families to define their strengths, abilities, survival skills, and potential, beginning with the first conversation. Child and family strengths will be identified in the initial meeting with the Wrap Coordinator, elaborated in the first Family Team meeting, and built upon during the process of working with each family unit. Strategies identified in each Family Plan will build upon youth, family, community, and provider strengths and abilities. In strength-based programs, families are empowered to identify their own needs and to develop plans and strategies to address those needs. Families will be encouraged to identify their needs and their ideas regarding ways to help them achieve their goals.
Outcome-Based	Each goal in the individualized Family Plan will include objective, measurable, and observable ways to evaluate success. Progress on these measures will be monitored during Family Team meetings. Steps toward success will be acknowledged and celebrated during these meetings. Obstacles to progress will also be identified and strategies devised to overcome obstacles. The Family Plan will be modified as needed.
Individualized	An individualized Family Plan will be developed by each Family Team, looking at areas such as school, support and financial needs, crisis situations, mental health needs, and Court orders. Needs focus on family, child, community safety, and family voice. Family strengths are kept in mind in all discussions regarding plans for meeting needs. Plans will identify individualized strategies needed to accomplish goals specific to the family.

IV. Staff Resources and Development

A. Wrap Staff Support

The staff resources for the Mono County Wrap program will be drawn from the Mono County Departments of Behavioral Health, Probation, Social Services, and Public Health. Staff are housed within their respective departments located on the same floor of the Sierra Center Mall in Mammoth Lakes.

Mono County Behavioral Health provides the Wrap Coordinator, the Behavioral Health Director, the clinicians, parent partners, and the care managers.

The Mono County Department of Social Services has agreed to provide one Social Worker III position to participate on the Core Wrap Team, make referrals to the Wrap Program, participate on Family Teams as assigned, provide case management of cases involved with Child Welfare Services, and serve as liaison with Social Services. The Social Services Director participates on the Management Team.

The Mono County Probation Department provides one Deputy Probation Officer to provide direct oversight of children involved in Wrap. This Deputy Probation Officer makes referrals to the Wrap Program, participates on the Core Wrap Team and Family Teams as assigned. Mono County Probation also provides the Chief Probation Officer to sit on the Management Team.

The Mono County Health Department Director participates on the Management Team. The Health Department provides a Public Health Nurse to participate on the Core Wrap Team and Family Teams as assigned. The Health Department will provide health-related items to Wrap families upon request.

Wrap staff duties are as follows:

Behavioral Health Director

- Final decision-making for difficult clinical issues
- Administrative oversight for Wrap
- Participates in Wrap Management Team
- Ensures that Wrap values, principles, and philosophy are utilized in all aspects of Wrap programming
- Develops contracts, purchases services, and monitors expenditures

Wrap Coordinator

- Participates in Management Team
- Presents new referrals to Management Team
- Leads Core Wrap Team
- Helps determine agency composition on family teams
- Oversees and supervises program and staff to ensure adherence to Wrap ideals
- Organizes training for staff in Wrap best practices and family conferencing
- Serves as the County's Wrap trainer
- Informs and educates families about the program
- Coordinates Family Team members and sets up meetings
- Facilitates Family Team meetings
- Takes notes at Family Team meetings and makes notes available to team members, including those who were not present

- Actively participates in Family Team meetings to ensure cross-organizational and community supports are available to each Family Team
- Responsible for reviewing each Family Plan to ensure it uses a strength-based approach to adequately address the needs of the child and his or her family as well as community safety
- Acts as liaison between the Family Team, the Core Wrap Team, and the Management Team.
- Recruits parent involvement in program policy, development, and implementation
- Develops multiple family support activities
- Develops family and community resources
- Makes decisions regarding spending of flexible funds under \$500
- Consults with Behavioral Health Director regarding flexible fund expenditures in excess of \$500

Behavioral Health Clinician

- Participates on Core Wrap Team
- Prepares and presents referrals to Management Team
- Participates on Family Teams as assigned
- Works with family on identification of strengths and needs
- Helps family elicit elements of the family plan
- Suggests family plan updates as they are needed
- Provides individual and/or family therapy if requested by the Family Team
- Provides clinical guidance and support to the Family Team
- Clinical work is needs-driven using Wrap best practices
- Maintains accurate mental health charting that meets Medi-Cal standards
- Links families to Mono County's 24-hour crisis response system
- Coordinates with schools and other community agencies regarding family needs

Behavioral Health Care Manager

- Participates on Core Wrap Team
- Participates on Family Team as assigned
- Actively participates in Family Team meetings
- Works with the Family Team to identify strengths and concerns
- Assists with community resource identification and access
- Supplies mentoring and coaching
- Provides in-home support
- Can arrange for respite care through Mono County Department of Social Services

- Participates in provision of after-hour support for crises and family emergencies

Social Services CWS Social Worker

- Participates on Core Wrap Team
- Prepares and presents referrals to Management Team
- Participates on Family Teams as assigned
- Works with family on identification of strengths and needs
- Helps family elicit elements of the family plan
- Suggests family plan updates as they are needed
- Assists Family Team to prepare family plan that adequately addresses safety issues
- Assists with accessing community resources
- Assists in tracking data
- Can arrange for respite care through Mono County Department of Social Services
- Participates in provision of after-hour support for crises and family emergencies

Probation Officer

- Participates on Core Wrap Team
- Prepares and presents referrals to Management Team
- Participates on Family Teams as assigned
- Works with family on identification of strengths and needs
- Helps family elicit elements of the family plan
- Suggests family plan updates as they are needed
- Assists Family Team to prepare family plan that adequately addresses probation issues
- Provides case management for Probation children
- Tracks children in placement and works with family and Core Wrap Team on plans to ensure each child's successful return to his or her home community
- Participates in provision of after-hour support for crises and family emergencies

Public Health Nurse

- Participates on Core Wrap Team
- Participates on Family Teams as assigned
- Works with family on identification of strengths and needs
- Helps family elicit elements of the family plan
- Suggests family plan updates as they are needed
- Assists Family Team to prepare family plan that adequately addresses health issues

Parent Partner

- Participates on Core Wrap Team
- Participates on Family Teams as assigned
- Works closely with parents to provide support and guidance
- Models and advises parents on best ways to advocate for their child and assume an active role in team decision-making
- Works with family on identification of strengths and needs
- Helps family elicit elements of the family plan

B. Training

The Management Team is committed to provision of regular trainings to enhance the quality of intervention provided to children and families through the Wrap Program.

At the inception of the Wrap Program in Mono County, an overview of the Wrap program was presented to Mono County Departments of Probation, Mental Health, and Social Services as well as the Mono County Office of Education and both Unified School Districts within Mono County. The above multi-agency group also took part in a conference call with Karen Neilsen, CDSS Analyst, to discuss the Wrap concept. Due to the fact that the initial training occurred many years ago and many of those who received training are no longer with Mono County, the Wrap Coordinator is currently working with Caroline Caton of CDSS to arrange additional training to enhance skills for Wrap staff and families. The current Wrap Coordinator has been involved in on-going dialogue with CDSS regarding revisions and improvements to the existing Mono County Wrap Program. The Wrap Coordinator and a member of the Core Wrap Team from Social Services attended the Wrap Institute training in June 2012.

In addition to regular training for staff, training will also be provided by Wrap staff for children and families involved in the Wrap Program. Families will receive training on utilizing the Wrap Program to maximum benefit, becoming informed decision-makers, using community supports and resources to meet their needs, and advocating for their children. Training will also be offered to families as needed on topics including, but not limited to, behavior management, positive discipline, and parenting skills for parents with a child on probation. Ongoing behavior management training in the context of home, community, and school is available for Core Wrap Team members and members of Family Teams. Teams receive timely consultation to promote acquisition of skills needed to ensure that assistances are truly needs-driven at the family level.

Representatives of the Mono County Wrap Program intend to participate regularly in regional Wrap Hub meetings. We expect these meetings to assist us to maintain our focus on Wrap principles and to improve practices by networking with others providing Wrap.

It has been a number of years since the community as a whole has received information regarding the Wrap Program. With the current revisions to the Mono County Wrap Program, it is time to provide information regarding the program and referral process to the schools, parents, and community members. Upon completion of the revised Wrap Plan, the local radio station and local newspapers serving Mono County will be

contacted and given current information. The Wrap Coordinator will offer to present information regarding the Wrap Program on the *Exhausted Parent Network*, a weekly radio show providing information and support for parents. The newspapers will be encouraged to publish stories about the program and Wrap staff will provide information for the stories. When school resumes in the fall, the Wrap Coordinator will attend a meeting of each local school board to provide updated information regarding the Wrap Program.

V. Fiscal Capacity

Mono County Department of Social Services and Mono County Behavioral Health will be responsible for Wrap placement payments and will also administer the realignment funds earmarked for SB 163 coming into Mono County. Fiscal staff from Mono County Department of Social Services and Mono County Behavioral Health will also administer the Wrap reserve fund. Behavioral Health will retain the ability to disperse flexible funds as identified and requested by Family Teams. Any savings realized from the Wrap Program will be pooled and reinvested to further expand or enhance the program and resources for children and families. Mono County will utilize available technical assistance from the State to increase knowledge at the County level in order to maximize all available funding streams.

Mono County's Wrap budget plan is designed to be budget neutral. It is also designed to be flexible while maintaining fiscal integrity in meeting Wrap programmatic needs. Mono County Behavioral Health is Medi-Cal certified and can draw down funds.

Mono County expects to be able to manage two open and active Wrap cases at any one time.

VI. Quality Management

A. Process Evaluation

Data will be collected in a systematic way on a regular basis to assess program fidelity to process elements identified as key to the success of the Wrap Program in Mono County. The following key process elements have been identified:

- Family members, including youth, are given a central role in guiding the Wrap process and team decisions, as evidenced by:
 - Families are oriented to Wrap prior to first family team meeting;
 - Family given opportunity to have input regarding make-up of Family Team, location and timing of family team meetings;
 - Family perspectives given priority in planning and implementation;
 - Family and youth have significant input into all team decisions; and
 - No decisions are made without input from family.
- A strength-based focus is maintained throughout all phases of Wrap program, as evidenced by:
 - Identification of strengths in first orientation meeting with Wrap Coordinator;

- Strengths identified in Family Plan;
- Strengths utilized whenever possible as basis for strategies to meet needs identified in Family Plan;
- Family team meeting discussions acknowledge and emphasize strengths as opposed to focusing on deficits; and
- Family expertise regarding their child is given recognition and respect.
- Informal community resources and natural supports are utilized extensively to address needs and achieve goals, as evidenced by:
 - Implementation of techniques to identify and encourage inclusion of natural supports beginning with first orientation meetings with Wrap Coordinator;
 - Inclusion of such supports and resources within Family Plans;
 - Discussions in Family Team meetings of ways to develop and include natural and informal community resources; and
 - Reflection in Family Team meeting notes and Family Plans that reliance on such supports is generally increasing over time.
- All participants in Wrap Program remain committed to being flexible, creative, and persistent in order to do what is necessary to help youth and families achieve goals, as evidenced by:
 - Family Plans that reflect flexibility and creativity;
 - Retention of youth and families in the Wrap Program until goals have been achieved except in extreme cases; and
 - Decisions to terminate Wrap cases are made only after careful review by the Management Team finds that, even with extensive support as might be provided through the Wrap Program, the youth's continued placement in the home will seriously jeopardize youth, family, and/or community safety.
- All team members work cooperatively and collaboratively to reach goals identified on the Family Plan, as evidenced by:
 - Adherence to conflict resolution procedures within Core Wrap Team;
 - Behavioral Health Individual treatment plans, CWS service plans, and Probation orders reflect coordinated effort to achieve goals identified on Family Plans; and
 - Feedback from and evaluation by Core Wrap Team and/or Management Team.

Adherence to Wrap standards and key process elements will be evaluated using the following tools:

- Feedback from youth and family regarding satisfaction with Wrap Program and process within first month of entry into Wrap and once each quarter thereafter;
- Evaluation form completed monthly by Family Team members regarding fidelity to Wrap values and process during Family team meetings;

- Regular discussion and informal evaluation of family satisfaction and adherence to Wrap standards by Family Team members at Family Team meetings;
- Regular discussion and informal evaluation of adherence to Wrap standards by Core Wrap Team; and
- Review of Family Plans by Core Wrap Team.

B. Outcome Evaluation

The general aim of the Mono County Wrap Program is to enable children and youth to be “at home, in school, and out of trouble.” In order to achieve this aim without creating excessive dependence in youth and families, the Wrap Program strives to increase youth and family strengths, assets, ability to advocate for their children and themselves, and capacity to utilize informal and natural supports to meet their needs.

Evaluation of outcomes will allow the Mono County Wrap Program to determine whether the general aim is being achieved, what aspects of the program are working well, and where improvements are needed.

Domains of Evaluation	Evaluation Strategies
Cost Effectiveness	Costs for each Wrap case will be tallied and compared with the costs that would be accrued if the youth was in placement.
Family Functioning	<p>The following data will be gathered on a monthly basis:</p> <ul style="list-style-type: none"> • Attendance at Family Team meetings • Participation in agreed-upon services • Reports to CWS • Legal problems (arrests, incarceration, probation violations, etc.) • Maintenance of suitable housing • Parental employment
Prevention of Placements in More Restrictive Environments	<p>The following data will be gathered:</p> <ul style="list-style-type: none"> • Number of youth referred to Wrap • Number of youth who enter Wrap • Number of referrals who decline or fail to enter Wrap • Number of youth who participate in Wrap, achieve their goals, graduate from Wrap, and remain in their homes • Number of youth who are unable to succeed in Wrap and must eventually be placed into a group home • Number of youth who use Wrap to successfully return to their homes following a group home placement • Number of youth who are placed into group homes following successful graduation from Wrap • Number of youth placed in group homes without referral to the Wrap Program
Improvement of Emotional & Behavioral Adjustment	The <i>Child and Adolescent Functional Assessment Scale</i> (CAFAS) will be administered to each youth upon entrance into the Wrap Program, again each quarter, and at the close of the program.

	Adherence to terms of probation (if applicable) will be discussed and evaluated in Family Team meetings. Youth and family will be contacted six months after graduation from Wrap to assess whether progress has been maintained on goals.
School Attendance	Weekly reports regarding attendance will be gathered from schools, reported and discussed at Family Team meetings.
Academic Performance	Grade checks will be gathered from schools, reported and discussed at Family Team meetings. Report cards will be reviewed.
Parent/Caregiver Satisfaction	The <i>Stress Index for Parents of Adolescents</i> , a screening and diagnostic instrument that identifies areas of stress in parent-adolescent interactions, allowing examination of the relationship of parenting stress to adolescent characteristics, parent characteristics, the quality of the adolescent-parent interactions, and stressful life circumstances, will be administered to parents at entrance into the Wrap Program, again each quarter, and at graduation.
Improvement of Family Involvement	The <i>Family Empowerment Scale</i> , an instrument designed to assess the empowerment experienced and expressed by a parent or caregiver of a child with emotional, behavioral, and/or developmental challenges, will be administered at entrance into the Wrap Program and again each quarter.

Evaluation of progress and outcomes for each child and family is an integral part of the Wrap program and occurs regularly, frequently, and at several levels within the program.

At each Family Team meeting

Progress will systematically be evaluated during each Family Team meeting using the Family Plan as well as more general indicators of functioning. Each Family Plan will focus on goals identified by the child and family and will incorporate any system mandates that apply to the individual child and family. The plan will be written in such a way as to allow objective and measurable assessment of progress toward goals. In addition to progress toward goals, functioning of the youth and family will be assessed by monitoring factors such as school attendance, grades, maintenance of suitable housing and employment, child abuse reports, legal problems (arrests, incarceration, probation violations), crises, attendance at Family Team meetings, and participation in agreed-upon services.

Monthly

The Core Wrap Team will evaluate and review progress of each case at least once a month. When needed, this team will recommend strategies to improve the functioning of the Family Team.

Quarterly

On a quarterly basis several scales will be administered to assess youth functioning, parental stress, and the parental sense of empowerment. Also on a quarterly basis the

Wrap Coordinator in concert with the Family Team will prepare a Wrap progress report. Such a quarterly progress report will be prepared prior to Court review hearings. A representative from the referring agency will always participate in the development of progress reports even in cases where the family has elected not to include the representative in Family Team meetings.

Managing Disagreements

Every effort will be made to reach consensus among team members during both planning and evaluation processes. On occasion during the preparation of a Wrap progress report prior to a Court hearing, Family Team members may not be able to resolve disagreements about the plan of care, service delivery issues, child and family participation in services, quality of participation in Wrap, achievement of treatment goals, or more general indicators of functioning. In this event, a pre-court meeting will be set including all legal parties, the Family Team members, and one or more Management Team members, to address differences and attempt to reach consensus. If the disagreement remains despite best efforts to find common ground, the Wrap Coordinator will prepare an addendum to the progress report that clearly documents any disagreements. The addendum will explain the issue and provide as much detail as possible regarding the disagreement, including identification of the individuals who hold opinions different than the larger group. The Wrap Coordinator will be available to present the progress report and addendum at the Court hearing if requested to do so.

Section 2

I. Project Planning

A. Description of Planning Process

Mono County utilized representatives from the community, including parents, as well as individuals from the Departments of Mental Health, Social Services, Probation, and County Office of Education to initially design the Wrap plan. This group met numerous times and most group members received training sponsored by the State in either Children's System of Care concepts and/or Wrap. There was some limited review of other county Wrap programs. Mono County engaged the community and stakeholders by involving them in orientation sessions to solicit input. Community input regarding Children's System of Care and Wrap was also actively solicited by the Policy Council.

Current revisions to the Mono County Wrap Plan reflect the efforts of the Management Team. Revisions are based largely on lessons learned from the operation of the Wrap Program in Mono County in previous years. Consultation provided by Caroline Caton of CDSS has been invaluable in assisting the Management Team to revision the Wrap Program. The Wrap Program staff in Mariposa County generously shared expertise and experience to help Mono County revive and revise the Wrap Program to be more consistent with the Wrap principles and more effective in supporting children and families within our small rural county. Feedback from previous participants in the Wrap Program has been informally solicited to enhance the revisioning process.

B. Stakeholder Participation in Planning

As part of the initial planning process, key stakeholders were selected from a variety of county and community organizations. The county agencies that provide services to youth and their families were included in the Wrap Design team. These agencies have been adequately listed in earlier sections of this document. Children's System of Care staff and parent advocates were also included. The Policy Council had an active role in planning and was involved in all key decisions. Most Policy Council members attended a statewide Wrap conference held in 2001.

Revisions to the Wrap Plan have been formulated with guidance from the Wrap Management Team, described above.

C. Continuing Stakeholder Involvement and Commitment

The involvement and commitment of stakeholders is expected to increase as a result of the expansion of efforts to educate the community about Wrap and the recent changes to Mono County's Wrap Plan. Creating a Wrap presence at the MAC (Management Advisory Committee) meetings will provide ongoing opportunities for stakeholders to have input and be involved in Wrap in Mono County.

Efforts will be made to encourage families who have participated in Wrap to remain involved in building the program even after their child graduates.

II. Change Process

A. County

The Wrap program will facilitate changes associated with Wrap by providing continuous and on-going education to staff and the community regarding family-centered, strength-based practices. Emphasis will be placed on these concepts:

- Family-defined foci of Wrap
- Families defining their own needs
- Family-driven planning
- Individualized family plans
- Flexible use of resources
- Emphasis on strengths rather than deficits

The above has been a paradigm shift in that Wrap focuses on the family's definition of what is in the best interest of each child and family unit. Family representatives are included on all decision-making bodies.

In an effort to support the shift toward family-centered and strength-based practices, Mono County Departments of Social Services and Behavioral Health have initiated a policy of weekly meetings attended by staff from both agencies. Staff review and discuss all shared cases. Staff compare CWS case plans and Behavioral Health treatment plans in an attempt to improve collaboration between agencies. These meetings allow regular opportunities for staff from both agencies to be mindful of and practice the shifts associated with family-centered and strength-based practice.

B. Community Team

The function of the previous Policy Committee was to ensure that the program was family-based and had family representation. The Policy Committee has been replaced by the Wrap Management Team. This team seeks to assess and develop community support and resources and identify training needs. The Management Team members provide input to Mono County's strategic county plan and address the overall vision for Wrap.

Section 3. Wrap Agency

I. Wrap Agency Requirements

B. Operations

Mono County Departments of Behavioral Health, Probation, and Social Services have staff on-call 24 hours per day to respond to after-hours crises and family emergencies.

Mono County Behavioral Health has been providing family-centered, strength-based, needs-driven support to children and their families through the Wrap Program since the initial Wrap Plan was submitted and approved in 2002. Clinicians and staff regularly work closely with Probation and Social Services when they share clients. Clinicians make every effort to tailor behavioral health treatment plans to support the goals and needs identified in service plans of these other agencies.

The current Wrap Coordinator and another clinician from Mono County Behavioral Health attend weekly meetings with Child Welfare Services staff to coordinate services provided to shared client youth and families. Staff from both agencies are anticipating additional needs for collaboration and coordination of services in response to the Katie A settlement.

Efforts to maintain and expand a network of community resources are ongoing. The rural nature of Mono County with its widely separated small communities necessitates flexibility in the provision of all services in the field and satellite offices. Staff regularly travel to outlying areas to meet with families in homes or other suitable locations. Such flexibility is not limited to youth and families in the Wrap Program but is available for all clients.

Behavioral Health has recently expanded hours of operation in order to be even more flexible in service delivery. Staff are now available until 6:00 PM Monday through Friday.

The process for approval of use of flexible funds has been modified to allow easier and faster access. The Wrap Coordinator now has the authority to approve expenditure of flexible funds (<\$500) after discussion and approval of such expenditure by the Family Team. Larger expenditures are reviewed and approved by a member of the Management Team. Most flexible funds will be accessed using County credit cards.

When a check must be written, the county fiscal office has agreed to expedite the process in order to make it available within 24 to 48 hours.

C. Staff Resources and Training

The Wrap Coordinator along with members of the Core Wrap Team will:

- Coordinate training in family support, parent advocacy, mentoring, and coaching of parents/caregivers;
- Take an active part in Wrap training provided by State CDSS;
- Attend trainings relevant to the Wrap process; and
- Provide trainings on Wrap values and principles, behavior management, and other topics as needed to staff and families.

The Core Wrap Team and community stakeholders will continue to take advantage of trainings that emphasize the core values and principles of Wrap and the implications of these values for practice, programs and systems. Staff will be mentored and coached on an ongoing basis both locally and at out-of-county trainings. Attendance at State-sponsored Wrap trainings will be supported by the Management Team.

The Wrap Coordinator is supplied by Mono County Behavioral Health. Although this person has duties and responsibilities outside the Wrap Program, adequate time has been allocated in her schedule to allow her to implement the Wrap Program. All clinicians and care managers within the Behavioral Health Department will participate to some degree in Wrap, depending upon the needs of Wrap families. Recruitment is under way for parent partners. Several potential parent partners have been identified and will attend the upcoming four-day Wrap training to be scheduled in Mono County.

Summary

Mono County has renewed its commitment to providing a Wrap Program that is family-centered, strength-based, and needs-driven. Mono County is committed to working collaboratively with all community partners. It is anticipated that the next year will be a time of growth and refinement as Mono County's Wrap effort continues to refine practices and develop increasing understanding of and fidelity to Wrap values and standards.

Signatures

Each party, signed below, agrees to this plan. It is mutually agreed that this plan may be modified or amended upon the written consent of the parties hereto.

Kathryn Peterson, Director, Mono County Department of Social Services Date

Robin Roberts, Director, Mono County Behavioral Health Date

Dr. Karin Humiston, Chief Probation Officer, Mono County Probation Date

Lynda Salcido, Director, Mono County Health Department Date