

*State of California*

# County of Marin



## County System Improvement Plan

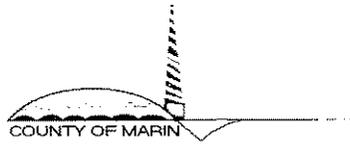
2010



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California Child Welfare Outcomes and Accountability System



**2010**  
**County Three-Year System Improvement Plan**

**EXECUTIVE SUMMARY**

The System Improvement Plan (SIP) is one of three activities mandated by the California-Children and Family Services Review (C-CFSR, 2004) that helps counties assess the effectiveness of child welfare practices across child safety, permanency and stability as well as family connections and youth and child well-being. The C-CFSR, operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement and public reporting of program outcomes. The C-CFSR includes several processes which together provide a comprehensive picture of county child welfare practices. The principle components of the system include: Quarterly Outcome and Accountability Data Reports published by the California Department of Social Services (CDSS); County Peer Quality Case Reviews; County Self-Assessments; County Three-Year System Improvement Plans and annual Updates; and State Technical Assistance and Monitoring.

Marin County Department of Health and Human Services, Children and Family Services (CFS) and Probation's Juvenile Division partnered to each complete all three mandated improvement segments over the last year: the PQCR, the County Self Assessment and The County System Improvement Plan (SIP). The SIP is the improvement plan for change based on the review of one outcome area of practice in the PQCR and all county child welfare outcome data in the County Self Assessment Process.

**Findings**

Marin enjoys one of the highest standards of living in the State however the most significant trends for child welfare are a rapidly growing Hispanic population, one of the highest housing costs in the nation, and the fact that poverty disproportionately affects minority households in Marin County.

Marin is a small county and collaboration among service providers allows many opportunities for both government agencies and community partners to develop and implement innovative programs. The SIP process resulted in innovative ideas and commitments from local agencies and stakeholders to further improve the safety and lives of children and families in Marin County. For the next three years Marin County child welfare services and juvenile probation will focus on the following improvement efforts:

**Key Initiatives**

**Safety and Prevention** – Support early detection of risk and underlying factors associated with child abuse, neglect and delinquency and respond with effective, high quality services that decreases risk and improves the lives vulnerable children and families.

- Strengthen communication and positive program service delivery throughout the continuum of child welfare services in Marin County between child welfare, probation and community providers and stakeholders.
- Further strengthen the consistent use of the risk and safety and needs tools throughout the child welfare continuum of services.
- Implement with Seneca Center the Sustaining Families Wraparound Program. Working with CWS, Probation and Community Mental Health build the program to provide services for up to 24 families.

**Permanency and Well Being** – Marin County continues to build its capacity to offer children stable, permanent homes where they can grow and develop, preferably with family, but if that is not possible then with a nurturing, mature family able to meet an individual child’s needs. The SIP focuses on two areas of improvement in this area. Improving permanency options with family and improving permanency options for children and families with high needs. Probation will focus on continuing to improve family reunification practices and services for children and families involved with the probation system.

- Further strengthen the consistent use of the risk and safety and needs tools through on-going services.
- Review concurrent planning practices throughout the child welfare continuum to support on-going achievement of permanency for children.
- Deploy resources towards developing and implementing a secondary legal permanency plan for each child in both CWS and Juvenile Probation as they enter the child welfare system.
- Explore the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two.
- Provide more knowledge and resources for staff to be able to work with families and foster families on offering increased legal permanency for children.
- Further develop foster homes as “resource families” for all ages of children and develop homes for sibling sets.
- Explore the feasibility of developing a kinship support program for child welfare and probation. Partner with CWS and Juvenile Probation to conduct a survey of relative and NREFM caregivers to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.
- CWS and Probation will develop a place where children can go for a short time while a kinship placement is being approved. Offer services to children, families and kin caregivers to support positive family constellations, stable placements and nurturing relationships.

## **Marin County CWS/Probation SIP**

### **Family Reunification – Juvenile Probation**

- Develop a formalized group process for transitioning children from placement within 90 days of planned discharge.
- Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.
- Develop methods for engaging parents in the case plan, in particular engaging Spanish Speaking parents.
- Develop practices for connecting and recording possible relative and NREFM placements for Probation youth.
- Develop stronger relationships with the Independent Living Program.

### **Key Prevention Initiatives**

In addition to the above improvements Marin County continues to offer high quality prevention and intervention services through its strong partnering and relationships with community providers. They are a key component to be able to prevent child abuse from occurring and/or reoccurring in the County. Key programs include:

#### **Novato Human Needs**

Amigos de la Familia is a bilingual in-home intensive program run by Novato Human Needs to reduce child abuse and strengthen families that serve at risk and vulnerable children and their families.

#### **Canal Alliance**

Canal Alliance is a bilingual case management program addressing child abuse/neglect prevention and intervention. It has been shown to strengthen existing family structure, collaborate with the Marin County Differential Response Program, and prevent child abuse. Special attention is paid to serving children and families in their own home and communities.

#### **Youth Pilot Program**

Marin continued to utilize its PSSF Allocation to supplement funding for the Youth Pilot Program (YPP),.

#### **Marin Advocates for Children**

Child Abuse Prevention

#### **Center for Restorative Practice-(Youth Pilot Program)**

The Center for Restorative Practice serves children who are in placement or at imminent risk of out-of-home placement and their families. These selected youth may be at risk of placement in the Mental Health System, Juvenile Probation and/or Social Services. It utilizes a family team meeting model to support families in keeping children from entering out of home placement or to facilitate their foster home environment in facilitating stability and to prevent higher levels of placement.

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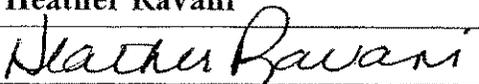
## California's Child and Family Services Review System Improvement Plan

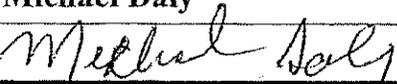
County:	Marin
Responsible County Child Welfare Agency:	Department of Health and Human Services Division of Social Services
Period of Plan:	April 2010 – April 2013
Period of Outcomes Data:	Quarter ending: February 2009
Date Submitted:	

### County System Improvement Plan Contact Person

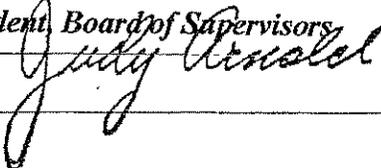
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### Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director
Name:	Heather Ravani
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Michael Daly
Signature:	

### Board of Supervisors (BOS) Approval

BOS Approval Date:	<i>Judy Arnold</i>	6/8/10
Name:	President, Board of Supervisors	
Signature:		

## Marin County CWS/Probation SIP

### I. The SIP Narrative

Community stakeholders, agency personnel and staff who comprised the Self-Assessment Planning Team were invited to continue on in developing the County System Improvement Plan (SIP). Participants included community members from multiple organizations, county staff, law enforcement, legal staff, foster parents, early childhood education, schools, and other agency staff.

#### Meetings:

February 10, 2010; discussed results of PQCR, Self-Assessment and current county federal and state outcomes. Developed agenda for larger community meeting.

March 4, 2010; Discussed all County outcomes with large stakeholder group. Reviewed all outcomes and recommendations from the County PQCR and Self-Assessment process. Decided on outcomes to target and strategies to focus on.

#### Core Team Representatives:

- Child Welfare Services (CWS) administrators, manager and staff
- Probation manager, supervisor and staff
- Child Abuse Prevention Council (CAPC no CTTF)
- County Mental Health
- County Health Department
- Foster parents and children
- Juvenile Court Representative
- Parents/Consumers
- PSSF Collaborative
- Resource Families and other Caretakers
- CAPIT

#### Stakeholders:

- Community Action Partnerships
- County Alcohol and Drug
- Early Childhood Education
- Law Enforcement
- Public Defender

Participant		AGENCY
Cala	Patty	Alternative Family Services (AFS) Independent Living Skills Program (ILSP)
Small	Marcus	Center for Restorative Parents (CfRP)
Gaines	Harriett	Center Point
Pring	Ann	Community Mental Health (CMH)- <b>CORE</b>
Holmstrand	Patty	Home Based Family Advocates
Doherty	Cyndy	Marin Advocates for Children <b>CORE</b>
Chao	Chua	Marin County Children & Family Services (CFS) <b>CORE</b>
Clark	Jolie	Marin County Children & Family Services (CFS) <b>CORE</b>
Marchman	Bree	Marin County Children & Family Services (CFS) <b>CORE</b>
Slotterback	David	Marin County Children & Family Services (CFS) <b>CORE</b>
Ackley	Alva	Marin County Children & Family Services (CFS) Youth Pilot Program (YPP) <b>CORE</b>
Ihlenburg	Carol	Marin Foster Parent Association (MFPA) Foster Parent <b>CORE</b>
Katz	Mimi	Marin Foster Parent Association (MFPA) Parent <b>CORE</b>
Resendiz	Isaura	Novato Human Needs Center (NHNC)
Dangerfield	LaDell	Public Defender

## Marin County CWS/Probation SIP

Participant		AGENCY
Huynh	My	Marin County Children & Family Services (CFS) <b>CORE</b>
Olson	Eric	Marin County Juvenile Probation <b>CORE</b>
Steffy	Leigh	Marin County Alcohol, Drug, & Tobacco <b>CORE</b>
Sinarian	Jeff	Centerpoint Inc.
DeLao	Steve	Marin County Sheriff's Department
Gibson	Nita	Public Health Nurse (Juvenile Probation and CFS) <b>CORE</b>
Kikawa	Katherine	CHDP USF Student Intern Nurse
Robertson	Paula	Marin County Children & Family Services (CFS) <b>CORE</b>
Lenhardt	Julie	Marin County Children & Family Services (CFS) <b>CORE</b>
Chesnut	Megan	St. Vincent's Foster Family Agency
Varela	Jose	Public Defender/Court <b>CORE</b>

Marin County Department of Health and Human Services, Children and Family Services (CFS) and Probation's Juvenile Division partnered in their PQCR process in April 2009 to each review one area of practice for improvement. Children and Family Services focused on the safety outcome of recurrence of maltreatment and Probation focused on reducing recidivism and re-entry into placement through family engagement. Findings helped inform and prioritized the improvement strategies in the County's System Improvement Plan.

In addition to the Child Welfare Outcome System Summary data provided by the California Department of Social Services, the county regularly reviews their SafeMeasures data and for the Self-Assessment included an individual case review of all cases falling outside of meeting the Federal outcomes. Two meetings were held with county agencies and stakeholders. The first was a planning committee meeting held on October 29, 2009 where the CAPC liaison was present and was an active member of the planning team along with Child Protection and Probation. The larger stakeholder meeting was held on November 12, 2009 and included many prevention partners as well as agencies, consumers and stakeholders.

The information, data and recommendations gathered from the PQCR and Self-Assessment were discussed with the planning committee and the larger community stakeholder group to support the development of the County's SIP.

### A. Outcomes Needing Improvement

Marin County is a small County with excellent practice and services. It must be noted that Marin County is very small and has decreased the number of children coming in to out of home care in the past 5 years by half, therefore they have very few children in out of home care. In the most recent (January 2010) Child Welfare Services Outcomes System Summary data, Marin County is meeting the federal standard for all outcome areas except for S.1 No Recurrence Of Maltreatment where the county is currently performing at 90% of the federal standard and C.3 Long Term Care Composite, where the county is performing at 65%. The very small numbers (fewer than 10 children) of children who have been in care three years or longer were reviewed during the County Self-Assessment process. It was determined that all of these children have emotional permanency in that they are in homes where the adults have made a life-long commitment to them and do not have legal permanency due the caregivers needing the support of the County services to maintain these particular children in their home. The determination that these children have achieved emotional permanency is further supported by the County's strong placement stability outcomes. These children Whenever possible the County provides emotional and legal permanency for all child welfare children. This is supported by the County's excellent adoptions outcomes which are at 116% of the federal standard.

## Marin County CWS/Probation SIP

In the County Self-Assessment process the suggested outcomes for Child Welfare improvement included S.1 No Recurrence of Maltreatment, C.3.3 Long Term Care, in care three years or longer and 4B Least Restrictive Placement, Relative.

For Probation the suggested outcome was Family Reunification.

During the SIP it was discussed that the County focus its efforts on the three child welfare outcomes, S.1 No Recurrence of Maltreatment, C3.3. Long Term Care, in care three years or longer and 4B Least Restrictive Placement and Probation focus on Family Reunification.

### 1. S.1 No Recurrence of Maltreatment

This was the focus area for Child Welfare for the County PQCR. The County has already begun implementing many of the strategies suggested at the PQCR. These include:

1) The Court Officer has become more involved with the social workers in Emergency Response working with them on what is needed if there is going to be Court involvement so that they can gather the needed documentation. The County Juvenile Court takes a lot of time with each case and it is estimated that 95% of the cases that go to Court are contested. In addition, in the past there have been times when the Department has sent cases to the Court and they have been refused. This has lead to the County working with a family several times in voluntary family maintenance services where the family might not be really engaged with their case plan and services. The department has changed its standard for filing petitions and has begun filing more court ordered family maintenance cases.

2) Communication is better between the emergency response social workers and supervisors. Supervisors and the Program Manager are looking more closely at what can and cannot be a voluntary service case. Having the same manager administering both the emergency response and on-going child welfare service functions has been helpful. They have been able to evaluate and take in the full continuum of child welfare services. At times, due to the narrow parameters of the Court a social worker will not be able to take a case to Court when the family is unwilling to work with the Department voluntarily. The social worker will open a voluntary case, just to have it close due to non-participation by the family. This is considered a "failed" voluntary. The Court generally wants to see at least one failed voluntary before ordering Court involvement.

3) There has been more of an emphasis on following the standardized risk and safety Structured Decision Making (SDM) tools between the emergency response supervisors and social workers. At this point it is too soon to analyze the effects of these efforts but it has impacted decision making for assessing the need for Court intervention.

4) There could still be better understanding, appreciation and teamwork between emergency response and on-going workers. The County will be conducting training in this area.

In addition to the above improvements Marin already has excellent practice in this area. Reviewing the literature on recurrence of maltreatment during the PQCR and Self-Assessment confirmed Marin County's efforts in supporting families very early on when there are just risk factors that come to the attention of the Department. This includes coordinated response between community services and child welfare and increased resources and services to support families in addressing risk factors so that issues do not evolve into problems of child abuse and/or neglect. Marin County has effectively partnered with CalWORKS with their Linkages

## **Marin County CWS/Probation SIP**

program to provide in-patient drug and alcohol services to families with child welfare referrals. In addition Marin County provides mental health and child care services to families with child welfare referrals. In addition Marin County has used its PSSF funding to support offering voluntary family maintenance services to families. In addition Marin County was an early adopter of the Structured Decision Making risk and safety tool. The county social workers are committed to working with it and using it to support their decision making. County social workers are noted by the community, child welfare parents and foster parents for being client focused, engaging, non-blaming and supportive. Even to single mothers who have drug problems and have been engaged with the child welfare system before. All of these excellent practices have supported the county in improving their outcome in this area and decreasing the number of children who have had to enter out of home care.

### **2. C3.3. Long Term Care, in care three years or longer**

The County is currently performing (January 2010 Child Welfare Summary data) at 62.5% of the federal standard in this measure. As discussed earlier, All cases of children who have been in care three years or longer were reviewed during the County Self-Assessment process. It was determined that all of these children have emotional permanency in that they are in homes where the adults have made a life-long commitment to them. Marin County takes an in-depth individual approach with children and families. In that social workers and supervisors assess effectively for family strengths and abilities and treat families with respect. This translates into an excellent understanding of family and child characteristics which supports good matching with well-known in-county foster parents and relatives. Marin has a stable child welfare social work staff that has manageable caseloads which gives them the time to support children and placements so that permanency can be achieved. Marin goes out of their way to find the best placement for children and to place with kin whenever possible. Many of the children in long-term placement are in stable placements with kin but still utilize the excellent support that Marin provides so therefore do not want their cases dismissed.

### **3. 4B Least Restrictive Placement, Relative**

The County has local foster homes where the majority of children are placed (77% of first time placements and 52% of point in time placements) that support good placement stability (see above placement stability outcome statistics). However placement with Kin is relatively low (11.3% first time placement and 20% point in time placement). Marin County's visitation standard is 4-5 visits a week for infants, 3-4 per week for pre-schoolers, 2-3 for school aged children and at least once a week for teens. If there are relative and non-relative caregivers available for placement who live out of County (which is often the case) the visitation practices preclude them from taking placement. This is one of the reasons why the County has many more children placed in County licensed foster homes than with Kin. Marin also has aggressive practices for timely reunification; this practice supports permanency for children with medium to high probabilities for returning home. However for children who have low probability of returning to their family this practice would be prohibitive of stable permanency with a relative or non-relative extended caregiver. The literature review shows that kin provide the most stable permanency. In addition because social workers may assume that kin are located out of county they may not be as aggressively asking and pursuing kin care placements.

**4. Probation – Family Reunification**

Marin County Probation utilizes a number of programs to assist children and families with building their educational and parental skills to support early intervention. Probation has an active wraparound program for families when they first come to the attention of Probation. These services include mental health, mentoring, family and parent skill building, working with the school to better support a child's education and other individualized services to meet each family's needs. Probation has on-site location and partnerships with mental health and the evidenced based practices of Functional Family Therapy and Multidimensional Family Therapy. Also located on-site, Probation offers families and youth in Juvenile Hall Aggression Replacement Training. In addition Probation has provided training to Probation Officers in the evidenced based practice; Motivational Interviewing which focuses on the child and parent's needs and internal motivations to change.

Half the youth currently in Probation placement are Hispanic and there are no group homes located in Marin County. All children have to be placed out of the county and this makes it difficult for the parents to visit, stay connected and attend treatment. Children can do well in placement and build skill, making positive changes however when they return home the parents have not been able to participate and are therefore not prepared to have the children home. In addition many of the youth are not U.S. citizens. When they return to the community it is hard to access employment and other services that would create healthy transitions to adulthood. Other challenges cited for returning youth successfully back to the community was the need for more positive collaboration with the schools and assistance with children who have gang affiliations.

## Marin County CWS/Probation SIP

### B. Program Improvement Plan (PIP) SIP Support

CWS has chosen the safety measure S1.1 No Recurrence of Maltreatment as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 6:** *Implementation of the Statewide Safety Assessment system: Strengthen and measure implementation of safety, risks, strengths and needs assessment.*

**Supportive SIP Strategy 1.2** *Further enhance implementation and best practice by consistent use of the Structured Decision Making risk and safety tool throughout the child welfare continuum of service. Marin has successfully completed implementation of the SDM tools during its prior 3 year SIP plan. The next time period will be used to enhance understanding and decision making in using the tools throughout the child welfare continuum of services.*

**PIP Strategy 4:** *Expand options and create flexibility for services and supports to meet the needs of children and families.*

**Supportive SIP Strategy 1.3:** *Strengthen the capabilities and capacity of at risk families to adequately parent their children by implementing the Sustaining Families wraparound program.*

CWS has chosen the permanency measure, C3.3 Long Term Care in care three years or longer as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 6:** *Implementation of the Statewide Safety Assessment system: Strengthen and measure implementation of safety, risks, strengths and needs assessment.*

**Supportive SIP Strategy: 1.2** *Expand and continue usage of SDM risk and safety tools in on-going services. CWS has fully implemented the full spectrum of SDM tools including the Strengths and Needs Assessment as well as the reunification tool. Further efforts will focus on supporting consistent use and advanced skill development as well as understanding by supporting the tool use in supervision and additional advanced training as needed.*

**PIP Strategy 5:** *Sustain and expand staff/supervisor training.*

**Supportive SIP Strategy 1.2** *Review and upgrade as needed concurrent planning practices throughout the child welfare continuum to support on-going achievement of permanency for children. Provide training to social workers. Explore the feasibility of assigning an adoptions worker at detention.*

**Supportive SIP Strategy 1.4:** *Provide more knowledge and resources for staff to be able to work with families and foster families on offering increased legal permanency for children. Update information on the difference between foster care, guardianship and adoption to be used as a handout for social workers to be able to effectively explain the different paths to foster parents and families. Train social workers to the permanency options.*

**PIP Strategy 1:** *Expand use of participatory case planning strategies*

## **Marin County CWS/Probation SIP**

**Supportive SIP Strategy 1.3:** *Explore the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two.*

**PIP Strategy 3:** *Enhance and expand caregiver recruitment, retention, training and support efforts.*

**Supportive SIP Strategy 1.5:** *Further develop foster homes as “resource families” for all ages of children and develop homes for sibling sets.*

**Supportive SIP Strategy 1.6:** *Explore the need to offer in-county kin support as many relatives are located out of County.*

CWS has chosen the permanency measure, 4B Least Restrictive Placement, relative care as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 2:** *Sustain and enhance permanency efforts across the life of the case.*

**Supportive SIP Strategy 1.1:** *With Probation explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved. Consider the development of a 23 hour shelter if there are enough children and families to warrant its use.*

**PIP Strategy 3:** *Enhance and expand caregiver recruitment, retention, training and support efforts.*

**Supportive SIP Strategy 1.4:** *Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers*

Probation has chosen the permanency measure, Family Reunification within 12 months (entry cohort) as a focus measure for the SIP. Relevant to this measure, the list of SIP strategies that contribute to the achievement of the PIP are as follows:

**PIP Strategy 1:** *Expand use of participatory case planning strategies*

**Supportive SIP Strategy 1.1:** *Develop a formalized group process for transitioning children from placement within 90 days of planned discharge.*

**Supportive SIP Strategy 1.3:** *Develop methods for engaging parents in the case plan, in particular engaging Spanish Speaking parent.*

**PIP Strategy 2:** *Sustain and enhance permanency efforts across the life of the case. Residentially based services reform project.*

**Supportive SIP Strategy 1.2:** *Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.*

**PIP Strategy 3:** *Enhance and expand caregiver recruitment, retention, training and support*

## Marin County CWS/Probation SIP

efforts.

**Supportive SIP Strategy: 1.5** *With CWS explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved.*

**Supportive SIP Strategy 1.6:** *Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.*

**Supportive SIP Strategy 1.8:** *Partner with child welfare to further develop foster homes as "resource families" for Probation youth.*

### **Programs supported by the Child Welfare Services Outcome Improvement Project (CWSOIP) towards Safety, Permanency and Well-Being:**

Probation used the CWSOIP funds to conduct an all-day training for all juvenile staff on Disproportionate Minority contact (DMC). The Burns Institute was contracted to conduct the training. All staff were exposed to the many ways disparity exists in the juvenile system and what can be done to reduce this through the examination of current policies and procedures. Juvenile Probation determined all kids would have better outcomes if staff were better informed about how DMC can be reduced.

In addition, Juvenile Probation purchased laptops for the two placement officers, so they can type their notes and so that they can set up video visits (via Skype) between parents and children in group homes which are all located out of County. This allows children and families to stay connected and involved in the child's treatment plan even when transportation is prohibitive of the parents visiting the child in-person.

In the next three years Juvenile Probation intends to focus on the parents/guardians of the children that are in placement. To this end Juvenile Probation is using the money to provide support to parents and children by offering support groups. Probation has two paid facilitators for the two monthly support groups for parents. One group is English speaking and the other is Spanish speaking. At the meetings the Department provides light food and childcare.

In the next three years Juvenile Probation plans to help parents with travel costs so they might see their children more frequently enabling continuity of contact. If parents need a parenting class, Juvenile Probation will fund it. If children need extra clothing the Department plans to fund this as well.

In the last three years, Child Welfare utilized CWSOIP funds for a variety of projects to increase the legal proficiency of staff and to enhance the relationship between CWS and community partners. Child Welfare staff were struggling to convey the need for legal intervention to the court. There was also a need to broaden the ability of all staff to deeply investigate allegations and ensure the safety of children.

Marin Children and Family Services believed that lack of communication with our foster care givers was leading to difficulties with placement stability. To deal with these issues, a foster care collaborative was formed with the assistance of the Bay Area Academy. Marin also utilized these funds to assist with stakeholders meetings for the CSA and SIP.

## **Marin County CWS/Probation SIP**

CWSOIP funding was also utilized in the last three years to support efforts to provide Differential Response to our community.

In the last three years, Children and Family Services developed and delivered two series of trainings for child welfare staff. One of the trainings was on court investigation and the other on court testimony. Both series of trainings involved law enforcement, court commissioners, county counsel and district attorneys. The trainings greatly enhanced understanding between departments; allowing staff to better investigate allegations and convey our findings to the court.

In the next three years, Children and Family Services intends to continue to focus on collaboration with alternative care providers. Children and Family Services is introducing Icebreakers in the fall of 2010 and will be working specifically on finding and supporting relative care homes. Marin hopes to enhance out of home placement with foster care providers and to greatly increase the number of relative placements for children in out of home care.

**Marin County CWS/Probation SIP  
C. CWS/Probation SIP Matrix**

<b>Outcome/Systemic Factor:</b>			
S. 1.1 No Recurrence of Maltreatment			
<b>County's Current Performance:</b>			
Between 7/1/08 and 12/31/08 85.4% of Marin County children who had a prior substantiated CWS report did not experience a recurrence of maltreatment.			
<b>Improvement Goal 1.0</b>		an increase of 4.6%	
Improve to a rate of 90% of No Recurrence of Maltreatment, an increase of 4.6%			
<b>Strategy 1.1</b> Strengthen communication and positive program service delivery throughout the continuum of child welfare services in Marin County between child welfare, probation and community providers/stakeholders. Implement a regular meeting process that involves prevention through transition to adulthood with all agencies and community stakeholders invited. The purpose of the meeting will be to review trends, programs and services in the community in the prevention of child abuse and neglect (prevention will be present at the meetings) as well as current service delivery of formal child welfare services. CPCAP funds help Marin Advocated support quarterly community meetings.	<b>CAPIT</b>	<b>Strategy Rationale:</b> Enhanced collaboration leading to increased community involvement will lead to enhanced decision making and better service delivery to children and families which will contribute to a reduction in the recurrence of maltreatment.	
	<input checked="" type="checkbox"/> <b>CBCAP</b>	Commence September 2010 and then at least bi-annually and more as needed throughout the life of the SIP	CWS Program Manager, Marin Advocates for Children administrator
	<input type="checkbox"/> <b>PSSF</b>		
	<input type="checkbox"/> <b>N/A</b>	Commence September 2010 and then at least bi-annually and more as needed. Once implemented the peer review process will commence at least once each year.	CWS Program Manager.
<b>Strategy 1.2</b> Further enhance implementation and best practice by consistent use of the Structured Decision Making risk and safety tool throughout the child welfare continuum of services	<input type="checkbox"/> <b>CAPIT</b>	<b>Strategy Rationale</b> Continuing to enhance the consistent safety assessment process will help to identify families who could utilize early intervention, either through CPS or Community Agencies.	
	<input type="checkbox"/> <b>CBCAP</b>	January 2011	Training Supervisor
	<input type="checkbox"/> <b>PSSF</b>		
	<input checked="" type="checkbox"/> <b>N/A</b>	Began January 2009	
<b>1.2.1</b> Offer advanced SDM training to staff			
<b>1.2.2</b> Use of SDM to inform decision making with			

**Marin County CWS/Probation SIP**

	staff and supervisors during case conferencing			CWS Supervisors- Monitored by Program Manager at twice monthly administrators meetings.					
	1.2.3 Use of SDM tool to inform decision making and information in offering voluntary services	Began January 2009		Monitored by CWS Supervisors					
	<b>Strategy 1. 3</b> Strengthen the capabilities and capacity of at risk families to adequately parent their children.	<table border="1"> <tr> <td data-bbox="316 913 365 976">CAPIT</td> <td data-bbox="316 546 495 913" rowspan="4"><b>Strategy Rationale</b> Adding in-home services to at risk families will assist them in building their parenting capacity to prevent recurrence of maltreatment.</td> </tr> <tr> <td data-bbox="365 976 414 1039">CBCAP</td> </tr> <tr> <td data-bbox="414 976 462 1039">PSSF</td> </tr> <tr> <td data-bbox="462 976 495 1039">X N/A</td> </tr> </table>	CAPIT	<b>Strategy Rationale</b> Adding in-home services to at risk families will assist them in building their parenting capacity to prevent recurrence of maltreatment.	CBCAP	PSSF	X N/A		
CAPIT	<b>Strategy Rationale</b> Adding in-home services to at risk families will assist them in building their parenting capacity to prevent recurrence of maltreatment.								
CBCAP									
PSSF									
X N/A									
<b>Milestone</b>	1.3.2 Implement with Seneca Center the Sustaining Families wraparound program. Working with CWS, Probation and Community Mental Health currently building the program to provide services for up to 24 families.	This is the second year of this program. It is continuing to grow and develop. We hope to serve 24 families by June of 2011 if it is economically feasible.	<b>Assigned to</b>	Supervisor Monitored by Program Manager Regular reports are submitted regarding progress in achieving outcomes and building to capacity to the Executive team					

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**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Full practice implementation of Structured Decision Making model to ensure consistency and proper use of risk assessment tools.  
Continuation of funding sources to fund Sustaining Families program

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Full and on-going training of SDM

**Identify roles of the other partners in achieving the improvement goals.**

Stakeholder's Committee to assist with targeted practice and service delivery. Identify and communicate to ensure participation.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

Having increased funding for emergency response service delivery would enhance the agency's ability to provide early intervention and capacity building for at risk families so that problems are caught sooner and children do not experience recurrence of maltreatment.

**Marin County CWS/Probation SIP**

<b>Outcome/Systemic Factor:</b> C3.3. Long Term Care, in care three years or longer				
<b>County's Current Performance:</b> Between 7/1/08 and 6/30/09 60% of children in foster care for 3 years or longer were then either discharged to emancipation or turned 18 while still in foster care. This was 6 out of 10 children.				
<b>Improvement Goal 1.0</b> Increase the number of children by 2 who are in foster care for two years or longer and achieve either legal guardianship or adoption prior to turning 18 years old.				
<b>Strategy 1.1</b> Expand and continue usage of SDM risk and safety tools in on-going services.	CAPIT	Strategy Rationale Strengthening the use of the SDM risk and safety tools will assist with decision making in providing early permanency for children.	January 2010 begun	
			CBCAP	
	PSSF			
X	N/A			
<b>Milestone</b>	Timeframe	Assigned to	1.1.1 Supervisors to monitor the use of SDM by on-going workers. Require it in supervision meetings.	CWS Supervisors – Monitored by Program Manager at twice monthly administration meetings
			1.1.2 Provide further SDM training to on-going workers that supports permanency decisions	Training Supervisor – Bay Area Academy. Monitored by the supervisor
			1.1.3 Monitor use of SDM tools by staff in Safe Measures on a monthly basis – train supervisors by January 2011	Training Supervisor – Bay Area Academy. Monitored by the supervisor
			1.1.4 Monthly Monitoring by Supervisors to begin July 2010 to gather information on current practice. Supervisors will form a workgroup with staff and Program Managers to look at information and decide on next steps including policies and training October 2011. Policies will be formulated by January 2011 with any needed training accomplished by July 2011.	Supervisors, Program Manager
<b>Strategy 1.2</b> Review concurrent planning practices	CAPIT	Strategy Rationale	Targeted early and on-going permanency	

**Marin County CWS/Probation SIP**

<p>throughout the child welfare continuum to support on-going achievement of permanency for children.</p>		<p><b>CBCAP</b></p>		<p>planning practices will enhance the ability of the Department to offer all children a safe and permanent home.</p>	
		<p><b>PSSF</b></p>			
		<p><b>X</b></p>	<p><b>N/A</b></p>		
<p><b>Milestone</b></p>	<p><b>1.2.1</b> Review front end concurrent planning practices such as family finding and recording, assessing for kin placements and implementing a secondary permanent plan.</p>	<p><b>Timeframe</b></p>	<p>June 2011</p>		<p>Program Manager and Supervisors</p>
	<p><b>1.2.2</b> Further develop targeted family finding efforts by the Department and Marin Advocates for Children</p>		<p>Beginning July 2010, CFS will meet with MAC quarterly to discuss progress and decide on and implement new strategies</p>	<p><b>Assigned to</b></p>	
<p><b>Milestone</b></p>	<p><b>Strategy 1.3</b> Explore the use of Icebreaker meetings between parents and foster parents to assist with facilitating a relationship between the two. Strong relationships between caregivers and biological parents support stable placements and the achievement of timely permanency.</p>	<p><b>Timeframe</b></p>	<p>September 2010</p>		<p>Licensing Supervisor</p>
	<p><b>1.3.1</b> Explore parameters of ice breaker meetings that other counties are doing</p>		<p><b>Strategy Rationale</b> Developing stronger early relationships between biological parents and foster parents facilitates stability, mature parenting and permanency for children.</p>	<p><b>Assigned to</b></p>	
<p><b>Milestone</b></p>	<p><b>1.3.2</b> f feasible, create policy and practice for Ice breaker meetings</p>	<p><b>Timeframe</b></p>	<p>May 2011</p>		<p>Program Manager, supervisors</p>
	<p><b>1.3.3</b> Offer training if recommended to staff, foster parents and foster family agencies.</p>		<p>June 2011</p>	<p><b>Assigned to</b></p>	
<p><b>Milestone</b></p>	<p><b>1.3.4</b> The Icebreakers Program will begin implementation by June 2011. Each supervisor will be monitoring cases for compliance and reporting back to the program Managers on a quarterly basis</p>	<p><b>Timeframe</b></p>	<p>June 2010</p>		<p>Supervisor</p>
	<p><b>Strategy 1.4</b> Provide more knowledge and resources for staff to be able to work with families and foster families on offering increased legal permanency for children.</p>		<p><b>Strategy Rationale</b> Additional training and resources will support staff in being able to effectively work with families and foster families in offering increased legal permanency for children.</p>	<p><b>Assigned to</b></p>	
			<p><b>CAPIT</b></p>	<p><b>Strategy Rationale</b> Additional training and resources will support staff in being able to effectively work with families and foster families in offering increased legal permanency for children.</p>	
			<p><b>CBCAP</b></p>		
			<p><b>PSSF</b></p>		
		<p><b>x</b></p>	<p><b>N/A</b></p>		

**Marin County CWS/Probation SIP**

<p><b>Milestone</b></p> <p>1.4.1 Update information on the difference between foster care, guardianship and adoption to be used as a handout for social workers to be able to effectively explain the different paths to foster parents and families.</p> <p>1.4.2 If warranted provide training on the different permanency options to staff.</p> <p>1.4.3 Explore the use of a tool for supervisors that checks for emotional permanency for children and how to assess for and talk with youth about this. Provide training if needed. If training is needed it will be provided by July 2011. Tools will be obtained or developed by October 2011, after which supervisors will monitor the completion of the tools on a monthly basis during supervision.</p>	<p>July 2011</p> <p>September 2011</p> <p>December 2011</p>	<p>Training supervisor, program manager</p> <p>Training supervisor, Bay Area Academy</p> <p>Training supervisor, Bay Area Academy</p>
<p><b>Strategy 1.5</b> Further develop foster homes as "resource families" for all ages of children and develop homes for sibling sets.</p>	<p><b>Strategy Rationale</b> Having foster homes that are committed to offering permanency for all children will increase the likelihood that children will achieve legal permanency.</p>	<p><b>CAPIT</b></p> <p><b>CBCAP</b></p> <p><b>PSSF</b></p> <p><b>N/A</b></p>
<p><b>Milestone</b></p> <p>1.5.1 Develop specific strategies for working with resource families who want older children</p> <p>1.5.2 Develop foster homes that are willing to take sibling sets.</p> <p>1.5.3 Offer specialized training to foster parents that increases their comfort and expertise parenting youth.</p> <p>1.5.4 Provide services to foster parents so that they are able to take on children with more difficult behaviors, special needs children and sibling sets.</p>	<p>March 2012</p> <p>March 2012</p> <p>March 2012</p> <p>March 2012</p>	<p>Foster family trainer/recruiter</p> <p>Foster family trainer/recruiter</p> <p>Foster family trainer/recruiter</p> <p>Youth Pilot Program Administrator</p>
<p><b>Strategy 1.6</b> Explore the feasibility of developing a kinship</p>	<p><b>Strategy Rationale</b> Increasing support for kin placements will</p>	<p><b>CAPIT</b></p>

**Marin County CWS/Probation SIP**

support program for child welfare and probation.		<b>CBCAP</b>		support family bonding and increased permanency for children.
		<b>PSSF</b>		
		<b>X</b>	<b>N/A</b>	
<b>Milestone</b>	1.6.1 Offer support to all kin caregivers living in or out of the county	March 2012		Program Manager
	1.6.2 Explore the feasibility of partnering with other counties for kinship support for kin located out of County. Implement partnering strategies such as referring the caretaker to their home county's KSSP program. If this is feasible and agreeable, an MOU will be done with partnering counties.	Completed by March 2012		Program Manager
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>				
May need to review current business processes for concurrent planning, foster family and kin recruitment and support				
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>				
Additional training may be needed as noted above				
<b>Identify roles of the other partners in achieving the improvement goals.</b>				
Partner with Probation to develop foster family homes for youth along with support for foster families and kinship placements.				
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>				
The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.				

**Marin County CWS/Probation SIP  
CWS/Probation SIP Matrix**

<b>Outcome/Systemic Factor:</b> 4B Least Restrictive Placement, Relative											
<b>County's Current Performance:</b> Current statistics show that Marin County places children with relatives in 11.3% of first time placement and 20% of point in time placements											
<b>Improvement Goal 1.0</b> Increase relative placements by 10% of point in time placements to 30%.											
<b>Milestone</b>	<p><b>1.1.1</b> Have a strategy meeting with Probation to support the development of a safe place where children can go while relatives are being approved for placement</p> <p><b>1.1.2</b> Develop plan for implementing program</p>	<b>Timeframe</b>	<table border="1"> <tr> <td>CAPIT</td> <td></td> </tr> <tr> <td>CBCAP</td> <td></td> </tr> <tr> <td>PSSF</td> <td></td> </tr> <tr> <td>N/A</td> <td>X</td> </tr> </table>	CAPIT		CBCAP		PSSF		N/A	X
			CAPIT								
			CBCAP								
			PSSF								
N/A	X										
<p>June 2010</p>	<p>Assigned to</p>	<p><b>Strategy Rationale</b> Having a safe place where children can go while a kinship placement is being approved will support practice in this area where more children can be placed with relatives and NREFM.</p>									
<p>December 2010</p>	<p>Program Manager, Probation Director</p>	<p>Program Manager, Probation Director</p>									
<p>December 2011</p>	<p>Program Manager, Probation Director</p>	<p>Program Manager, Probation Director</p>	<p>Program Manager, Probation Director</p>								
<b>Milestone</b>	<p><b>1.1.3</b> If program is warranted, it will be implemented by December 2011 and monitored by the CFS Program Manager II and the Juvenile Probation Director on a quarterly basis.</p> <p><b>Strategy 1.2</b> Review concurrent planning practices throughout the child welfare continuum to support on-going achievement of permanency for children.</p>	<b>Timeframe</b>	<table border="1"> <tr> <td>CAPIT</td> <td></td> </tr> <tr> <td>CBCAP</td> <td></td> </tr> <tr> <td>PSSF</td> <td></td> </tr> <tr> <td>N/A</td> <td>X</td> </tr> </table>	CAPIT		CBCAP		PSSF		N/A	X
			CAPIT								
			CBCAP								
			PSSF								
N/A	X										
<p>June 2011</p>	<p>Assigned to</p>	<p><b>Strategy Rationale</b> Targeted early and on-going permanency planning practices will enhance the ability of the Department to offer all children a safe and permanent home.</p>									
<p>June 2011</p>	<p>Program Manager and Supervisors</p>	<p>Program Manager and Supervisors</p>									
<p>June 2011</p>	<p>Program Manager and Supervisors</p>	<p>Program Manager and Supervisors</p>	<p>Program Manager and Supervisors</p>								

**Marin County CWS/Probation SIP**

	<p><b>1.2.2</b> Further develop targeted family finding efforts by the Department and Marin Advocates for Children</p>	<p>March 2010</p>		<p>Marin Advocates for Children Supervisor</p>					
<p><b>Milestone</b></p>	<p><b>1.2.3</b> Expand the practice of locating out of county relatives and connections for children who enter out of home care by all Social Workers throughout the life of the case until the youth achieves permanency. If the initial exploration completed in 12/2010 reveals a need for training it will be identified and implemented by July 2011.</p> <p><b>1.2.4</b> Be aware of resources and offer them to relative placements such as the emergency fund, waivers and transportation assistance. This will continue to be accomplished by Management staff proactively informing Social Work Staff and caregivers about such things as the relative assistance funding and AB 490 programs available to relative caregivers. A survey of staff will be done in 10/2010 to verify that they are aware of and offering the resources.</p>	<p>December 2010</p> <p>March 2010 on-going Survey completed by 10/2010</p>	<p>Assigned to</p>	<p>Supervisors, staff</p> <p>Program Manager Supervisors, staff</p>					
<p><b>Strategy 1. 3</b></p>	<p><b>Strategy 1. 3</b> Deploy resources towards developing and implementing a secondary legal permanency plan for each child in both CWS and Juvenile Probation as they enter the child welfare system.</p>	<table border="1"> <tr> <td>CAPIT</td> <td rowspan="4">December 2010</td> </tr> <tr> <td>CBCAP</td> </tr> <tr> <td>PSSF</td> </tr> <tr> <td>x N/A</td> </tr> </table>	CAPIT	December 2010	CBCAP	PSSF	x N/A	<p><b>Strategy Rationale</b> Adding resources toward developing early permanency plans will provide more children with connections to family and to an early permanent plan.</p>	
CAPIT	December 2010								
CBCAP									
PSSF									
x N/A									
<p><b>Milestone</b></p>	<p><b>1.3.1</b> Evaluate the feasibility of assigning an adoption worker to each child at detention</p> <p><b>1.3.2</b> Have ILP worker develop written information on what services are available to children who have been in the foster care system and disseminate to all CWS and Juvenile Probation social workers.</p>	<p>June 2011</p>	<p>Assigned to</p>	<p>Program Manager, Director</p> <p>ILP Worker</p>					
<p><b>Strategy 1. 4</b></p>		<p>CAPIT</p>	<p><b>Strategy Rationale</b></p>						

**Marin County CWS/Probation SIP**

<p>Partnering between CWS and Juvenile Probation, survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective engagement and support plan for relative caregivers.</p>	<p><b>CBCAP</b></p>		<p>Understanding the needs and resources of kincargivers in Marin County will allow the effective development a kin placement and support program that will assist children in remaining connected to their families and provide for stability and permanency.</p>
	<p><b>PSSF</b></p>	<p>December 2011</p>	
	<p><b>N/A</b></p>	<p>December 2011</p>	
	<p><b>x</b></p>	<p>June 2012</p>	
<p><b>Milestone</b></p>	<p>1.4.1 Develop a plan for assessing kin and NREFM to assess for their needs</p>	<p><b>Timeframe</b></p>	<p><b>Assigned to</b></p>
	<p>1.4.2 Develop a plan for assessing social worker's and probation officer's needs around accessing kin caregivers</p>		
	<p>1.4.3 Working with the Bay Area Academy develop a survey for caregivers to assess their needs. Survey to be completed by June 2012. If focus group is necessary, it will be made up of kin caregivers, CFS staff and school representatives.</p>		
<p><b>Strategy 1.5</b> Explore the feasibility of developing a kinship support program for child welfare and probation.</p>	<p><b>CAPIT</b></p>		<p><b>Strategy Rationale</b> Increasing support for kin placements will support family bonding and increased permanency for children.</p>
	<p><b>CBCAP</b></p>		
	<p><b>PSSF</b></p>		
	<p><b>N/A</b></p>		
<p><b>Milestone</b></p>	<p>1.5.1 Offer support to all kin caregivers living in or out of the county.</p>	<p><b>Timeframe</b></p>	<p><b>Assigned to</b></p>
	<p>1.5.2 Explore the feasibility of partnering with other counties for kinship support for kin located out of County. Implement partnering strategies such as referring the caretaker to their home county's KSSP program. If this is feasible and agreeable, an MOU will be done with partnering counties.</p>		
	<p>1.5.3 Offer support to all kin caregivers living in or out of the county.</p>		

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

**Marin County CWS/Probation SIP**

More funding may be needed to develop kin caregiver resources and support systems

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training may be needed by staff in how to access and work with kin caregivers

**Identify roles of the other partners in achieving the improvement goals.**

Working with probation to develop excellent kin care practices and resources as they are developing their program as well

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.

**Marin County CWS/Probation SIP**

<p><b>Outcome/Systemic Factor:</b> Family Reunification Within 12 Months (Entry Cohort) Probation</p>			
<p><b>County's Current Performance:</b> From Oct 1, 2008 to Mar 31, 2009 there were two children who entered care, one of them was reunified within the 12 month period and one remained in care.</p>			
<p><b>Improvement Goal 1.0</b> Improve rates of reunification for youth within 12 months from 50% to 60%</p>			
<p><b>Milestone</b></p>	<p><b>Strategy 1.1</b> Develop a formalized group process for transitioning children from placement within 90 days of planned discharge.</p>	<p><b>Strategy Rationale</b> Developing a formalized group process for returning home from placement increases the likelihood that the child and parents will make a successful transition and reunification.</p>	<p><b>CAPIT</b> <b>CBCAP</b> <b>PSSF</b> x N/A</p>
		<p>October 2009</p>	<p>Assigned to Probation staff, Supervisor</p>
		<p>June 2010</p>	<p>Director, supervisor and staff</p>
		<p>February 2010</p>	<p>Probation staff, Monitored by supervisor</p>
<p><b>Milestone</b></p>	<p><b>Strategy 1.2</b> Work with group home programs to shorten lengths of treatment and enhance their services to help the child maintain family connections and include the parents and other family members in the treatment.</p>	<p><b>Strategy Rationale</b> Working with group home to focus their programs on maintaining family contact and supporting shorter time periods away from family for children will increase the likelihood of successful reunification.</p>	<p><b>CAPIT</b> <b>CBCAP</b> <b>PSSF</b> X N/A</p>
		<p>December 2010</p>	<p>Assigned to Probation staff</p>
		<p>December 2010</p>	<p>Assigned to Probation staff</p>
		<p>December 2010</p>	<p>Assigned to Probation staff</p>

**Marin County CWS/Probation SIP**

of treatment	<p>1.2.2 Develop protocols for staff to work with group home. Train staff to work with group homes on maintaining contact and shorter treatment when they are discussing placement and case planning.</p>	<p>June 2011</p>	<p>Supervisor</p>					
1.2.3 County to provide a laptop with a camera for the probation officer's to take with them to placement. Family can come into the probation office and can "visit" with their child via Skype.	<p>December 2010</p>	<p>Supervisor, staff</p>						
<b>Strategy 1.3</b> Develop methods for engaging parents in the case plan, in particular engaging Spanish Speaking parents.	<table border="1"> <tr> <td data-bbox="170 1150 224 1220">CAPIT</td> <td data-bbox="224 1150 370 1220" rowspan="4"> <p><b>Strategy Rationale</b> Having parents involved in the treatment/case plan and working on their parenting skills and issues with their child will make it more likely that the family will experience successful reunification when the child returns home.</p> </td> </tr> <tr> <td data-bbox="224 919 261 1220">CBCAP</td> </tr> <tr> <td data-bbox="261 919 298 1220">PSSF</td> </tr> <tr> <td data-bbox="298 919 370 1220">x N/A</td> </tr> </table>	CAPIT	<p><b>Strategy Rationale</b> Having parents involved in the treatment/case plan and working on their parenting skills and issues with their child will make it more likely that the family will experience successful reunification when the child returns home.</p>	CBCAP	PSSF	x N/A		
CAPIT	<p><b>Strategy Rationale</b> Having parents involved in the treatment/case plan and working on their parenting skills and issues with their child will make it more likely that the family will experience successful reunification when the child returns home.</p>							
CBCAP								
PSSF								
x N/A								
	<p>Began October 2009</p>	<p>Supervisor, mental health staff</p>						
<b>Milestone</b>	<p>1.3.1 Develop parent support groups both in English and Spanish</p>	<p>December 2010</p>	<p>Assigned to</p>					
1.3.2 Working with the court develop protocols for parents who participate in services to receive lesser fines as part of the case plan.	<p>June 2011</p>	<p>Director, supervisor, staff</p>						
1.3.3 Assist parents with navigating the child support system when they are charged with placement fees if they are participating in services.	<p>Timeframe</p>							

**Marin County CWS/Probation SIP  
CWS/Probation SIP Matrix**

<p><b>Strategy 1.4</b> With CWS explore the feasibility of developing a place where children can go for a short time while a kinship placement is being approved.</p>		<p><b>CAPIT</b></p>		<p><b>Strategy Rationale</b> Having a safe place where children can go while a kinship placement is being approved will support practice in this area where more children can be placed with relative and NREFM.</p>
		<p><b>CBCAP</b></p>	<p><b>PSSF</b></p>	
<p><b>Milestone</b></p>		<p><b>Timeframe</b></p>		<p>Assigned to</p>
<p>1.4.1 Have a strategy meeting with Probation to explore the feasibility of developing a safe place where children can go while relatives are being approved for placement</p>	<p>1.4.2 If feasible develop plan for implementing program</p>	<p>June 2010</p>	<p>x</p>	<p>Program Manager, Probation Director</p>
<p>1.4.3 If program is warranted, it will be implemented by December 2011 and monitored by the CFS Program Manager II and the Juvenile Probation Director on a quarterly basis.</p>		<p>December 2010</p>	<p>x</p>	<p>Program Manager, Probation Director</p>
<p><b>Strategy 1.5</b> Develop practices for connecting and recording possible relative and NREFM placements for Probation youth.</p>		<p><b>CAPIT</b></p>		<p><b>Strategy Rationale</b> There are no group homes located in Marin County. Placing children with kin for out of home placement would afford the child the opportunity to stay in the community and to work with the parents in accessing services. This would increase the likelihood of early reunification.</p>
		<p><b>CBCAP</b></p>	<p><b>PSSF</b></p>	
<p><b>Milestone</b></p>		<p><b>Timeframe</b></p>		<p>Assigned to</p>
<p>1.5.1 Provide training to Probation officers on how to complete relative and NREFM approval processes</p>	<p>1.5.2 Work with intake probation officers to identify kin and family connections that might offer placement should it be needed and to make them part of the case file. Send out letters to all relative caregivers.</p>	<p>February 2010</p>	<p>x</p>	<p>Supervisor, staff, CWS staff</p>
<p><b>Strategy 1.6</b> Survey relative and NREFM to evaluate their needs for education, support and resources to develop an effective</p>		<p><b>CAPIT</b></p>		<p><b>Strategy Rationale</b> Understanding the needs and resources of kincargivers in Marin County will allow the effective development a kin</p>
		<p><b>CBCAP</b></p>	<p><b>PSSF</b></p>	
		<p>December 2010</p>	<p>x</p>	<p>Director, supervisors, staff</p>

**Marin County CWS/Probation SIP**

engagement and support plan for relative caregivers.		<b>x</b>	<b>N/A</b>	placement and support program that will assist children in remaining connected to their families and provide for stability and permanency.
<b>Milestone</b>	1.6.1 Develop a plan for assessing kin and NREFM to assess for their needs	December 2011		
	1.6.2 Develop a plan for assessing social worker's and probation officers needs around accessing kin caregivers	December 2011		
	1.6. Working with the Bay Area Academy develop a survey for caregivers to assess their needs. Survey to be completed by June 2012. If focus group is necessary, it will be made up of kin caregivers, CFS staff and school representatives.	June 2012		
<b>Strategy 1.7</b> Explore the feasibility of developing a kinship support program for child welfare and probation.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Increasing support for kin placements will support family bonding and increased permanency for children.
		<input type="checkbox"/>	<b>CBCAP</b>	
		<input type="checkbox"/>	<b>PSSF</b>	
		<input checked="" type="checkbox"/>	<b>N/A</b>	
<b>Milestone</b>	1.7.1 Explore the need to offer in-county kin support as many relatives are located out of County.	March 2012		
	1.7.2 Explore the feasibility of partnering with other counties for kinship support for kin located out of County.	March 2012		
<b>Strategy 1.8</b> Partner with child welfare to further develop foster homes as "resource families" for Probation youth.		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Having foster homes that are committed to offering permanency for all children will increase the likelihood that children will achieve legal permanency.
		<input type="checkbox"/>	<b>CBCAP</b>	
		<input type="checkbox"/>	<b>PSSF</b>	
		<input checked="" type="checkbox"/>	<b>N/A</b>	
<b>Milestone</b>	1.8.1 Develop specific strategies for working with resource families who want older children	March 2013		
		Assigned to Foster family trainer/recruiter, probation staff		

**Marin County CWS/Probation SIP**

<p><b>1.8.2</b> Provide training on strategies for working with older children to staff as necessary</p>	<p>March 2010</p>	<p>Bay Area Academy, Child Welfare staff</p>
<p><b>1.8.2</b> Develop foster homes that are willing to take probation children.</p>	<p>March 2013</p>	<p>Foster family trainer/recruiter, probation staff</p>
<p><b>1.8.3</b> Explore the feasibility of offering specialized training to foster parents that increases their comfort and expertise parenting youth. If training is warranted it will be offered and completed by March 2013.</p>	<p>March 2013</p>	<p>Foster family trainer/recruiter, probation staff</p>

<p><b>Strategy 1.9</b> Develop stronger relationships with ILP coordinator so that when youth return to the community they receive services.</p>	<p><b>CAPIT</b></p>	<p><b>Strategy Rationale</b> Offering youth more services when they return to the community supports successful reunification</p>
	<p><b>CBCAP</b></p>	
<p><b>1.9.1</b> Get the ILP coordinator a list on regular bases of all youth in out of home probation placement and where they are located. The list is being generated by eligibility on a monthly basis and given to the ILP coordinator. This is being monitored on a monthly basis by the Program Manager.</p>	<p><b>PSSF</b></p>	<p>Assigned to</p>
<p><b>1.3.2</b> Placement probation staff and placement supervisor will meet with the ILP coordinator on a monthly basis to discuss probation youth's unique needs and developing programs that can help them make a successful transition. The policy and protocol has been developed for this process and it began in December of 2009.</p>	<p>December 2009</p>	<p>Probation analyst, probation supervisor, Program Manager</p>
<p><b>1.3.3</b> Invite the ILP coordinator to the 90 day transition meeting. The policies and protocols are being developed for this meeting and it is in the process of moving toward implementation. A letter will be generated for all service providers</p>	<p>December 2010</p>	<p>Probation staff, Monitored by CWS Program manager and supervisors</p>
<p><b>Milestone</b></p>		<p>Program Director, supervisor</p>

**Marin County CWS/Probation SIP**

	including ILP and Education to attend the 90 day transition meetings for each youth.			
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>				
Support for kinship and NREFM support may be necessary				
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>				
Training on family finding and engaging all family members by probation officers may be necessary.				
<b>Identify roles of the other partners in achieving the improvement goals.</b>				
Partnering with CWS on developing foster care and kin care placement resources				
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>				
The regulations on approving emergency kin homes and kin and NREFM homes in general are restrictive and can prevent these placements from happening.				

II. CAPIT/CBCAP/PSSF

1. CAPIT/CBCAP/PSSF Cover Sheet Fiscal Year 2010

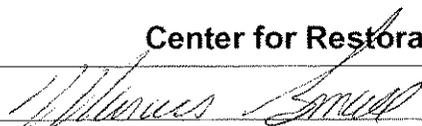
**Submitted by Children and Family Services (Lead Agency)**

<b>Name &amp; title:</b>	<b>Heather Ravani, Director, Children and Family Services</b>
<b>Address:</b>	<b>3250 Kerner Blvd. San Rafael, CA 94901-4840</b>
<b>Phone:</b>	<b>(415) 473-2200</b>
<b>E-mail:</b>	<b><a href="mailto:HRavani@co.marin.ca.us">HRavani@co.marin.ca.us</a></b>
<b>CAPIT Liaison</b>	
<b>Name &amp; title:</b>	<b>Heather Ravani, Director, Children and Family Services</b>
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<b>E-mail:</b>	<b><a href="mailto:HRavani@co.marin.ca.us">HRavani@co.marin.ca.us</a></b>
<b>CBCAP Liaison</b>	
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<b>Phone:</b>	<b>(415) 473-2200</b>
<b>E-mail:</b>	<b><a href="mailto:HRavani@co.marin.ca.us">HRavani@co.marin.ca.us</a></b>
<b>County PSSF Liaison</b>	
<b>Name &amp; title:</b>	<b>Heather Ravani, Director, Children and Family Services</b>
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<b>E-mail:</b>	<b><a href="mailto:HRavani@co.marin.ca.us">HRavani@co.marin.ca.us</a></b>

## CAPIT/CBCAP/PSSF Contact and Signature Sheet

Period of Plan:	04/01/10-04/01/13
Date Submitted:	September 13, 2010
Submitted by:	<b>Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs</b>
Name & title:	Heather Ravani, Asst Director, Marin County Health and Human Services
Signature:	<i>Heather Ravani</i>
Address:	20 No San Pedro Rd, San Rafael, CA 94903
Fax:	
Phone & E-mail:	415-499-7159 hravani@co.marin.ca.us
Submitted by:	<b>Child Abuse Prevention Council (CAPC) Representative</b>
Name & title:	Cyndy Doherty, Executive Director, Marin Advocates for Children
Signature:	
Address:	30 No San Pedro Rd Ste 275, San Rafael, CA 94903
Fax:	415-507-9265
Phone & E-mail:	415-507-9016 cyndy@marinadvocates.org
Submitted by:	<b>Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)</b>
Name & title:	<i>Claudia Asprer</i>
Signature:	<i>Claudia Asprer</i>
Address:	93 Captain Parse Circle, Novato CA 94949
Fax:	
Phone & E-mail:	415-883-2995

CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

<b>Submitted by:</b>	<b>PSSF Collaborative Representative, if appropriate</b>
<b>Name &amp; title:</b>	<b>Marcus Small Executive Director, Center for Restorative Practice</b>
<b>Signature:</b>	
<b>Address:</b>	<b>70 Skyview Terrace, Ste D, San Rafael, CA 94903</b>
<b>Fax:</b>	<b>415-472-7140</b>
<b>Phone &amp; E-mail:</b>	<b>415-491-0708 marcus@restorativepractice.org</b>

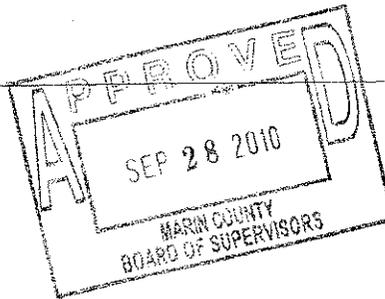
<b>Submitted by:</b>	<b>CAPIT Liaison</b>
<b>Name &amp; title:</b>	<b>Paula Robertson, Program Manager II</b>
<b>Address:</b>	<b>3250 Kerner Blvd, San Rafael, CA 94901</b>
<b>Fax:</b>	<b>415-473-7162</b>
<b>Phone &amp; E-mail:</b>	<b>415-473-7125 probertson@co.marin.ca.us</b>

<b>Submitted by:</b>	<b>CBCAP Liaison</b>
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<b>Phone &amp; E-mail:</b>	<b>415-507-9016 cyndy@marinadvocates.org</b>

<b>Submitted by:</b>	<b>PSSF Liaison</b>
<b>Name &amp; title:</b>	<b>Paula Robertson, Program Manager II</b>
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<b>Phone &amp; E-mail:</b>	<b>415-473-7125 probertson@co.marin.ca.us</b>

**Board of Supervisors (BOS) Approval**

<b>BOS Approval Date:</b>	
<b>Name:</b>	<i>See Board Letter</i>
<b>Signature:</b>	



September 28, 2010

Board of Supervisors  
3501 Civic Center Drive  
San Rafael, CA 94903

**SUBJECT: Department Of Health & Human Services; Division of Social Services: Agreement with Marin Advocates for Children for FY 10-11 in the amount of \$54,000 (renewal) and designation of Marin Advocates for Children as the Marin County Child Abuse Prevention Council and coordinating agency for the Marin County Children's Trust Fund.**

Dear Board of Supervisors:

**RECOMMENDATION:**

1. Approve and authorize President to sign agreement with Marin Advocates for Children for FY10-11 in the amount of \$54,000 to provide child abuse prevention and training (renewal).
2. Designate Marin Advocates for Children as the local Child Abuse Prevention Council and the coordinating agency for the Marin County Children's Trust Fund.

**SUMMARY:** Marin Advocates for Children in its role as the Child Abuse Prevention Council provides training and education to the community for the prevention of child abuse. This contract provides for training of volunteer counselors, and community outreach and coordination directed at the prevention of child abuse and neglect. Funding from the Marin County Children's Trust Fund is generated through local birth certificate and KidsPlate license plate fees. This funding is designated through statute to be provided to the local Child Abuse Prevention Council.

**CONTRACT PERFORMANCE:** In the previous contract year, contractor presented or co-presented Child Abuse and Neglect mandated reporter trainings to over 300 individuals who are in positions where child abuse reporting is mandatory. Contractor provided four trainings sponsored by the Child Abuse Prevention Council which focused bringing awareness to the issues surrounding child abuse and neglect. Marin Advocates for Children continues to work closely with Marin County Children and Family Services (CFS) to coordinate and implement the Lifelong Connections program which is aimed at securing permanency for children in Foster Care, and to provide ongoing community partnership in the Differential Response program which is directed at providing identification and referrals to families at risk of child abuse and neglect. Contractor continues to participate with local law enforcement and the Health & Human Services Department in the local Child Death Review Team and Jeanette Prandi Forensic Interview Center Steering Committee.

Department of Health & Human Services



CA 6a

**COMMUNITY IMPACT:** The training and outreach provided to mandated child abuse reporters directly impacts the identification, reporting, and prevention of child abuse in Marin County. By providing ongoing outreach, collaboration and education in the area of Child Abuse and Neglect, Marin Advocates for Children continues to directly affect the awareness of the community surrounding these issues, and provides for the ongoing safety and security of the children in this County.

**STAFFING/FISCAL IMPACT:** The contract cost is fully funded by fees collected for birth certificates. Funds are budgeted in 1000052000 Children's Social Services, commitment item 5210400 CBO Contracts.

<b>REVIEWED BY:</b>	Department of Finance	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
	Human Resources	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
	County Counsel	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Respectfully submitted,



Larry Meredith, Ph.D.  
Director of Health and Human Services

SAP Requisition # 10020139

## 2. CAPIT/CBCAP/PSSF Plan

### Child Abuse Prevention Council

Marin County continues to collaborate with the local CAPC which is directed by Marin Advocates for Children. The roster of the Board of Directors is attached and that is the structure of the board. Regular meetings are held between County Child Welfare Staff and the CAPC director as needed but a minimum of quarterly. Staff participates in coordinating ongoing mandated reporter trainings; convenes quarterly Child Abuse Prevention Council Meetings which include stakeholders such as law enforcement and community partners; Coordinate ongoing activities and program development of local Differential Response Program; convene public forums, trainings, and conferences aimed at providing parental support and prevention information; implementation and training on Lifelong Connections family search and support.

Due to the small size of Marin all Child Prevention efforts and program funding are integrated into the County programs that serve Marin County's at risk children and families. The **Marin Child Abuse Prevention Council** (membership is attached in attachment C, Rosters) includes parent representation among its membership. The Inter-Agency Case Management Council, oversees the Youth Pilot Program and includes parent representation in its membership. Services provided by this program are parent-driven in the form of family designed teams.

Children and Family Services will be recommending in a board letter to the Board of Supervisors that Marin Advocates for Children in their role as the Child Abuse Prevention Council be designated as the agency overseeing Marin County's CCTF. This change will be completed by October 1, 2010. The required progress and outcome reporting data for the County's CCTF funds will be published as part of their annual report.

Marin County continues to use its CBCAP allocation to support and strengthen the local child abuse prevention council. Administrative expenses are limited to 5%. The council plays an instrumental role in many local activities including:

- Provides mandated reporter trainings county-wide
- Convenes bi-monthly Child Abuse Prevention Council Meetings
- E-learning – a place where the community can go to learn more about child abuse prevention, training and best practices.
- Convenes forums, trainings, conferences on pertinent topics relating to Child Abuse/Neglect
- Chairs the Child Death Review Team monthly
- Coordinates with appropriate agencies to assist in the implementation of Differential Response activities in Marin County
- Continue to support a unified recruitment, training and retention program for Foster Parents through its role as the lead administrative agency for Family Finders of Marin
- Provides leadership and ongoing collaboration for the Marin Lifelong Connections program

The Child Abuse Prevention Council operates on a budget of \$54,000.00 per year.

Total OCAP funding sources for Marin County listed below:

## PSSF Collaborative/CCTF Planning Body

The **Children's Trust Fund** allocation is used to support the programs listed above in the Child Abuse Prevention Section. They are administered by the **Marin Child Abuse Prevention Council** and include parent representation among the membership. The Marin Advocates for Children received all of the CCTF and Kids Plate allocation each year, whatever that turns out to be. The County is committed to giving Marin Advocates for Children \$54,000 to offer this service category each year and overmatches the CCTF and Kids Plate money to bring the total to this figure. The Inter-Agency Case Management Council acts as the PSSF Collaborative. The Council oversees the Youth Pilot Program, includes parent representation on its membership. In addition, all services provided by this program are parent-driven in the form of family designed teams. Children and Family Services will be recommending in a board letter to the Board of Supervisors that Marin Advocates for Children in their role as the Child Abuse Prevention Council be designated as the agency overseeing Marin County's CCTF. This change will be completed by October 1, 2010. The required progress and outcome reporting data for the County's CCTF funds will be published as part of their annual report.

**The PSSF Collaborative** is integrated into the above funded programs and is administered by the same collaborative bodies. Marin continued to utilize its PSSF Allocation to supplement funding for the *Youth Pilot Program*, (YPP) which serves children who are in placement or at imminent risk of out-of-home placement and their families. The program serves youth at risk of placement in the Mental Health System, Juvenile Probation and/or Social Services. It includes Youth that are not in the formal child welfare system but could be if they were not in the program. The program has a prevention component.

Through facilitated family-decision making processes, intensive services are provided to these families in order to safely maintain the children in the least restrictive (including remaining with family), viable level of care. This includes children at risk of out of home placement (prevention), at risk of higher levels of placement and youth in jeopardy of losing their foster placement. The program serves youth and their biological, adoptive or foster families.

In fiscal year 2008/09 YPP served a total of 34 families with 67 children. Of the 67 children, 42 were considered to be at imminent risk of being placed out of their homes. Of the 34 families served, 14 were referred by Mental Health, 18 by Social Services and 2 by Juvenile Probation. Seven families, or 21% received services from more than one of these agencies (Mental Health, Juvenile Probation and CFS) during the time they participated in YPP.

The funding for this program comes from a variety of sources, like most of the programs funded in the County. The cost of the YPP services provided to the 34 families totaled \$242,500. Approximately \$31,200 was from STOP. Approximately \$105,046 was from PSSF, and the remaining \$136,544 was claimed from the State (using the county overmatch for CFS) as flexible avoided placement dollars. The Center for Restorative Practice provided services to children and families participating in the YPP program and was paid \$153,300 (or 63%) of the \$242,500 total.

A minimum of 20% is allocated for each required service category. Funding in this allocation is directly linked to the Federal Child and Family Service Outcomes as indicated by *PIP Strategy 4: Expand options and create flexibility for services and supports to meet the needs of children and families* and the federal outcome of prevention of the recurrence of child maltreatment.

## Parent Consumer Participation

With the economic downturn it is increasingly difficult to engage parents in leadership planning

roles for on-going program evaluation, oversight and improvement. In Marin County there are on-going systematized processes for including and building parent and consumer participation.

- The **Marin Child Abuse Prevention Council** includes parent representation among its membership. The Inter-Agency Case Management Council, which oversees the Youth Pilot Program, includes parent representation on its membership. In addition, all services provided by this program are parent-driven in the form of family designed teams.
- Probation has developed two parent support groups, one English speaking and one Spanish speaking. These groups have allowed parents the opportunity to meet others and gain support not only from agencies but from each other.
- Marin County has implemented a quarterly stakeholders meeting as part of the 2010-2013 SIP. This on-going planning, review and re-design meeting includes parent and foster parent participation.
- As part of the Outcome and Accountability process Marin county child welfare parents were invited to focus groups, the peer quality case review, self-assessment and system improvement plan meetings. In addition parents were directly interviewed. Their feedback and input was integrated into the improvement initiatives outlined in this system improvement plan.

### **Fiscal Narrative**

### **Fiscal Accountability**

Marin County Department of Health and Human Services, through its Division of Social Services is the agency responsible for CAPIT/CBCAP/and PSSF compliance.

Marin County Health and Human Services, Children's Services will maintain financial records of the CAPIT, CBCAP, PSSF and CTF allocations and expenditures and provide fiscal and administrative oversight of these funds.

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Marin County Health and Human Services-Social Services Division  
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San Rafael, CA 94903  
Phone: 415-499-7159  
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Email: [hravani@co.marin.ca.us](mailto:hravani@co.marin.ca.us)

CAPIT and CBCAP Service Providers are monitored for compliance of plans. The above named Director is assigned to monitor these contracts and ensure accountability.

By assigning these responsibilities to one designated Division Marin County has provided for consistent and ongoing communication with all collaborative planning bodies and prevention partners. In addition, by providing one Director to oversee all areas of Child Abuse service provision and prevention, Marin County has assured that prevention and service support information is disseminated regularly to the appropriate entities throughout the county.

- Reviews to determine the extent to which the scope of work activities identified are completed by the approved program(s) pursuant to the approved County plan.
- Monitoring of the accuracy and appropriateness of the services
- Review and evaluation of accuracy of reported statistical data. Outcome measures will be verified to insure program and agency records support data reported, and are consistent with prevention priorities.

- Identification of immediate, short-term and long-term of fiscal expenditures: All claims for reimbursement will be monitored as being allowable under the programs. long-term outcomes presented by the programs and review of how plans and services will indicate they are directly related to the priority funding areas, the County System Improvement Plan and the Federal Outcome Indicators. These areas will be monitored for accuracy and appropriateness.

The full CAPIT/CBCAP allocations provided to Marin County have been utilized in the past. In addition, the full PSSF allocation has been utilized by the County in the development and ongoing implementation of its Youth Pilot Program. These funds have and will continue to address the needs of Marin County. All claims for reimbursement by each of the approved programs have been monitored as being allowable under the guidelines of the programs and applicable contracts.

Children Services' contracts are reviewed and approved by Marin County, County Counsel and by Marin County Health and Human Services fiscal administrators who provide comprehensive ongoing oversight for funding expenditures and performance. The children and family services Director and program manager has the primary responsibility for developing the on-going scope of work and monitoring of Differential Response, Youth Pilot Program, Novato Human Needs and Marin Advocates for Children programs. These are a combination of agency driven and service provider collaborative driven programs that utilize OCAP funding. In developing these programs and contracts the child welfare agencies and service providers collaboratively work to contract for programs and services that are specifically targeted to meet the community's needs. An important part of each contract is that the deliverables are tied to performance and outcome measures. Due to the small size of Marin County and contracts much of this work is done in collaborative meetings and contacts in a direct relational context. The Child and Family Services Director works with the Marin Advocates for Children and the Novato Human Needs providers to provide program evaluation, monitoring and outcome reporting on a regular basis which will be reported in the SIP updates.

### **Leveraging Funds**

Due to its size and level of community commitment to the health and well-being of all of Marin County children and families, Marin County child welfare agencies work collaboratively with CaWORKS and community providers to leverage available dollars for almost all programs. In this capacity funding for high quality substance abuse treatment, child care, the Youth Pilot Program, Differential Response, Wraparound, Family Finding community outreach and education etc... are supported not only with CBCAP, CAPIT and CTF funding but also with county funding and other non-profit funding resources.

### **Supplemental State/Local Services**

Due to the difficult economic climate of both Marin County and the state of California, CAPIT/CBCAP/PSSF/CCTF dollars will be utilized to support, not supplant, existing programs in the county. As both the County general fund and Department of health and Social Services have suffered budget cuts this fiscal year, OCAP funding will serve to ensure that existing programs are able to continue serving Marin County children and families. With resources dwindling and the State and Federal economic situation jeopardizing services and resources for families, OCAP funding is more crucial now than ever before.

### **RFP Process**

A competitive process is used to select and fund prevention programs in Marin County. The RFP

is open to all community based organizations serving families and children and is posted on the County web site: <http://www.co.marin.ca.us/depts/HH/main/index.cfm>

Proposals are rated and scored by a proposal evaluation team comprised of members of Interagency Case Management team with the Children and Family Services Director acting as the coordinator as appropriate. Priority was given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. Marin County has elected to extend the current CAPIT/CBCAP contracts throughout the FY 09/10 cycle. Following the completing of the current PQCR, the next three year SIP cycle will be developed for the 2009-2011 period. A countywide Request for Proposal will be developed based on the planning and SIP, to develop new contracts beginning in FY2010. Request for services will continue to be aimed at early intervention and prevention and an emphasis on Differential Response activities may be a component of this funding request.

Marin County utilizes the PSSF allocation to partially fund the Youth Pilot Program.

Agencies eligible for funding must provide evidence that demonstrates broad-based community support. Additionally, agencies must ensure that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency. Projects funded shall clearly be related to the needs of children, especially those 14 years of age and under. Proposers will be expected to provide services to strengthen families by serving as a county-wide infrastructure that provides integrated, coordinated system of family support activities with one set of core services, a set of strength-based service delivery principles, a comprehensive methodology for outcome evaluation, and at least one physical location/point of service available to each city in the county. Proposers will support Primary and Secondary Prevention and Early Intervention Programs, and time-limited family reunification.

- Primary Prevention programs are available to the general public through OCAP funded programs and other non-profits in the community. These programs attempt to stop child maltreatment before it occurs. All members of the community have access to and may benefit from these services. Primary prevention activities with a universal focus seek to raise the awareness of the general public, service providers, and decision-makers about the scope and problems associated with child maltreatment. Universal approaches to primary prevention might include: public service announcements that encourage positive parenting, parent education programs and support groups that focus on child development, age-appropriate expectations, and the roles and responsibilities of parenting, family support and family strengthening programs that enhance the ability of families to access existing services, and resources to support positive interactions among family members, public awareness campaigns that provide information on how and where to report suspected child abuse and neglect.
- Secondary Prevention and Early Intervention programs are aimed at a target group which is identified as at risk of child abuse and/or neglect, e.g., families that have been reported to Children and Family Services (Child Protection) but may have been evaluated out by the child protective agency using the standardized risk and safety tool; Structured Decision Making (SDM). These services may be appropriate for Differential Response Path 1 and Path 2 families which is an OCAP funded service supported by Child and Family Services. Path 2 families in Marin County are served by the differential response team and does not include the involvement of formal child welfare services unless a child is in urgent and immediate danger. If a child is in urgent and immediate danger the family would become a Path 3 family at that time. So Differential Response in Marin County remains a secondary prevention effort. Secondary prevention activities with a high-risk focus are offered to populations that have one or more risk factors associated with child

maltreatment, such as poverty, parental substance abuse, young children, parental mental health concerns, and parental or child disabilities. Programs may target services for families or neighborhoods that have a high incidence of any or all of these risk factors. Approaches to prevention programs that focus on high-risk populations might include: Youth targeted programs, in-patient substance abuse treatment for parents where children can be placed with their parents, in-home intensive case management and parents support groups and programs

- **Time-limited Family Reunification:** Time-limited reunification services address the needs of children and families involved in the foster care system. Services are provided within 15 months of when a child enters foster care. Reunification services for the child and family include in-patient substance abuse counseling, intensive case management, mental health services, assistance to address domestic violence issues, temporary child care, and transportation assistance.

Funded projects must be culturally and linguistically appropriate to the populations served, as well as reflect minority populations represented in the community. Spanish monolingual participants must be provided identical services as those received by English speaking participants for all services requested within an RFP. Training and technical assistance is provided by the child welfare agencies and private, nonprofit agencies, specifically the Marin Advocates for Children and Novato Human Needs, Canal Community Alliance. These contractors have the capacity to transmit data electronically.

### **Extension of Contracts**

The County reserves the right to extend Contracts for an additional period or periods of time representing increments of no more than one year and a total contract term of no more than five (5) years, provided that the County notifies the Contractor in writing of its intention to do so at least ninety (90) days prior to the contract expiration date. An extension of the term will be affected through an amendment to the Contract. If the extension of the Contract necessitates additional funding beyond that which was included in the original Contract, the increase in the County's maximum liability will also be affected through an amendment and shall be based upon rates provided for in the original contract and scope of work.

### **Ten Percent CAPIT Match**

Marin County requires all OCAP contractors to demonstrate program effectiveness in yielding positive outcomes for families and children, and use the results to guide future program planning, consistent with Child Abuse Prevention, Intervention and Treatment (CAPIT) funding guidelines to assess risk levels and types of interventions needed in communities. There is a large overmatch in Marin County and all agency funded CAPIT projects contain a 10 percent cash or in-kind match voted on by the Board of Supervisors. This is County funding not provided by the State Department of Social Services.

### **Disbarment or Suspension of Contractor**

Pursuant to federal regulations, all vendors, their principal or affiliates or any subcontractor that receive federal funds through Marin County must be in good standing with the federal government. For federally funded agreements, all contractors (or vendors) that receive federal funds must certify that to the best of his/her knowledge and belief that he/she and their principals or affiliates or any sub-contractor utilized under the agreement, are not debarred or suspended from federal financial assistance programs and activities nor proposed for debarment, declared ineligible, or voluntarily excluded from participation in covered transactions by any federal department of agency. Prior to contract award the county will verify that the contractor is not listed on the Excluded Parties Listing System (EPLS) (<http://www.epls.gov>) (Executive Order 12549, 7 CFR Part 3017, 45

CFR Part 76, and 44 CFR Part 17).

To ensure accuracy of the verification, Marin County uses the vendor's exact name and the Social Security Number (SSN) or Taxpayer Identification Number (TIN) to perform the query. A copy of the query result are be printed and kept in the contract file as supporting documentation.

A contract will not be awarded to a vendor that appears on the EPLS database assuspended or debarred.

### **CBCAP Outcomes**

Marin County collaborates with the local CAPC which is directed by Marin Advocates for Children. Regular meetings are held between County Child Welfare Staff and the CAPC director where the engagement, short term intermediate and long-term coordination outcomes are reviewed as part of the on-going agenda. The regular coordination outcomes of the following activities and programs are reviewed: coordinating ongoing mandated reporter trainings; convenes quarterly Child Abuse Prevention Council Meetings which include stakeholders such as law enforcement and community partners; Coordinate ongoing activities and program development of local Differential Response Program; convene public forums, trainings, and conferences aimed at providing parental support and prevention information; implementation and training on Lifelong Connections family search and support.

### **CBCAP Peer Review**

Marin County supports an informal peer review through regular stakeholder meetings and case staffing where there are opportunities to share information and best practices. In addition the County will be developing a formal peer review process during the implementation of the child welfare continuum meetings being implemented as part of the County's SIP process. Peer Review answers key questions for programs about the environment, culture, and practices of the agency. The County will ask the question "did our program provide an environment where families could improve?" The Children's Bureau also considers peer review to be a vital part of any comprehensive evaluation plan within states to improve services to families and children. In this capacity the County performs a peer quality case review (PQCR) as part of the California's Outcome and Accountability process. As part of the child welfare continuum meeting peer review will also be an opportunity for agencies to collaborate as mentors to share best practices and challenges. It is a process that the County will use to build and cultivate learning communities or communities of practice for child abuse prevention as well as formal child welfare services.

### **Prevention-Service Array**

#### **Description of OCAP Funded Programs**

- **Novato Human Needs**

Amigos de la Familia is a bilingual in-home intensive program run by Novato Human Needs to reduce child abuse and strengthen families that serves the child welfare population. These families receive CWS services initially and are then referred to Novato Human Needs. They receive culturally appropriate intensive case management, including hands on parenting education, referrals to and guidance with obtaining services, transportation and employment services. Services may continue up to 18 months. CWS may step out at any time when the family's level of function suggests that CWS are no longer needed. As a Novato nonprofit organization, Novato Human Needs helps low-income people overcome their crises and move toward self-sufficiency by providing a variety of local services:

- Community Support Services
- Holiday Share
- Amigos de la Familia
- Transportation Services

Employment and Education Services  
Thriving Families Initiative (Formerly FREE)

This program has been shown to prevent recidivism in families receiving social services particularly Spanish speaking families. Families receiving CWS services are referred by CWS (CAPIT); and families whose children may be at risk of child abuse and neglect are referred by other agencies or CWS.

- **Canal Alliance**

Canal Alliance is a bilingual case management program addressing child abuse/neglect prevention and intervention. It has been shown to strengthen existing family structure, collaborate with the Marin County Differential Response Program, and prevent child abuse. Special attention is paid to serving children and families in their own home and communities.

Canal Alliance is a comprehensive community resource center that develops self-sufficiency and leadership in Marin's low-income immigrant populations through access to health and social services, youth development, economic security, and citizenship. Services include academic and leadership training for youth and family empowerment through case management, domestic violence support groups, English as a Second Language classes, small business training, technology training, immigration legal services and emergency food distribution. Canal Alliance addresses each family's full range of needs.

- **Youth Pilot Program**

Marin continued to utilize its PSSF Allocation to supplement funding for the Youth Pilot Program (YPP), which serves children who are in placement or at imminent risk of out-of-home placement and their families. These selected youth may be at risk of placement in the Mental Health System, Juvenile Probation and/or Social Services.

Through facilitated family-decision making processes, intensive services are provided to these families in order to safely maintain the children in the least restrictive, viable level of care. Youth Pilot Program uses a family group conferencing model to provide services to families at risk of child placement. Services can also be provided to foster families to assist in keeping a youth at the lowest possible level of care. YPP serves children and families from CWS, Juvenile Probation and Children's Mental Health. Children and Families receive needed services including in home support, parenting education, family therapy, assistance with housing and job search.

In addition funding is used for these programs to support early intervention and voluntary family maintenance services to families who are at risk of child abuse and neglect.

A minimum of 20% is allocated for each required service category. Funding in this allocation is directly linked to the Federal Child and Family Service Outcomes.

- **Differential Response**

Differential response is Marin County's program to help families who do not meet the legal parameters of those we give Child Welfare Services to. We call those families who have had a referral in our system that did not require an in person response and actively assess their needs and make referrals to community agencies to help them meet their needs. We employ a Community Specialist who does outreach, some limited case management and referrals to a full range of services such as food, housing, parenting help, Family violence prevention, Alcohol and Substance Abuse treatment & immigration services. Families can accept or reject these services as they see fit. Differential response services are partially funded with PSSF money given to Center for Restorative Justice that then provides services to children and families involved in differential response services. The money does not go to fund the employed position.

- **Marin Advocates for Children –Child Abuse Prevention**

Marin County continued to use its CBCAP allocation and County birth certificate revenue to fund Marin Advocates for Children/Child Abuse Prevention Council.

The following were some activities of the Marin Child Abuse Prevention Council:

- Provide mandated reporter trainings county-wide
- Convene quarterly Child Abuse Prevention Council meetings
- Monthly newsletter to the community
- Convene forums, trainings, conferences on pertinent topics relating to child abuse/neglect
- Chair the Child Death Review Team monthly
- Coordinate with appropriate agencies to assist in the implementation of Differential Response activities in Marin County
- Provide leadership and ongoing collaboration for the Marin County Lifelong Connections program. Lifelong connections is a program to assist children served by CWS (mainly in permanency placement) to restore and maintain connections with family and friends. Volunteers mine cases and interview children to determine if there are any relatives or friends who would be willing to be long term supports to the youth. All of these children are served by CWS. Marin Advocates for Children (MAC).
- Provide services to ask risk families of child abuse and neglect.

MAC is the independent voice for victims of child abuse and neglect, and the leading non-profit agency for the prevention of child abuse in the community.

- **Health and Human Services - Division of Social Services**

Children and Family Services (CFS) Emergency Response is available 24 hours a day, 7 days a week, 365 days a year to receive and assess allegations of child abuse, neglect or exploitation. Each report is assessed to determine the level of response/information required to protect the child(ren). Children and Family Services will respond to all reports that rise to the standard of investigation immediately, or within ten calendar days as assessed. If an in-person response is not required the report will be documented in our computer system.

If the agency assesses that the children are at risk, Children and Family Services will assign a Social Worker to work with the family. Children and Family Services can provide services to children and their families both when the children remain in the home (Family Maintenance) and when they must be placed with relatives or in foster care (Family Reunification). Children can remain in care until the family crisis has passed and the family is ready to care for the children safely. If it is not possible for the children to return to the family home, Children and Family Services will plan for, or provide, their care.

**Among the services Children and Family Services can provide are:**

- Case Management
- Family and Individual Therapy
- Child Care
- Respite Care
- Parenting Classes
- Referrals to Community Resources

Marin County Social Service/Children and Family Services maintains contracts with the following:

- **Alternative Family Services- Independent Living Program**

Independent Living Program (ILP) services are provided through a contract with Alternative Family

Services which was established through an RFP process, a local community based organization. The program serves youth 16 to 21. Two ILP coordinators provide individual support services, as well as ongoing workshops, classes, and team building activities

- **Marin Abused Women's Services**

MAWS (Marin Abused Women's Services) is committed to eliminating domestic violence, now and forever. Started in 1977 as a 24-hour emergency hotline, the California-based nonprofit uses a deep understanding of the roots of domestic violence to create innovative prevention solutions on local, state, national, and international levels. In addition to delivering a wide range of direct and emergency services, MAWS is recognized for its expertise in providing comprehensive prevention programs, advocacy, and training for the benefit of women and their children, men and their communities. MAWS accomplishes these through collaborations with volunteers, local communities, public agencies, funders, and organizations worldwide.

### **Child Welfare Services – Services Array**

Marin County social workers assess the causes of risk to children and families and coordinate services to assist those children to remain safely in their home or return to their families.

#### **Early Intervention Services:**

Marin County leverages funding with CalWORKS and other non-profit agencies to provide high quality early intervention services that include in-patient drug treatment, child care, mental health services, intensive in-home case management and other related services. Marin County has made a commitment to support a staff highly focused on assessing and meeting the individual needs of each child and family that come into contact with child welfare. Marin County has supported early intervention and intensive services to support children going home at the earliest date possible to support family maintenance of relationships and continued parental responsibility for their children. To make this a reality Marin County has instituted an excellent network of in-patient drug and alcohol services where children can be placed with their mother's very early on in the reunification process. Parents report that they are treated "as people" by Marin County social worker and community services staff.

**Concurrent Planning Services:** Marin County supports all children receiving timely permanency by implementing comprehensive relative searches and assessments, early paternity determinations, full disclosure with parents, formal family finding programs, youth permanency efforts, voluntary family maintenance services, transition services and aftercare services.

#### **Time Limited Family Reunification Services:**

Time limited Family Reunification Services are provided to children, and youth that have been placed into out of home care. To ensure that it's effectively meeting the needs of these youth and their families, the department has attempted to provide staffing levels that are consistent with those identified in the CDSS sanctioned SB2030 Workload Study although this may no longer be possible given the economic downturn. Case plans are developed with the family and families are encouraged to promote their strengths and their own solutions for healthy change creating long-term intrinsic safety and permanency for children.

#### **Parent-child- youth participation in case planning:**

Family engagement is a critical element of the Child Welfare Services Program Improvement Plan. Marin County has long had a practice of strength-based, family-centered practice. Marin currently utilizes many of the best practice approaches identified throughout the State.

The "Family Network" program is an approach to family group decision making in which a facilitated team is made up of those identified by the family as critical supports. The team meets in order to determine

goals, identify services, and monitor progress. Marin believes that an interactive process with the family is critical to developing relationships for working together. In working together with Cal WORKS, Marin LINKAGES program strives for congruent case plans for shared clients.

Marin County CFS focus on the case plan is on the welfare of the child. When the needs of the caregiver are affecting the care of the child, then these needs are addressed in the case plan. Additionally the Department maintains a Children Services Fund to purchase the resource needs identified or court ordered. Other funds, such as the Kinship Emergency Fund, are utilized when appropriate to provide necessary resources

**Pre- and post-adoption Services:**

Marin County does their own adoptions and makes permanency for children a priority. The County is committed to supporting families in achieving higher levels of functioning and early family reunification, yet through good assessment and use of Structured Decision Making they are also committed to providing early permanency for children through adoption should the parent be unable to have the child returned to their care. Marin County Court processes support these efforts and adoption is a realistic permanency outcome for children. Social workers have workable caseloads to be able to support timely adoption by working with children and recruiting and offering good adoptive matches and giving adoptive families time and support in positively constellating their new family. Marin offers in-home supportive mental health and other services to adoptive families as needed. Marin county's social workers have supportive positive attitudes about families and children and this supports the timely adoptive process.

**Other Services:**

Services are provided by both public agency staff and private non-profit agencies or community based organizations. There is extensive collaboration between agencies to ensure that the goal of maintaining children safely in their homes is met whenever possible. Marin County utilizes a funding source within its Child Welfare budget to assist with reunification and purchase services for children and families as needed.

Ongoing collaboration with Drug and Alcohol providers: Marin Services for Women, Centerpoint, Helen Vine, (all private treatment programs) and Bay Area Community Resource, (evaluation and referral for drug alcohol problems), Community Mental Health providers, private therapists, and CalWORKS staff., occurs on a regular basis. CFS has a list of local psychologists that are used for completing psychological evaluations for children and parents, and uses in house Mental Health Practitioners to complete early evaluations.

Independent Living Program (ILP) services are provided through a contract with Alternative Family Services, a local community based organization. The program serves youth 16 to 21. Two ILP coordinators provide individual support services, as well as ongoing workshops, classes, and team building activities.

The community's overall prevention and child welfare service array includes:

- Alternative Family Services- Independent Living Program
  
- Novato Human Needs (CAPIT) As a Novato nonprofit organization, Novato Human Needs helps low-income people overcome their crises and move toward self-sufficiency by providing a variety of local services:
  - Community Support Services
  - Holiday Share
  - Amigos de la Familia
  - Transportation Services
  - Employment and Education Services
  - Thriving Families Initiative (Formerly FREE)

- Canal Alliance (CAPIT) Canal Alliance is a comprehensive community resource center that develops self-sufficiency and leadership in Marin's low-income immigrant populations through access to health and social services, youth development, economic security, and citizenship. Our services include academic and leadership training for youth and family empowerment through case management, domestic violence support groups, English as a Second Language classes, small business training, technology training, immigration legal services and emergency food distribution. Canal Alliance addresses each family's full range of needs."
- Marin Advocates for Children –Child Abuse Prevention  
Marin Advocates for Children (MAC) is the independent voice for victims of child abuse and neglect, and the leading non-profit agency for the prevention of child abuse in the community.
  - The Court Appointed Special Advocates (CASA) program advocates for the best interests of children who are dependents of the Marin Juvenile Court, helping to ensure they have a chance to live in a safe and permanent home.
  - The Child Abuse Prevention Council (CAPC) program helps prevent child abuse through community education and training, and promotes policies and services that help support families and children.
- Marin Abused Women's Services  
MAWS (Marin Abused Women's Services) is committed to eliminating domestic violence, now and forever. Started in 1977 as a 24-hour emergency hotline, the California-based nonprofit uses a deep understanding of the roots of domestic violence to create innovative prevention solutions on local, state, national, and international levels. In addition to delivering a wide range of direct and emergency services, MAWS is recognized for its expertise in providing comprehensive prevention programs, advocacy, and training for the benefit of women and their children, men and their communities. MAWS accomplishes these through collaborations with volunteers, local communities, public agencies, funders, and organizations worldwide.
- Center for Restorative Practice-(Youth Pilot Program) Utilizes a family team meeting model to support families in keeping children from entering out of home placement or to facilitate their foster home environment to facilitate stability and prevent higher levels of placement.

#### Services Offered at the Center for Restorative Practice

Adult education/job training  
 Case management  
 Child Advocate to schools and mental health system  
 Child care  
 Drug/Alcohol Services  
 Education/special education services  
 Employment services  
 Family counseling  
 Group counseling  
 Health/sexuality education  
 Individual counseling  
 In-home support services  
 Legal assistance  
 Medical support  
 Medication management  
 Mentoring  
 Recreation

Respite services  
Spiritual/religious counsel  
Therapeutic Behavioral Services (TBS)  
Translation services  
Tutoring

- Catholic Charities  
Catholic Charities helps troubled teens move onto the right path. Assists those that are homeless. Enables disadvantaged AIDS patients to get the treatment they need. And much, much more. All residents of San Francisco, Marin, & San Mateo Counties are welcome to apply for the programs, regardless of their spiritual preferences. Catholic Charities assisting 40,000+ clients each year from all walks of life, Catholic Charities CYO is about giving to humankind. And living our faith.
  
- Family Service Agency  
As Marin's leading provider of affordable counseling, the award-winning team helps 5,000 children, adults, and families each year.
  - Research-proven, effective treatments for depression, anxiety, social phobias, and other emotional challenges.
  - Proven and effective services for addiction recovery. Strengthening parenting skills and improving child's problem behavior.
  - Pregnancy support and infant developmental assessments. Relationship challenges and family conflicts.
  - 24-hour crisis suicide prevention and support for crisis and loss.
  - Research-based TeenScreen to identify and treat adolescent issues.
  - Cutting-edge treatment for trauma resulting from physical, sexual, and/or emotional abuse, and domestic violence.
  - Psychiatric assessment and medication
  - AgeSong support groups for older adults.
  - Child-friendly forensic interviewing for allegations of child abuse.
  
- APPLE Family Center  
Services Include:  
Life-Skills & Parenting Support Services:  
Provide assistance to clients of social service agencies, including Regional Centers, in meeting life's challenges and enhancing parenting skills.  
  
Psychotherapy Services:  
For teens, families, couples and individual adults and children, focusing on positive solutions that works best for each family's and individual's needs.  
Parenting Education:  
Classes teach and practice FamilyWorks' practical, effective and time-tested tools. They help parents create a more peaceful and enjoyable family life, and enhance the growth and development of children.

Children and Family Services works collaboratively with Law Enforcement to assure the safety of children in our community. The Jeannette Prandi Center is a collaborative between CFS, the District Attorney's Office, local Law Enforcement, and Family Service Agency to coordinate forensic interviews and ongoing investigations of sexual abuse and childhood trauma. In addition, CFS staff collaborates on a regular basis with Juvenile Probation and attend joint placement review meetings.

Services are always individualized to meet the unique needs of children and families served by the agency. While many services are available in both Spanish and English, staff continues to cite needs for additional Spanish speaking services within the community. These services continue to be limited, especially for substance abuse treatment and counseling.

Marin utilizes its Youth Pilot Program for many families, and has had significant success in providing services necessary to maintain children in their homes or lower level placements.

### **Probation –Service Array**

In addition to using most of the services available through Children and Family Services Probation utilizes a number of programs to assist children and families with building their educational and parental skills and to offer intervention when youth are at risk of entering out of home placement. Probation uses three wraparound programs to try to prevent out of home placement. The SENECA program (which does not use PSSF funding), the YPP family conferencing through the Center for Restorative Practices, and the Community Mental Health Wraparound program. Three CMH practitioners are co-located in the Offices of Juvenile Probation.

Juvenile Probation also has an in-house mental health program, called PORTAL, which uses Functional Family Therapy (FFT) as its model. Minors and their families are referred to this program when there is a mental health issue that needs to be addressed. For those minors who need substance abuse counseling, we refer to our CBO, Bay Area Community Resources and they use Multidimensional Family Therapy (MDFT) as their model (Both FFT and MDFT are Evidence Based Programs) When minors are placed outside their homes, we provide a monthly Parent Support group in English and Spanish. These groups are facilitated by Licensed Mental Health Practitioners and generally, the Placement Probation Officers attend to answer questions about the minors and the placements.

Juvenile Probation has a long history of working closely with the public schools in the county and the Probation Officers are often on the school campus to see the minors.

At the County Community School and Phoenix Academy (Charter School) the Probation department sponsors Aggression Replacement Training (ART), for the students. We now have 4 Probation Officers trained to conduct the ART groups on the campus. There is interest in expanding this to other the mainstream high schools in the next school year. ART groups are also conducted in the Juvenile Detention facility. In addition Probation has provided training to Probation Officers in the evidenced based practice; Motivational Interviewing which focuses on the child and parent's needs and internal motivations to change.

Appendix D: BOS Notice of Intent

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

NOTICE OF INTENT
CAPIT/CBCAP/PSSF PLAN CONTRACTS
FOR MARIN COUNTY

PERIOD OF PLAN (MM/DD/YY): 4/1/2010 THROUGH (MM/DD/YY) 4/1/2013

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

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

The County Board of Supervisors designates Marin County Health & Human Services as the public agency to administer CAPIT and CBCAP.

W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates Marin Co H&HS Div of Social Services as the public agency to administer PSSF.

Please enter an X in the appropriate box.

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

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

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

Judy Arnold
County Board of Supervisors Authorized Signature
Judy Arnold, President
Marin County Board of Supervisors
Print Name

9/29/10
Date
Title











# Marin County Health & Human Services YOUTH PILOT PROGRAM

FISCAL YEAR REPORT  
JULY 1, 2008 THROUGH JUNE 30, 2009

## PROGRAM HIGHLIGHTS AND ACCOMPLISHMENTS

- 34 families with a total of 67 children were served during the twelve-month period ending June 30, 2008.
- 42 of the children were considered to be "focus" children (those who were identified as at-imminent-risk of being placed out of their homes.)
- 92.8% of the focus children avoided more restrictive placements.
- Of the 34 families served, 14 were referred by Mental Health, 18 by Social Services (CFS) and 2 by Juvenile Probation. Seven of the families, or 21%, received services from two or three of these County agencies while they participated in the YPP.
- \$707,483 program savings was achieved. The cost of the YPP services provided to the 34 families was \$242,517. If the 42 focus children had been placed out of home or at higher levels of care, the cost would have been \$950,000.

## PROGRAM BACKGROUND

The Marin County Youth Pilot Program (YPP), or AB 1741, serves the families of selected children who are currently in placement or at imminent risk of out-of-home placement in the Mental Health (CMH), Juvenile Probation and the Social Services (CFS) Systems. Intensive services are provided to these families in order to safely maintain the children in the least restrictive viable level of care. The program is viewed as a vehicle for developing local processes and for assessing the overall well-being of the child and family participants.

In 1993 California Legislation was signed providing for families to be served locally with the flexible use of blended funds previously available only for categorical expenditure. The Marin YPP started serving families in 1996. In 2002 the State of California granted Marin County a waiver to allow for the flexible use of state funds previously available only to fund out-of-home placement. The waiver allowed Social Services to expand the number of families served by the Youth Pilot Program. The waiver also enhanced the pool of flexible funding to assist families in keeping their children at home or in the least restrictive level of care. In 2008 the California Legislature reauthorized Legislation which allows the YPP to continue using flexible state funding through December 2012.

### SERVICES PROVIDED

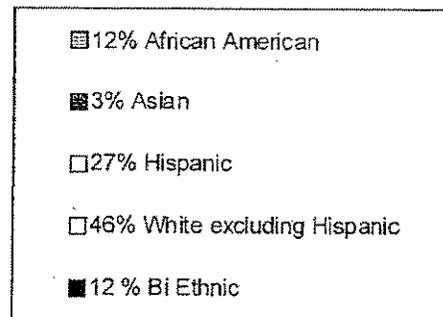
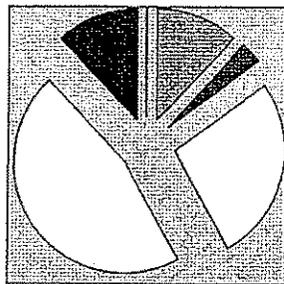
All families served by the Youth Pilot Program participated in the Center for Restorative Practice's "Family Network" facilitated process. (Each Family Network team meets in order to determine goals and action steps and to monitor progress.)

A wide variety of services were identified and provided through the Youth Pilot Program, including the following:

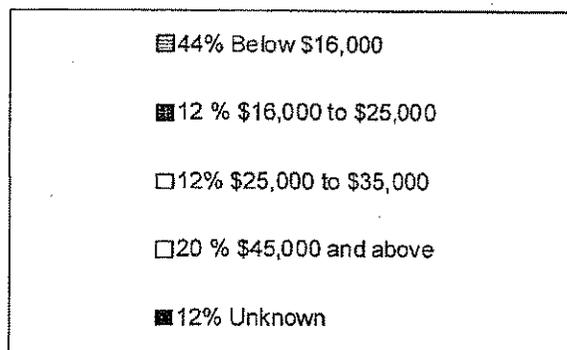
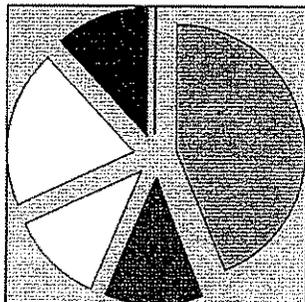
- ◆ Child care and Respite
- ◆ Tutoring
- ◆ Parent training
- ◆ Anger management training
- ◆ Substance abuse treatment
- ◆ Therapy
- ◆ Extra-curricular activities
- ◆ Mentoring
- ◆ Extraordinary basic needs expenses

### POPULATION SERVED

The ethnic distribution of youth and children served by the Youth Pilot Program is collected on the YPP intake form. The client-identified description of their ethnicity was categorized as follows:



The distribution of annual family income was as follows:



## **NEW AND CLOSING FAMILIES**

Twenty (20) families began participation in the YPP during the 2008-2009 Fiscal Year. Of these, five youths were "stepping-down" from placement in Residential Care--Level 12 to 14--or Juvenile Hall (four of them to return to a parent and one to placement in a foster-adopt home) and one "stepping-down" from foster care to return to a parent.

During this twelve-month period, 19 families ended service. Reasons for closure were the following:

- All goals achieved 9
- Goals partially achieved 3
- Youths placed by Juvenile Probation 2
- Family declined service or no follow-through 4
- Youth placed by Mental Health 1

## **PARTICIPATION**

During the twelve-month period, a total of 181 Family Network meetings were held. Representatives from 33 different public and private organizations attended meetings, 111 individuals identified as family members, and extended family and friends attended the meetings.

### **Service Providers for Youth Pilot Program Families July 1, 2008 through June 30, 2009**

1. AA/NA Sponsors
2. Braun Adolescent Day Treatment Program
3. Cal-Works (Marin H&HS)
4. Catholic Charities - CYO
5. Center for Restorative Practice
6. Children and Family Services--Social Services (Marin H&HS)
7. Children's System of Care-Community Mental Health (Marin H&HS)
8. Community Action Marin-Parent Partnership Program
9. Community Mental Health Psychiatrist (Marin H&HS)
10. County Foster Parents
11. Court Appointed Special Advocates-Marin Advocates for Youth
12. Family & Children's Law Center
13. Family Service Agency
14. Family Support Partnership
15. Golden Gate Regional Center
16. Grant Grover Day Treatment Program
17. Home Based Family Advocates
18. Hospice of Marin
19. James R. Syllia School
20. Juvenile Probation (Marin Department of Probation)
21. Matrix Parent Network and Resource Center
22. Novato Human Needs
23. Novato Youth Center
24. Parent Support Specialist
25. Private Provider, Therapist
26. Public Health Department Nurses (Marin H&HS)
27. Public Health Nurses, Social Services (Marin H&HS)
28. School teachers
29. Social Services Unit Supervisor, YPP Coordinator (Marin H&HS)
30. St. Vincent's
31. Sunny Hills Services
32. Timothy Murphy School
33. Youth and Family Services, Community Mental Health (Marin H&HS) Case Managers

**Addendum  
Marin County  
County Self-Assessment  
2010**

1) The CAPIT/CBCAP/PSSF funded programs are as follows:

Marin County continues to use its CBCAP allocation to support and strengthen the local child abuse prevention council. Administrative expenses are limited to 5%. The council plays an instrumental role in many local activities including:

- Provides mandated reporter trainings county-wide
- Convenes bi-monthly Child Abuse Prevention Council Meetings
- E-learning – a place where the community can go to learn more about child abuse prevention, training and best practices.
- Convenes forums, trainings, conferences on pertinent topics relating to Child Abuse/Neglect
- Chairs the Child Death Review Team monthly
- Coordinates with appropriate agencies to assist in the implementation of Differential Response activities in Marin County
- Continue to support a unified recruitment, training and retention program for Foster Parents through its role as the lead administrative agency for Family Finders of Marin
- Provides leadership and ongoing collaboration for the Marin Lifelong Connections program

The Child Abuse Prevention Council operates on a budget of \$54,000.00 per year.

Prevention-Service Array

Description of OCAP Funded Programs

Novato Human Needs

**Amigos de la Familia** is a bilingual in-home intensive program run by Novato Human Needs to reduce child abuse and strengthen families that serves the child welfare population. These families receive CWS services initially and are then referred to Novato Human Needs. They receive culturally appropriate intensive case management, including hands on parenting education, referrals to and guidance with obtaining services, transportation and employment services. Services may continue up to 18 months. CWS may step out at any time when the family's level of function suggests that CWS are no longer needed. As a Novato nonprofit organization, Novato Human Needs helps low-income people overcome their crises and move toward self-sufficiency by providing a variety of local services:

Community Support Services

Holiday Share

Amigos de la Familia

Transportation Services  
Employment and Education Services  
Thriving Families Initiative (Formerly FREE)

This program has been shown to prevent recidivism in families receiving social services particularly Spanish speaking families. Families receiving CWS services are referred by CWS (CAPIT); and families whose children may be at risk of child abuse and neglect are referred by other agencies or CWS.

Canal Alliance

Canal Alliance is a bilingual case management program addressing child abuse/neglect prevention and intervention. It has been shown to strengthen existing family structure, collaborate with the Marin County Differential Response Program, and prevent child abuse. Special attention is paid to serving children and families in their own home and communities.

Canal Alliance is a comprehensive community resource center that develops self-sufficiency and leadership in Marin's low-income immigrant populations through access to health and social services, youth development, economic security, and citizenship. Services include academic and leadership training for youth and family empowerment through case management, domestic violence support groups, English as a Second Language classes, small business training, technology training, immigration legal services and emergency food distribution. Canal Alliance addresses each family's full range of needs.

Center for Restorative Justice -Youth Pilot Program

Marin continued to utilize its PSSF Allocation to supplement funding for the Youth Pilot Program (YPP), which serves children who are in placement or at imminent risk of out-of-home placement and their families. These selected youth may be at risk of placement in the Mental Health System, Juvenile Probation and/or Social Services.

Through facilitated family-decision making processes, intensive services are provided to these families in order to safely maintain the children in the least restrictive, viable level of care. Youth Pilot Program uses a family group conferencing model to provide services to families at risk of child placement. Services can also be provided to foster families to assist in keeping a youth at the lowest possible level of care. YPP serves children and families from CWS, Juvenile Probation and Children's Mental Health. Children and Families receive needed services including in home support, parenting education, family therapy, assistance with housing and job search.

Marin Advocates for Children - Differential Response

Differential response is Marin County's program to help families who do not meet the legal parameters of those we give Child Welfare Services to. We call those families who have had a referral in our system that did not require an in person response and actively assess their needs and make referrals to community agencies to help them meet their needs. We employ a Community Specialist who does outreach, some limited case management and referrals to a full range of services such as food, housing, parenting help, Family violence prevention, Alcohol and

Substance Abuse treatment & immigration services. Families can accept or reject these services as they see fit. Differential response services are partially funded with PSSF money given to Center for Restorative Justice that then provides services to children and families involved in differential response services. The money does not go to fund the employed position.

2) There are no current federally eligible tribes residing in Marin County however, there are over 150 non-profit agencies that serve the community and anyone with Native American heritage is served by this group. They also service children and families with special needs and provide culturally relevant and appropriate services.

3) In 2000, 91.3% of all Marin County kindergarteners were fully immunized. 2.7% Marin's kindergarteners were exempt from being immunized due to medical reasons or personal belief. Thus, a total of 94% were immunized or exempt, which is slightly above California's combined rate of immunization and exemptions of 93.1%. There are approximately 2500 kindergarteners in Marin County on a yearly basis.

4) All funded CAPIT/CBCAP/PSSF programs have reports on a regular basis that go to the overseeing board of directors or the executive committee. All programs have outcomes and these outcomes are review on a bi-monthly and quarterly basis by the overseeing group, board of directors or executive committee (this is for the Youth Pilot Program). The OCAP funded programs are overseen by the Marin Child Abuse Prevention Council and include parent representation among the membership. The PSSF and CAPIT programs are overseen by the Interagency Case Management Council. The Youth Pilot Program is also regularly reported on to the County Executive Team.

The County has a contract check list that asks each vendor for their outcomes and methodology of gathering and reporting their information to the County on an annual basis. The check list goes over the elements of the program, the outcomes and the quality of the work performed. The check list is shared with each contractor on an annual basis and a yearly meeting is held to go through the check list with each vendor in May. During that meeting the vendor discusses their outcomes as required by the County and the strengths and needed improvement of the program. Feedback is given to each vendor from the county during that meeting and as needed throughout the year as the County stays in very close contact with the vendors on an almost daily basis.

If corrective action is warranted from the annual meeting, or at any time during the year, the County discusses the action with the vendor in a meeting or by telephone and schedules a follow-up meeting within 30 days to make sure that the correction has taken place.

CBCAP Outcomes

Marin County collaborates with the local CAPC which is directed by Marin Advocates for Children. Regular meetings are held between County Child Welfare Staff and the CAPC director where the engagement, short term intermediate and long-term coordination outcomes are reviewed as part of the on-going agenda. The regular coordination outcomes of the following activities and programs are reviewed: coordinating ongoing mandated reporter trainings; convenes quarterly Child Abuse Prevention Council Meetings which include stakeholders such as law enforcement and community partners; Coordinate ongoing activities and program development of local Differential Response Program; convene public forums, trainings, and conferences aimed at providing parental support and prevention information; implementation and training on Lifelong Connections family search and support.

5) CBCAP Peer Review

Marin County supports an informal peer review through regular stakeholder meetings and case staffing where there are opportunities to share information and best practices. In addition the County will be developing a formal peer review process during the implementation of the child welfare continuum meetings being implemented as part of the County's SIP process. Peer Review answers key questions for programs about the environment, culture, and practices of the agency. The County will ask the question "did our program provide an environment where families could improve?" The Children's Bureau also considers peer review to be a vital part of any comprehensive evaluation plan within states to improve services to families and children. In this capacity the County performs a peer quality case review (PQCR) as part of the California's Outcome and Accountability process. As part of the child welfare continuum meeting peer review will also be an opportunity for agencies to collaborate as mentors to share best practices and challenges. It is a process that the County will use to build and cultivate learning communities or communities of practice for child abuse prevention as well as formal child welfare services.

6) Client satisfaction is built into each of the CAPIT/CBCAP/PSSF programs.

Each program conducts client satisfaction surveys at least two times per year and conducts exit and entry interviews that include client satisfaction questions. The results of the information are reviewed with staff at regular staff meetings to continually support program improvement. They are also detailed in the regular reports to the overseeing bodies for review and action by the community. Each report contains the number of families and children being served and outcomes (please see attached sample report from the YPP program).

7) The YPP program and the Novato Human Needs programs serves families to keep children safe in the home that would otherwise be at risk of out of home placement. In addition Marin County partners with the Linkages program to offer residential treatment for mom's at risk of having their children placed in out of home care where the child(ren) can be placed with their mother while she is in treatment. In addition Marin County offers supportive mental health and counseling services to children and families that are at risk of out of home placement and offers many families other voluntary family maintenance services.

8) Marin County is geographically small; so many agencies provide services throughout the county. Novato Human Needs provides services primarily in Novato, but Canal Alliance has increased its service area to all of Marin County. A few agencies such as Family Service Agency have staff stationed in Southern and Northern Marin. Marin's most remote and underserved area is West Marin, which is about 45 minutes away from the San Rafael area by car. Health and Human Services maintains the West Marin Service Center in Point Reyes Station with staff from all of the major service arrays to assist these families.

9) Marin County attempts to consistently have parent involvement in all collaborative groups. Parents are generally offered a stipend to cover the expense of attending meetings. The Interagency Case Management Council (ICMC) has a parent representative. The meetings we are beginning as a result of our PQCR and integrated in the County's most current System Improvement Plan (SIP, 2010) will have parent involvement as well. We consistently invite groups such as Bay Area Regional Center and the Marin Center for Independent Living to these meetings as well. Marin has a number of bi-lingual and bi-cultural staff to work closely with our Spanish speaking community and is part of the Marin City Multi Disciplinary Team, a group of professionals and concerned citizens from Marin City, home to a very diverse group.

Quarterly meetings are held with the community, community (vendor) providers, parents, liaisons and CWS staff where new programs are presented and trained as needed, training on how to collect data is discussed, new business processes are reviewed and peer reviews are conducted. In addition, community providers, parents, Liaisons and CWS staff are invited to training that the County conducts on a regular basis. In addition the County conducts a three year Outcome and Accountability on-going quality improvement process where the community, parents, community partners, CWS staff and liaisons are invited and offered training.

10) Aside from the above mentioned efforts, Marin County Children and Family Services does numerous outreach trainings at schools, partner agencies and with the faith based community, including the contracting agencies who receive funding.

11) In 2007 the percentage of babies born low birth weight in Marin County was 13.2% the lowest percentage in the State. This represented 6% of the total number of babies born in Marin County in 2007 or 169 babies.

12) Each vendor is required by the county to have their own on-going data collection system and submit annual reports to the County. Each vendor keeps track of their services delivered and outcomes achieved; presenting them to the County on an annual basis in an annual report. Marin County is very data oriented as evidenced by the demographics section in the Self Assessment where all of the partnering agencies had annual reports that contained data reports that could be incorporated into the CSA. The Agencies and services providers take evidenced based practice seriously and use effective data gathering and reporting methods to ensure that they are achieving their goals.

Marin County SIP  
Attachment C Rosters

CAPIT/PSSF Roster

Interagency Case Management Council Roster

6-08

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**CAPC Roster**

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**BOARD OF DIRECTORS**

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San Rafael

**Treasurer, Nance Rosencranz**  
San Anselmo

**Secretary, Eber Jaques**  
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**Katherine Ikeda**, San Francisco  
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**Judy LeMarr**, Stinson Beach  
**Aaryn R. Pratt**, San Rafael  
**C.J. Rendi**, Novato

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**Cyndy Doherty, Executive Director**

**Laurie Good, CASA Case Supervisor**

**Mollie Squires, Development Coordinator**

**Katy Tiemann, CASA Case Supervisor**

**Tyler Stanley, Training and Volunteer Coordinator**

**Carol Powell, Office Manager**

**Tiffany Welter, Volunteer**

