

California - Child and Family Services Review

System Improvement Plan

Mendocino County

April 2021 thru April 2026



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Introduction

The California Department of Social Services (CDSS) California-Child and Family Services Review (C-CFSR) process was created to include child protective services, foster care, adoption, family preservation, family support, and independent living.¹ The purpose of the C-CFSR is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of children who experience maltreatment.² Another purpose of this five-year System Improvement Plan (SIP) is to establish an operational agreement between CDSS, The Mendocino County Department of Social Services – Family and Children’s Services (FCS) and Mendocino County Probation delineating how the county will improve the system of care for children and families.³ This process values the principle that preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families, and maximizing the quality of life for California’s residents⁴.

The 2020 Mendocino County Self-Assessment (CSA) C-CFSR planning team, stakeholders’ group, and peer review participants identified the priority needs and outcome improvement goals for this SIP. Throughout this five-year process, The Mendocino County Department of Social Services – Family and Children’s Services (FCS) and Mendocino County Probation will work in collaboration with their community and prevention partners to analyze strengths and needs from prevention through the continuum of care, including reviews of the current levels of performance, procedural and systemic practices, and available resources to maximize services to children and families in Mendocino County.

The C-CFSR team also collaborates with the Office of Child Abuse Prevention (OCAP) to ensure the continuous improvement of services provided to children receiving Title IV-B and Title IV-E child welfare funded services. The SIP outcome measures, systemic factors, and strategies will be integrated with OCAP programs: Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funding and programs. The SIP is an obligation to implement specific measurable improvements and is not intended to be Mendocino County’s comprehensive child welfare plan. The SIP includes a coordinated service provision plan for how Mendocino County will utilize prevention, intervention and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. The SIP is a flexible

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

² All County Information Notice I-16-12

³ California-Child and Family Services Review 12/21/12 v.8, p. 45

⁴ <http://calswec.berkeley.edu/peer-quality-case-review>

approach to planning for system change and may be adjusted to address ongoing barriers and challenges to completing strategies. The SIP is updated as necessary, but at least annually, to identify any changes that are made to the plan, to document completed activities and to describe Mendocino County’s successes and barriers in reaching performance goals. This System Improvement Plan, with its goals and action steps, was designed with purpose and intention. While both departments collaborate well together already, the action steps outlined here are drawn together, recognizing that the system of care and emergency and/or placement response for all youth, are tied together. The county recognizes the impact of families who touch the system with young children, and its lasting generational impacts both on youth as they age, and young adults as they become parents themselves. The intention of both departments is to work together to identify areas where decision-making and overlapping populations align.

SIP Narrative

C-CFSR TEAM

As per AB 636, The Mendocino County Department of Social Services – Family and Children’s Services (FCS) and Mendocino County Probation and the CDSS partnered together to plan, conduct and implement the Mendocino County Self-Assessment and System Improvement Plan. The core planning team included the following participants:

CSA Core Planning Team		
Name	Organization	Role
Jena Conner	Mendocino County Department of Social Services - FCS	Deputy Director
Kendra Pashales Palma	Mendocino County Department of Social Services - FCS	Senior Program Manager
Waldi Helma	Mendocino County Department of Social Services – FCS	Senior Program Manager
Jack Wann	Mendocino County Probation	Probation Supervisor
Katie Ford	Mendocino County Probation	Assistant Chief of Probation
Brady Bechtol	Mendocino County Probation	Division Manager
Xiong Lee	CDSS Outcomes and Accountability Unit	Consultant
Venus Esparza Whitted	CDSS Outcomes and Accountability Unit	Consultant
Jonathan Pearson	CDSS Outcomes and Accountability Unit	Consultant
Juliana Kier	CDSS Outcomes and Accountability Unit	Program Manager
Katie Sommerdorf	CDSS Outcomes and Accountability Unit	Program Manager
Rachael Fritts	CDSS Office of Child Abuse Prevention	Consultant
Ashleigh Belding	UC Davis Northern Academy	Facilitator
Dionne Puckett	UC Davis Northern Academy	Facilitator

Kristi Dvorak	UC Davis Northern Academy	Project Specialist
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CORE REPRESENTATIVES

As part of the CSA, Mendocino County sought participation of key community stakeholders to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. This was accomplished through several activities including a Mendocino County stakeholder Series, several virtual meetings which occurred over the course of two weeks. Findings from the stakeholder meeting and focus groups are placed throughout the report. UC Davis facilitated the stakeholder meeting as well as the focus group. Participants were given a presentation on the demographics and outcome data for Mendocino County and a brief overview of the day’s event schedule. Small focus groups were conducted using the same open-ended qualitative questionnaire regarding elements of collaboration.

All of the required core participants contributed to the Mendocino County CSA, along with a significant number of other recommended participants. The following attended the stakeholder meeting on Mendocino County:

First Name	Last Name	Organization	Job Title
Brady	Bechtol	Mendocino County Probation	Division Manager
Meave	Johnson	Mendocino County Probation Department - Juvenile Division	Deputy Probation Officer
Natalie	Shepard	Tapestry Family Services	Executive Director
Erika	Hashimoto	Mendocino County Health & Human Services- Public Health	Public Health Nurse
Jena	Conner	Mendocino County Department of Social Services – Family & Children’s Services	Deputy Director
Breanna	Odneal	Potter Valley Youth & Community Center	Family Resource Center Coordinator
Megan	Van Sant	Mendocino County Department of Social Services Agency- Advocacy & Collaboration Team Programs	Senior Program Manager
Brett	Holmes	Mendocino County Department of Social Services – Family & Children’s Services	Social Worker
Joan	Potter	Laytonville Unified School District	Superintendent
Venus	Esparza-Whitted	California Department of Social Services	Consultant
Kendra	Palma	Mendocino County Department of Social Services-Family & Children's Services	Senior Program Manager
Jessica	Goodrow	Round Valley Indian Tribes	Round Valley Indian Tribes Child family Services Director
Nicole	Johns	Tapestry Family Services	Clinical Director

Catrina	Taylor	Mendocino County Department of Social Services- Family & Children's Services	Program Administrator
Edward	Radigue	Mendocino County Department of Social Services- Family & Children's Services	Social Worker
Rachel	Ebel-Elliott	Mendocino County Department of Social Services-Employment & Family Assistance Services	EFAS Deputy Director
Marisa	Shanahan	Redwood Coast Regional Center	Team Leader, Children's Unit
Kelley	Labus	Mendocino County Office of Education	Special Education Local Planning Area Director
Bekkie	Emery	Mendocino County Department of Social Services- Social Services	Social Services Director
Gary	Levenson-Palmer	Chair	Juvenile Justice & Delinquency Prevention Commission
Lisa	Fredrickson	Mendocino County Department of Social Services-Public Health	Senior Program Manager
Kelly	Johnson	Mendocino County Health & Human Services- Substance Use Disorders Treatment	Substance Abuse Counselor
John	Flammang	Mendocino County HHS-Social Services- Family & Children's Services	Senior Program Manager
Jayma	Spence	Laytonville Healthy Start Family Resource Center	Executive Director
Blythe	Post	Mendocino County Office of Education	Foster and Homeless Youth Services Coordinator
Izen	Locatelli	Mendocino County Probation	Chief Probation Officer
Matt	Purcell	Mendocino County Health & Human Services- Family & Children's Services	Senior Program Manager
Holly	Unluata	First 5 Mendocino	Program Manager
Ken	Johnson	Court Appointed Special Advocates - Mendocino County	CASA Volunteer
Rebecca	Whitting	Mendocino County Department of Department of Social Services- Family & Children's Services	Senior Program Manager
Sheryn	Hildebrand	Court Appointed Special Advocates of Mendocino & Lake Counties	Executive Director
Audrey	Gardner	Mendocino County Department of Health & Human Services- Family & Children's Services	Supervising Staff Assistant
Jack	Wann	Probation	Supervising Deputy Probation Officer
Angelica	Mendoza	Probation	Deputy Probation Officer
George	Verastegui	Mendocino County Health & Human Services- Public Health	Program Manager

Joanna	Olson	Mendocino County Youth Project	Executive Director
Jorden	Lancaster	Mendocino County Health & Human Services-Family & Children's Services	Social worker
Laila	DeRouen	Indian Child and Family Preservation Program	ICWA Advocate
Katie	Sommerdorf	California Department of Social Services	Program Manager
Michaela	Barlow	Mendocino County Family & Children's Services	Senior Program Specialist
Waldi	Helma	Mendocino County Family & Children's Services	Senior Program Manager
Jason	Iversen	Ukiah Unified School District	Director of Student Services
Jacqueline	Williams	Ford Street Project	Executive Director
Karen	Lovato	Mendocino County Health & Human Services- Behavioral Health & Recovery Services	Program Manager
Katie	Ford	Mendocino County Probation	Assistant Chief Probation Officer
Xiong	Lee	California Department of Social Services	Consultant
Chris	Piekarski	Redwood Valley Rancheria	ICWA Coordinator
Kristin	Hills	Mendocino County Office of Education	Director, Early Learning & Care
Kristina	Grogan	Mendocino County Health & Human Services- Family & Children's Services	Staff Services Administrator
Katherine	Ferrante	Mendocino County Health & Human Services- Family & Children's Services	Program Specialist II
Vicki	Whitehead	Mendocino County Health & Human Services- Family & Children's Services	Social Worker
Sandy	Weiss	Mendocino County Health & Human Services- Family & Children's Services	Social Worker Assistant
Larry	Aguirre	Redwood Quality Management Company Contractor	Psychiatric Physician's Assistant
Karen	Jason	Mendocino County Health & Human Services- Family and Children's Services	Program Administrator
Rachael	Fritts	California Department of Social Services	Office of Child Abuse Prevention Consultant
Victoria	Kelly	Redwood Community Services	Chief Executive Officer
Alice	Langton-Sloan	Cahto Tribe of the Laytonville Rancheria	Indian Child Welfare Representative

PRIORITIZATION OF OUTCOMES

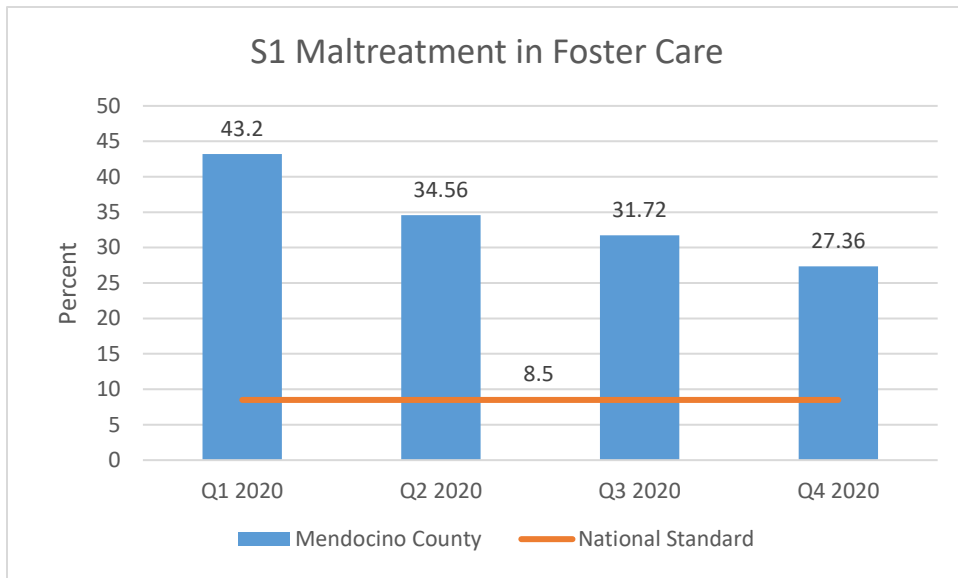
Overall Performance of Outcome Data Measures: Child Welfare

Data for this section comes from Q3 2020 data extract from the California Department of Social Services quarterly reports available from the UC Berkeley Center for Social Services Research (Webster, 2021). The county elected to use this most recent data published January 1, 2021.

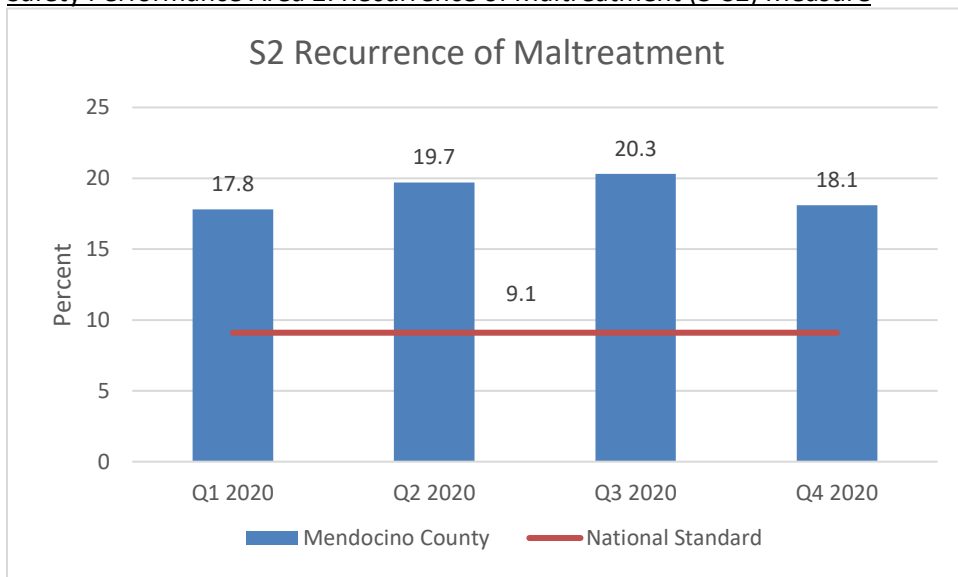
Data from this website is updated and published on a quarterly rolling basis. For twelve-month measures this report only shows one quarterly 12-month interval, October to September yearly, for clarity. This baseline period may be the basis for the development of System Improvement Plan strategies in the upcoming 5-year cycle.

The following outcome data measures are the prioritized measures for FCS:

1. Safety Performance Area 1: Maltreatment in Foster care (3-S1)



2. Safety Performance Area 2: Recurrence of Maltreatment (3-S2) Measure



Mendocino County FCS has prioritized our performance within S1 and S2 because it is our belief that the immediate safety needs of children/youth in our system needs to be addressed. As stated in Safety Outcome 1 of the Onsite Review Instrument: Children are, first and foremost,

protected from abuse and neglect. Measure S2 was a focus the previous SIP 2016-2021, and we didn't see as much improvement as we had hoped, so we have re-incorporated strategies into the current SIP 2021-2026 to address this need.

Performance of Other Measures Not Prioritized:

- Permanency Performance Area 1: Permanency in 12 months for children entering Foster care (3-P1): 36.9%
- Permanency Performance Area 2: Permanency in 12 months for children in Foster care 12-23 months (3-P2): 52.9%
- Permanency Performance Area 3: Permanency in 12 months for children in Foster care 24 months of more (P3): 31/1%
- Permanency Performance Area 4: Re-entry to foster CARE (3-P4): 11.4%
- Permanency Performance Area 5: Placement stability (moves per 1,000 days) (3-P5) Measure: 4.18 moves per 1,000 days

Overall Performance of Outcome Data Measures: Probation

Performance of Federal Outcome Measures (Q3 2020), Not Prioritized:

- Safety Performance Area 1: Maltreatment in Foster care (3-S1): 55.04
- Permanency Performance Area 1: Permanency in 12 months for children entering Foster care (3-P1): 0.0%
- Permanency Performance Area 2: Permanency in 12 months for children in Foster care 12-23 months (3-P2): 100%
- Permanency Performance Area 3: Permanency in 12 months for children in Foster care 24 months of more (P3): N/A (no youth eligible in this time period)
- Permanency Performance Area 4: Re-entry to foster CARE (3-P4): 0.0%
- Permanency Performance Area 5: Placement stability (moves per 1,000 days) (3-P5) Measure: 0.00 moves per 1,000 days

Systemic Factor: Agency Collaboration

Most, if not all outcome data is so low for Probation measures, that they are difficult to analyze. Therefore, Probation will be prioritizing the measurement of one systemic factor: Agency Collaboration.

Child Welfare Services

Strategy 1: Family & Children's Services will continue to utilize teaming practices across our agency. We commit to re-establishing consistency in use and quality of teaming practices with a focus on Integrated Core Practice Model values and behaviors, particularly a focus on cultural humility and responsiveness.

Action Steps

- a. Reform agency Child and Family Team Meeting practice via the development of a checklist that will include the process for scheduling of meetings, documentation in CWS/CMS, and utilizing tracking, as well as focus on Integrated Core Practice Model behaviors.
- b. Implement the Child & Family Team Meeting checklist focusing on collaboration with Probation and community partners, timeliness, and fidelity to CFT meeting process.
- c. Monthly progress of timely meeting occurrence and documentation will be measured quantitatively by existing tracking system found in Safe Measures. Safe Measures will be utilized during supervision with responsible staff. Reduction in recurrence of maltreatment progress will be measured quarterly via the monitoring of the S2 federal outcome measure. Quarterly feedback will be invited in the ICWA Roundtable. Feedback will be reviewed and addressed.
- d. FCS will develop evaluation criteria for this Strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.

Outcome

S2- Recurrence of Maltreatment

Strategy Justification Rationale

A. Findings and Recommendations from the CSA Report: *Feedback from*

Stakeholders

- Need to increase use of the Child and Family Team Meetings (CFTMs). It is important for parents advocating for their own family and it brings service providers together so that everyone can discuss their concerns and strengths at the same time. Need to use CFTMs throughout the case so when there is a higher needs child, it is not a surprise when situations arise. (i.e. maladaptive behaviors)
- Need to use a consistent template for CFTMs.
- Hope for the future: Focus on relationships, collaboration, and a deeper understanding of trauma to help us sustain good outcomes for our families.
- Increase togetherness: Utilize CFTMs and family findings from the start of case, or earlier.
- Address consistent supervision and decision making between Supervisor and Social Worker. There were some examples of a supervisor overriding the social worker's decision with minimal collaboration between supervisor and social

worker. Some social workers received conflicting directives from multiple supervisors from one day to next.

B. Findings and Recommendations from the CSA Report: *Peer Reviewers*

- Multiple observations no CFTMs prior to detention, court hearing or in some cases no CFTM hosted at all. No CFTMs held for family planning or concurrent planning.
- Lack of CFTMs prevented bringing supports to the table.
- When CFTMs are used early and continue throughout the case, they work.

Narrative and Evaluation

FCS will focus on strengthening our Child and Family Team (CFT) practices during the 2021-2026 SIP period. One of the factors that came up repeatedly during the peer review, stakeholder groups and FCS' internal discussions on this topic was the subject of teaming in relationship to Measure S2: Recurrence of Maltreatment. For example, during our peer review, we noticed that the cases where teaming practices were consistent and strong generally did not have a recurrence of maltreatment. For cases with a recurrence of maltreatment, we found that cases had either a lack of consistency in the CFT meetings (CFTMs) or none at all. With that in mind, FCS believes that if we take this opportunity to strengthen our approach to teaming, that this measure is likely to improve, which would benefit children and families in Mendocino County.

One of the peer review findings that proved to be a strength was in our collaboration with community partners and with local tribes. We value this collaboration, and seek to continue to strengthen this practice during our next 5 year SIP. One of the ways that we will push this practice forward is to promote inclusivity in the CFTMs to build supportive teams with the ability to work with evolving needs of a family.

To incorporate cultural responsiveness into this strategy, Mendocino FCS has engaged tribes in the development of this strategy. Within the County Self-Assessment process, ICWA workers were able to offer feedback about areas of strength and greatest need in their work with Mendocino FCS. The CFTM process has been identified through the CSA as both a strength and an area for growth. ICWA workers are an active part of the planning process around the building of a CFT. ICWA workers are a non-negotiable participant within the CFT and CFTMs, and meetings are scheduled around the needs of the ICWA worker, family, and agency. This is key in the

implementation of a refined CFT process. ICWA workers/tribes are welcomed by social workers to share feedback about that process. Feedback from ICWA workers with tribes in Mendocino County can happen as a conversation between the social worker and ICWA worker, or it can be brought into a larger discussion in the ICWA Roundtable. Discussions within the Roundtable will focus on examples that can provide broad learning across cases. This allows the opportunity for self-evaluation, meaningful adaption, and development of a culturally responsive process.

Within the County Self-Assessment, it is referenced that in 2020, the population of Native American youth under age 18 is 5.0%. The percentage of Native American youth with one or more substantiations in 2019 is 16.9%. This points to a disparity in the population of Native American youth experiencing abuse and neglect. It is our hope that by engaging with tribes through the CFT process, this will lead to higher quality, relevant assessments and interventions, which is likely to address the re-occurrence of abuse/neglect present for Native American youth. Our hope that measure S2 will be reduced because of this teaming and intervention.

Teaming practices and the use of the CFTMs have a foundation in Mendocino County FCS practice. It is our belief that if the use of the CFTM were more consistent, and practiced to fidelity, that it would push forward the values of Integrated Core Practice Model (ICPM). Teaming with a family would allow opportunity for listening, engagement and support network building, which in turn deepens our assessments for initial and ongoing safety and risk. This will support a relevant intervention with a family, creates a better opportunity to address the present harm and danger to a child or youth, and work with their community to identify protective factors that could mitigate risk over time.

Action Step A: Manager or designated lead will oversee the development of a process checklist to revitalize and improve the scheduling of the CFT meetings. To be responsive to our community partners and the families we work with, it is important to schedule meetings in a way that is organized, convenient and easily accessible. These are a foundational component of Integrated Core Practice Model. This will promote participation within the CFT at decision making points throughout a case. For those conversations to make an impression on the case in a meaningful way, documentation is a necessity. Tracking will be important for monitoring progress or lack thereof in this area and will drive further action and adaption as needed. Our focus on building a process checklist to address these areas will be a central focus of building consistent CFT practice.

Action Steps B and C: Implementation of the process checklist associated with CFT consistency will begin in 2023. Training materials will need to be gathered and organized. Many of the material already exists, which will support FCS in beginning the implementation of changes. FCS engages in CFT, and so the implementation will focus on meaningful adjustments that can be made to the current process in order to garner better results in our S2: Recurrence of Maltreatment data. Documentation is vital for accurately measuring needs and progress in the use of teaming. Documentation strategies have already been outlined and detailed by the state within an All County Letter. Mendocino FCS can utilize this existing instruction, as well as existing tools to measure our success by implementing the use of Safe Measures to track our progress. The main focus will be on the logistics of the process, and once a strategy is in place, monitoring and adapting the process. Quarterly feedback about the CFT process will be invited and obtained within the ICWA Roundtable meeting from Tribes and other community stakeholders. Feedback will be reviewed and addressed.

Action Step D: Evaluation is a vital component of social work practice, and without it, it is challenging to know what interventions are making a difference in outcomes, and which are not. FCS will focus on finding qualitative and quantitative evaluation methods to measure the impact of the above-mentioned interventions.

Strategy 2: Family & Children’s Services will commit to developing the trauma-informed skills and cultural responsiveness of our workforce to best serve children and families.

Action Steps

- a. Enhance staff skills and experience using trainings provided through the Northern Regional Training Academy and/or other training opportunities to build staff’s skills and confidence. Trainings will carry a focus on trauma-informed and culturally responsive practice strategies and will be tracked internally for participation.
- b. Utilize internal teaming approaches, such as a multidisciplinary team or case staffing, when appropriate to collaborate with community partners, Tribes and care providers in a trauma-informed and culturally responsive manner so that the team can coordinate services to higher needs youth in foster care to reduce maltreatment in care.
- c. Teaming will be tracked through Safe Measures between social workers and Social Worker Supervisors. Cultural responsiveness and inclusion will be measured through Stakeholder meetings, specifically through the ICWA Roundtable.

- d. FCS will develop evaluation criteria for this Strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.

Outcome

S1: Maltreatment in Foster Care

Strategy Justification Rationale

A. Findings and Recommendations from the CSA Report: *Feedback from Stakeholders*

- A focus on relationships, collaboration, and a deeper understanding of trauma will help us sustain good outcomes for our families.
- We can focus on becoming a learning culture utilizing a trauma lens. These need to be defined so that they can take hold in the culture.
- Trauma-informed focus lens is particularly important for FCS and Probation. i.e., Trainings, policies, procedures and gaining skills in these areas.

Narrative and Evaluation

During the previous SIP period, Mendocino FCS had a focus on Recruitment and Retention of staff. This strategy proved successful, and we found that our vacancy rate was reduced over time, in our social worker and social worker supervisor positions. One of the factors that has made this successful are the efforts made by our Leadership team in order to find positions that fit the skills and experience of the newer social workers, while simultaneous balancing the need to staff various programs and meet our mandated commitments as a department. The natural next step is to focus on building skills and experience of those staff. We feel that several factors will have a positive impact on job satisfaction, skill building and job performance of social workers and social worker supervisors. Those factors include clarity in our procedures, accessibility of procedures and training resources, and ongoing coaching offered to staff by their supervisors. This will be accessible via an organized onboarding and training plan. Establishing and implementing a workplan are likely to promote a learning environment in FCS.

Within our County Self-Assessment, we identified that we have encountered a sharp increase in our S1: Maltreatment in Foster Care statistics. To better understand some of the patterns related to this increase, we conducted research into the impacted cases which resulted in our finding a few different factors. The factor impacting most of the children/youth in the sample that we researched was a lack in pre-placement and ongoing completion of trainings for children/youth placed in tribally approved

and/or relative/non relative extended family homes. This impacted over half of the children/youth within the sample, which was pulled from the July 2019 thru June of 2020 reporting period. Well trained, skilled and confident social workers are better equipped to address an array of factors and complications that may arise in their work with children/youth and their resource families. Skills and experience of the social worker may promote an earlier detection and intervention, so that the children/youth in care do not experience further abuse or neglect. Additionally, engagement skills and teaming opportunities can increase collaboration with children/youth, resource families, and professional supports. Teaming will be tracked through Safe Measures, which can give specific information based on office, caseload, or Mendocino FCS' overall performance. That increase in collaboration could allow great accuracy in assessments, with more appropriate interventions. Increased collaboration can also encourage connection to resources in the community that may address needs of the child/youth and resource family. Cultural responsiveness and inclusion will be measured through stakeholder meetings, specifically through the ICWA Roundtable.

Action Steps A and B: FCS will focus on enhancement of staff skills and experience via the engagement in trainings provided through the Northern Regional Training Academy and/or other training opportunities. Trainings will focus on trauma-informed and culturally responsive practice strategies.

One of the factors in building skills and experience is to provide access and training on specific county practices. This is an important factor in building the confidence in social workers and social worker supervisors that they can access the information that they need to carry out important tasks and duties. FCS is confident that if trainings are targeted, supervisors and support staff can be confident that they are performing their jobs according to state requirements and updated mandates. Northern Regional Training Academy, which offers a vast array of training opportunities, often with a focus on Evidence Based Practices. In order to support participation and oversight of the training efforts, training participation will be tracked internally.

Action Step B: FCS will utilize teaming approaches to monitor the quality of placements for youth, related to their specific needs. One of the factors that is likely to support the quality of safety within placements for children/youth is the collaboration with Tribes, community partners and providers in a trauma-informed and culturally responsive manner. This may incorporate their different knowledge and perspectives and is likely to result in a deeper understanding of the specialized and individualized needs of youth in care. With a targeted, individualized workgroup for children who are in danger of placement disruption, or who are struggling in their

placements, a team can explore current and available services which could mitigate risk. Teaming approaches that could offer opportunities for these discussions include a CFT meeting with the purpose of placement preservation. If a child is in an unstable placement, the social worker can set up a team meeting to see if any supports can be put in place to increase the safety and stability in the placement home. Multidisciplinary Teams, case conferences of specific caseloads, etc. can also be utilized, depending on the need of the child and family. Any of these teaming opportunities to receive feedback through the team.

Action Step C: Teaming will be tracked through Safe Measures in supervision between Social Workers and Social Worker Supervisors. This will be an opportunity for social workers to work with their caseload with their supervisor and to apply Teaming strategies for their cases, with a focus on the cases including high needs youth in foster care. Cultural responsiveness and inclusion will be measured through stakeholder meetings, specifically through the ICWA Roundtable, where tribal representatives have the opportunity to share feedback on these and related issues.

Action Step D: Evaluation is a vital component of social work practice, and without it, it's challenging to know what interventions are making a difference in outcomes, and which are not. FCS will focus on finding qualitative and quantitative evaluation methods to measure the impact of the above-mentioned interventions.

Strategy 3: Re-enforce Emergency Response Units. Family & Children's Services will focus on intensive training and coaching for Emergency Response social workers to build their skills and experience and support them in the management of referrals and investigations to reduce recurrence of maltreatment.

Action Steps

- a. Emergency Response social worker supervisors will provide intensive training and coaching for new Emergency Response social workers, and ongoing coaching for existing Emergency Response social workers.
- b. Emergency Response supervisors and manager will hold pre-detention CFTM to mitigate the risk of removal and to better assess family needs when there is not an immediate need to detain, or when doing so will not put the child at further risk of harm.
- c. Emergency Response social workers and supervisors will initiate engagement and work closely with tribes while working on tribal lands or with families who are eligible for or are members of a tribe.
- d. Emergency Response supervisors will utilize Safe Measures each month with

Emergency Response staff during supervision to evaluate adherence to job requirements. In addition, Emergency Response trainings will be tracked internally and accessible by Emergency Response Supervisors.

- e. FCS will develop evaluation criteria for this strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.

Outcome

S2: Recurrence of Maltreatment

Strategy Justification Rationale

- A. Findings and Recommendations from the CSA Report: *Feedback from Stakeholders*: Increasing workforce and partners is helpful to relieve pressure on social workers.
- B. Findings and Recommendations from the CSA Report: Feedback from Peer Reviewers
 - Multiple observations of the delay in time before a referral was assigned to a social worker and investigated. Previous social workers made no efforts to address family issues.
 - Several examples of social workers with 43 referrals and involved with a case for approximately 1 year. Heavy workloads decrease the amount of time each referral gets to be addressed.

Narrative and Evaluation

During our peer review, we identified S2: Recurrence of Maltreatment as an important area where growth is needed. This strategy is aimed to address the needs of youth who experience two substantiated abuse/neglect allegations within twelve months. These youth are already dealing with the trauma of the abuse or neglect that was substantiated, as well as additional trauma from the intervention of child welfare through the investigation or entry into foster care. The additional trauma of further substantiated abuse/neglect allegations is significant, as it indicates that the original intervention was not meaningful to create change for the youth and their family.

This population, as a result of their trauma, may exhibit challenging behaviors, and so it is vital that professionals are able to engage youth in an approach that is trauma informed. The hope is that if social workers can work with youth and care providers in a way that is trauma informed, it can better identify the needs of the youth, consider meaningful interventions to meet the needs, and become a model for caregivers to support them in meeting the needs of the youth in their care. If those

areas improve, it is likely that the amount of reoccurring abuse or neglect will decrease over time.

If social workers and social worker supervisors have adequate training, support and collaboration, their interventions are likely to be more effective in promoting behavioral change within a family. Again, during our peer review, our relationships with tribal partners and community partners was a strength, and we wish to keep this as a priority throughout our upcoming SIP period. We have identified the following strategies to support these efforts in the upcoming 5 year SIP period.

Action Step A: FCS Social Worker Supervisors will provide intensive training and coaching for new Emergency Response Social Workers and ongoing coaching for existing Emergency Response Social Workers. Skilled and experienced social workers will be more effective in their work with families and will be in a better position to advocate for families and collaborate with tribal and community partners. Accessible, targeted, high-quality training and materials are essential in this effort. New social workers, through their training, will focus on building their foundational knowledge and understanding of applicable laws, policy and procedures, and evidence-based practices related to their work. The resources that they have will provide them the opportunity to build their values as a social worker and learn how to conduct practices in alignment with Integrated Core Practice Model practice behaviors. Existing social workers will focus on continued, in-depth and advanced strategies to grow and refine their practice approach.

Action Step B: Emergency Response supervisors and manager will hold a pre-detention Child & Family Team (CFT) meeting when there is not an immediate need to detain, or when doing so will not put the child at further risk of harm. Teaming with a family during investigation is not yet a state mandate, however, FCS recognizes that this practice is meaningful in interventions with families, whenever it can be conducted safely. Emergency Response units in FCS will work to identify opportunities to utilize teaming during the course of their investigation, in an effort to reduce entry to care when possible, to identify safe and stable care providers for children, preferably family, and to champion the use of engagement to improve the quality of safety and risk assessments.

Action Step C: FCS is focused on collaboration with tribal partners within our emergency response process. While working on tribal land, or when working with family and children who are tribal members or eligible for tribal membership, Emergency Response supervisors and social workers will work closely with tribal partners. This will include a range of activities to accommodate the needs of different tribes in the community. Actions may include, but are not limited to, collaboration in the investigation, in CFTMs, in placement needs and in the early assessment process. Collaboration with tribal partners is an ongoing effort in FCS. During the past few

years, we have had some opportunities to work with local tribal partners in conducting investigations of families who are tribal members or eligible for tribal membership. We have not been able to do this consistently, and so this strategy is an effort to take a practice that has worked well, and to incorporate it broadly and consistently. The ICWA Roundtable meetings will give FCS and Probation the opportunity to elicit and accept feedback from tribal partners.

Action Step D: FCS commits to utilizing Safe Measures to build consistency in our data entry, related to emergency response services. Emergency Response supervisors will utilize Safe Measures to monitor social workers' adherence to job requirements. Emergency response supervisors will engage in Safe Measures training, when needed, in order to facilitate the use of this system. The extensive tracking and monitoring will help to inform social workers and supervisors of pending items, due dates, and documentation needs. Review of these measures will occur during individual supervision with the social worker at least monthly. This will give an opportunity to intervene, and to address any barriers that the social worker may be encountering to timely completion of documentation. When social workers are able to keep timely documentation, the interventions are more likely to be timely and relevant to documented needs, and it opens the communication of details between investigating social worker and supervisor. If interventions are timely and meaningful, it is likely to decrease the chances of re-occurrence of abuse and neglect. In addition, Emergency Response related trainings will be tracked internally and accessible by Emergency Response supervisors in their ongoing efforts in coaching Emergency Response social workers.

Action Step E: Evaluation is a vital component of social work practice, and without it, it's challenging to know what interventions are making a difference in outcomes, and which are not. FCS will focus on finding qualitative and quantitative evaluation methods in order to measure the impact of the above-mentioned interventions.

Probation

Strategy 4: Probation and FCS departments will engage in a process to determine what integration and coordination efforts will best achieve improved outcomes for children and families in the child welfare and juvenile justice systems. Probation will work with FCS towards establishing the operation of a Dual Jurisdiction Protocol.

Action Steps

- a. Draft, review, finalize and adopt a 241.1 MOU/Protocol between Probation and FCS identifying dually involved youth, processes, and language.
- b. Identify and involve the Juvenile Court, Attorneys, the District Attorney's Office, County Council, and program providers to collaborate and work with

Probation and FCS to establish and implement dual jurisdiction.

- c. Once the Dual Jurisdiction MOU has been adopted, create a Joint Assessment Team (JAT) as a partnership between Probation and FCS to review dual-status cases on a monthly basis to support the provision of appropriate and effective programming based on shared knowledge of each system.
- d. The JAT will utilize feedback from dual-status case families to evaluate and monitor the effectiveness of the process. Dual-status youth cases will be monitored for timeliness of referrals, and the JAT will report to the Stakeholders on the effectiveness of the JAT's efforts.

Outcome

- Agency Collaboration: Having a signed and operational agreement.

Strategy Justification Rationale

A. Findings and Recommendations from the CSA Report: *Feedback from Stakeholders*

- Dual jurisdiction opens the door to work collaboratively around the youth regardless of the system.
- Dual jurisdiction (Probation and FCS) enhances the supports available to the youth/children, agencies supporting one another, keeps youth and family at the center of what we do.
- Significant cross-training opportunities.
- Increase Togetherness: need to be able to share data between Probation and Family & Children's Services and work toward better outcomes.

B. Findings and Recommendations from the CSA Report: *Peer Reviewers*

- Child Welfare case converted to Probation case. Child had been a WIC 300 dependent waiting for placement when offense occurred.
- Child Welfare had attempted to look for family. Due to lack of resources, unable to utilize other avenues to locate family or the father.

Narrative and Evaluation

The desire and need for Mendocino County to be a Dual Jurisdiction county continues to gain momentum. The goal is for Probation and FCS department is to engage in a process to determine what integration and coordination efforts will best achieve improved outcomes for children and families and the child welfare and juvenile justice systems. A Protocol detailing the various agencies' commitments to cross-system collaboration and coordination, information sharing agreement, data sharing, desired system and youth and family outcomes, case flow process, policy and protocol documentation, assessment and

resources inventories, a system for data collection and management to measure the achievement of outcomes, and a multi-system training plan is essential. Dually involved youth are a high-need population in Mendocino County that requires Probation and FCS to work collaboratively if we are to achieve improved outcomes.

Unfortunately, Mendocino County's experience has shown that changing entrenched system policies and practices can be difficult and accompanied by a number of challenges. Historically there has been a lack of structural relationships and understanding between Probation and FCS. Further, there is commonly a lack of coordination among the various attorneys representing the youth and their parents. Beyond child welfare and juvenile justice, collaboration among the education, mental health, and substance abuse systems is also often quite tenuous for this population of youth. Further, information-sharing challenges are often encountered among the agencies due to complex legal rules, different record-keeping procedures, and other factors that make it difficult for everyone involved.

Dual Jurisdiction implementation seeks to achieve system improvements within Mendocino County Probation and FCS. It will ensure greater uniformity in the mission and vision of both juvenile justice and child welfare agencies while developing specific policies and changes in practices related to serving dually involved youth. Working collaboratively will improve cross-systems engagement, case management, and quality improvement across our two agencies. Some goals accomplished through Dual Jurisdiction will be a reduction in the number of youths placed in out-of-home care, and decrease the use of congregate care., and condense the number of youth crossing over and becoming dually involved.

The Joint Assessment Team (JAT) comprised of representatives from Probation and FCS will meet monthly in order to track shared cases. This will allow the opportunity to look at individual cases through the lens of both departments, ensuring each case is evaluated and improved upon if necessary. These JAT meetings will increase the number of local resources and family findings, reducing the number of youth in out of home care simply by combining Probation and FCS' offerings. The JAT will monitor the progress and status of these dual cases by using CWS/CMS as well as internal monitoring. During monthly JAT meetings, each case will be reviewed, and changes will be made as needed. Compiling information from the JAT, as well as the family and youth will provide pertinent information to achieve success and Dual Jurisdiction goals.

Probation and FCS often deal with the same youth population that either has entered each other's agencies or is known to each other. With our current processes, it is difficult to appropriately handle these cases. We are currently forced to either choose one agency or the other, which is usually accomplished through a 241.1 WIC Investigation. Even through this process, our two agencies do not always come to a definitive agreement. Each agency brings something different and effective to a youth's case, and a combination

of both has always been desired. There is also a need for Probation, FCS, the Court, and attorneys to educate one another on the inner workings of each agency. The full collaboration will help in decision-making, proper case assignment, assessments, supervision, and planning for youth permanency.

Action Step A: Probation and FCS managers and leads will work to establish an agreed-upon 241.1 MOU/Protocol. Although there is a 241.1 process currently in place, with dual jurisdiction, there is a need to change language, processes, communication, and collaborative outcomes. Currently, Probation and FCS work independently on the 241.1 investigations, and there is sometimes a disconnect. Establishing a joint 241.1 MOU/Protocol will bridge any gap between Probation and FCS, resulting in a more sound recommendation for youth and their families. Through the 241.1 investigation, Probation and FCS will identify youth by category. A youth who enters either system may have a history with the other. Establishing clear guidelines and common language in describing dually involved youth is important for consistency, responsibilities, and data.

Action Step B: Sharing information and identifying key leaders and stakeholders is extremely important during the conception and after the establishment of dual jurisdiction. To educate and include all players who should be involved in this process will be a large undertaking, but necessary. To achieve success, the input and cooperation from Probation, FCS, the Court, County Council, and Attorneys, to name a few, will be crucial. Information gathering and distribution needs to be at a premium in order to create the best outcomes for the youth involved in dual jurisdiction. In order to achieve success, quarterly meetings will be held with at least one representative from each group present. Having an agenda and minutes will capture attendance and topics discussed. This will be helpful to have an overview of participation, improvements, and deficiencies. Establishing and continued information sharing will improve the process overall by hearing input and suggestions from each group. Creating a team concept with stakeholders and key leaders will ultimately provide a sound structure for dual jurisdiction.

Action Step C: Create a Joint Assessment Team (JAT) to review dual-status cases on a monthly basis to provide collaborative resources and referrals for youth and families to improve collaboration, decision-making, proper case assignment, assessments, supervision, and planning for youth permanency. The JAT will be comprised of a Probation and FCS Supervisor who will facilitate monthly meetings. The lead will be decided by what agency is the lead care provider for the youth(s) review. Other participants will include the youth's supervising officer and FCS social worker assigned to the case. Invitations

can also be given to the family, attorneys, service providers, etc. An agenda and minutes will capture meeting topics and attendance.

Once a youth falls under dual jurisdiction, Probation and FCS will meet with the youth and family to gather information needed to support potential success through local service providers and evidence-based practices. Once the family's targeted needs are established, the JAT can share what services each department can provide, and what referrals seem the most appropriate. This will help to avoid crossover, better fits for the family's needs, and hopefully better outcomes. The JAT will meet regularly in order to make changes to the youth's case plan as needed in order to promote success. Having the family report out and fill out a questionnaire will help to gain knowledge, providing a better understanding of quality services.

Action Step D: The JAT's main focus will be to monitor and evaluate Dual Status cases and the effectiveness of Dual Jurisdiction. The JAT will follow cases throughout their existence through supervision by Probation and FCS. Each case will have an individual case worker, whether it be a probation officer or social worker. The caseworker will track the effectiveness of the youth's case plan and report to the JAT. The JAT will oversee the cases to ensure, through meetings and collaboration, that cases are receiving appropriate services in a timely manner. Monitoring the youth's success and obtaining feedback from families will provide the JAT with useful information to consider for obtaining overall effectiveness. The JAT and caseworker will share this information with the Court, attorneys, and families through periodic reviews. The JAT will continue to monitor the effectiveness of this process and make changes as necessary to ensure Dual Jurisdiction is functioning at the highest level possible. The JAT will report back to the Stakeholders on a biannual basis regarding the outcomes of the dual-status youth.

Prioritization of Direct Service Needs

Direct service needs using CAPIT/CBCAP/PSSF funds will be used as follows with priority given to evidence-based or evidence-informed programs, populations at greatest risk of child maltreatment as established in our County Self-Assessment, and based on the California Department of Social Services' established requirements for each funding source:

Child Abuse Prevention Intervention and Treatment (CAPIT):

- Services will be provided by prevention programs through First 5 Mendocino, Round Valley Family Resource Center and The Arbor Youth Resource Center who identify and provide services to youth at risk of abuse or neglect, to isolated families, particularly those with children 5 years of age and younger and provide services to youth victims of crime and that have demonstrated effectiveness in prevention or intervention. Priority for services shall be given to youth who are at high risk, including youth being served by Family & Children's Services due to abuse and neglect, youth referred for services by legal, medical or social service agencies, minority populations and youth especially under 14 years of age. The targeted services based on the needs identified in our County Self-Assessment include parenting education and support programs and services for teens, transition aged youth and teen/young parents regarding parent education and domestic violence.

Promoting Safe and Stable Families (PSSF):

- *Family Preservation* services will be provided by Tapestry Family Services and Redwood Community Services to families with an open child welfare case who have already demonstrated the need for intervention and vulnerable families with children who are at risk of abuse or neglect and have one or more risk factors. Services are designed to help children return home or other be placed in another permanent placement, help children at risk of foster care remain safely with their families, provide follow-up care after return from foster care, provide respite care for parents and caregivers and improve parenting skills. The targeted services based on the needs identified in our County Self-Assessment include behavioral/mental health services and respite care.
- *Community-Based Family Support* services will be provided by First 5 Mendocino to vulnerable families with children who are at risk of abuse or neglect or have already demonstrated the need for intervention and have an open child welfare case, including Title IV-E eligible youth being served by Family & Children's Services and Juvenile Probation who are in a qualified placement setting. Services identified in our County Self-Assessment include parenting education.

- *Family Reunification* services will be provided by Project Sanctuary and will focus on services for foster children and parents whose children are in foster care so that reunification may occur safely and timely, and services to support those families who have reunified for up to 15 months post reunification to ensure the strength and stability of the reunification. The targeted services will include parent/child visitation with domestic violence services.
- *Adoption Promotion and Support* services will be provided by Family & Children’s Services and will focus on pre- and post-adoption services to support adoptive families so they can make a lifetime commitment to foster children. Targeted populations will include current foster children with a case plan goal of adoption, families exploring adoption of children from foster care and former foster children who have had a finalized adoption and their adoptive families. The targeted services may include adoptive parent recruitment, basic needs, concrete supports, parenting education and respite care. These services may be provided pre-adoption while the child’s juvenile dependency case is still open, or post-adoption if the adoptive family and child come to the attention of Family & Children’s Services for support, such as through the Child Abuse Hotline.

Community-Based Child Abuse Prevention Program (CBCAP):

CBCAP funds will be used by First 5 Mendocino, Coast Children’s Fund and Action Network to maintain and/or expand family resource and support programs which focus on general public awareness and education about preventing child abuse and neglect and vulnerable families at risk of abuse or neglect including parents, underserved/minority groups, fathers, homeless families, and those at risk of homelessness. Programs will offer assistance to families, provide early, comprehensive support for parents, promote the development of parenting skills, increase family stability, improve access to other formal and informal resources available within communities including referrals to other services and involve parents in program planning and implementation.

The selection of the priority direct service needs to be funded with CAPIT/PSSF/CBCAP was determined through formal and informal stakeholder feedback and input through the County Self-Assessment process and identification of common targeted prevention needs and supports for families who come to the attention of Family & Children’s Services due to risk of abuse or neglect. Evidence-based and/or evidence-informed programs within the county, such as Positive Parenting Program (Triple P), are a high priority due to existing program evaluation methods and positive outcomes in helping to reduce child abuse and neglect. However, there are also other services, such as services specific to Native American populations, which are not evidence-based or evidence-informed but are highly regarded within those populations and are also a priority to help reduce child abuse and neglect within our minority and underserved populations. Program descriptions of the selected programs are attached.

Child Welfare/Probation Placement Initiatives

CHILD WELFARE

Family and Children's Services has implemented or is beginning to implement several federal and state initiatives. We are currently in the process of implementing the requirements of the Continuum of Care Reform.

Continuum of Care Reform (CCR)

CCR is a significant reform of the foster care placement system within California implemented January 1, 2017. The objective is to transform group homes and foster family agencies into programs supporting the safety, permanency and well-being of children and which are aligned with current research and practices that support positive outcomes for children and their families. Group homes must transition into Short Term Residential Therapeutic Programs (STRTPs) and become a short-term intervention to stabilize a youth versus a long-term destination placement. Under CCR, an assessment of the child and family's strengths and needs will help guide and inform the selection of the child's placement. CCR also restructured the foster care payment rates and implemented performance and accountability measures. The implementation of a new foster-care maintenance rate structure, based on the child's level-of-need rather than age implemented in 2018.

Our local efforts for CCR include providing training and enhanced services and supports for Resource Families to better prepare them to care for children and youth with high needs. Part of Continuum of Care Reform is the implementation of the Child and Adolescent Needs and Strengths (CANS) Assessment Tool. This tool is intended to act as part of the Child and Family Team (CFT) process and allow the team to contribute and collaborate to identify priority needs for the child and parent/caregivers. This tool can influence the child's placement level of care and support the relevant case plan activities and services to meet the needs of the child and their parents/caregivers.

California Child Welfare Core Practice Model

Mendocino County has been participating through workshops, meetings, webinars and convening's with the County Welfare Directors Association (CWDA) and CDSS in the development and implementation of a statewide integrated practice model which serves as a guide for integrating various successful initiatives/practices into a comprehensive framework that supports the safety, permanency, and well-being of children and their families. The goal is to implement a statewide practice model that integrates the key and common elements of existing California initiatives and proven practices, some of which Mendocino County has been a part of

including Continuum of Care Reform (CCR), Safety Organized Practice (SOP), Wraparound and Katie A. By guiding practice, service delivery and decision-making, the Integrated Core Practice Model will help improve consistent practice through specific casework skills and practices that child welfare workers will use within the framework to perform through all stages and aspects of child welfare casework to optimize outcomes of children who enter, move through and exit the child welfare system.

AB 2083: Children, Youth and Family System of Care

As required by Welfare and Institutions Code Section 16521.6, each county in California was required to create a Memorandum of Understanding (MOU) outlining the roles and responsibilities of specific County partner agencies who serve foster children/youth who have experienced trauma, including Social Services/Family & Children's Services, Juvenile Probation, Behavioral Health and Recovery Services, Mendocino County Office of Education and Redwood Coast Regional Center. Efforts to create this MOU began in 2020, with the establishment of the Interagency Leadership Team and the AB 2083 MOU workgroup. The initial AB 2083 MOU was finalized and fully executed on April 22, 2021 and submitted to the California Department of Social Services AB 2083 oversight team. AB 153 added additional requirements for counties to develop Tribal Consultation Policies related to this system of care with the federally recognized tribes within the county and to update the MOU to incorporate Tribal input and participation. Mendocino County's AB 2083 ILT began this work in 2023 and work is continuing with the development of individual Tribal Consultation Policies.

Family Urgent Response System (FURS)

The Family Urgent Response System is a new state mandated program each county must implement effective March 1, 2021 as a collaborative service between Family & Children's Services, Juvenile Probation and Behavioral Health and Recovery Services to support eligible current and former foster youth and their caregivers and stabilize placement. FURS is a 24/7, 365 day a year program which provides a statewide hotline, a local mobile response team which must be able to respond in-person to the caller's location countywide within three hours to help address and de-escalate the situation, and follow up for up to 72 hours following the mobile response. Following a failed Request for Proposal in 2021 in which no bids were received, Mendocino County's FURS program was contracted out to community-based agency, Redwood Community Services beginning October 1, 2021 to provide the local mobile response and follow up services.

PROBATION

Fostering Connections After 18

Family & Children's Services works with the probation youth that either are low-level offenders or have been a previous dependent child who transition to Extended Foster Care. The Probation Officer meets with the youth and the newly assigned Social Worker in an informal setting during the transition process. This ensures the former probation youth becomes familiar with their assigned Social Worker. In addition, the Probation Officer continues working closely with the Social Worker to handle those cases once assigned. This supports the Social Worker assigned to be able to work with former probation youth and help them successfully transition to adulthood. There are instances where the Probation Officer continues to carry cases through the transition due to advanced trust, support and confidence established and/or the youth has reservations in having a different mentor. The Probation Department remains the provider throughout Extended Foster Care for youth who are on probation for serious charges.

5 – YEAR SIP CHART

Child Welfare

Priority Outcome Measure or Systemic Factor: S1: Maltreatment in Foster Care

National Standard: less than or equal to 8.50 substantiated incidents per 100,000 total days in Foster care.

CSA Baseline Performance (Q2 2020): 34.7

Most Recent Performance (Q3 2020): 31.7

Target Improvement Goal: 9.0

Year 1: (Q2 2021): 15.0

Year 2: (Q2 2022): 13.0

Year 3: (Q2 2023): 11.0

Year 4: (Q2 2024): 9.0

Priority Outcome Measure or Systemic Factor: S2 – Recurrence of Maltreatment

National Standard: less than or equal to 9.1%.

CSA Baseline Performance (Q2 2020): 19.7%

Target Improvement Goal: 10 %

Year 1: 15%

Year 2: 13%

Year 3: 12%

Year 4: 10%

Probation

Priority Outcome Measure or Systemic Factor: Agency Collaboration

National Standard: N/A

CSA Baseline Performance (Q2 2020): N/A

Most Recent Performance (Q3 2020): N/A

Target Improvement Goal:

Year 1: Meet with stakeholders/key leaders

Year 2: 95% of all scheduled stakeholder quarterly meetings will occur.

Year 3: A representative from each stakeholder group will attend these quarterly meetings 90% of the time.

Year 4: 80% of youth with a need that has been identified by the JAT will receive appropriate services within 20 days of introduction.

Strategy 1: Family & Children’s Services will continue to utilize teaming practices across our agency. We commit to re-establishing consistency in use and quality of teaming practices with a focus on Integrated Core Practice Model values and behaviors, particularly a focus on cultural humility and responsiveness, as well as anti-racism practices.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S2 – Recurrence of Maltreatment	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
a. Reform agency Child & Family Team Meeting practice via the development of a checklist that will include the process for scheduling of meetings, documentation in CMS/CWS, and utilizing tracking, as well as a focus on ICPM practice values and behaviors.	January 2023	August 2024	Sr. Program Manager overseeing CFT facilitation or designated staff
b. Implement the Child & Family Team Meeting checklist, focusing on collaboration with Probation and community partners, timeliness and fidelity to CFT meeting process.	September 2024	April 2025	Sr. Program Manager overseeing CFT facilitation or designated staff
c. Monthly progress of timely meeting occurrence and documentation will be measured quantitatively by existing tracking system found in Safe Measures. Safe Measures will be	October 2024	April 2026	Sr. Program Manager overseeing CFT facilitation or designated staff

utilized during supervision with responsible staff. Reduction in recurrence of maltreatment progress will be measured quarterly via the monitoring of the S2 federal outcome measure. Quarterly feedback will be invited, reviewed and addressed in the ICWA Roundtable meetings.			
d. FCS will develop evaluation criteria for this Strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.	May 2024	August 2024	Sr. Program Manager overseeing CFT facilitation or designated staff

Strategy 2: Family & Children’s Services will commit to developing the trauma-informed skills and cultural responsiveness of our workforce to best serve children and families.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S1 Maltreatment in Foster Care	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
a. Enhance staff skills and experience using trainings provided through the Northern Regional Training Academy and/or other training opportunities to build staff’s skills and confidence.	January 2023	April 2026	Training Sr. Program Manager and Supervisors

<p>Trainings will focus on trauma-informed and culturally responsive practice strategies and will be tracked internally for participation</p>			
<p>b. Utilize internal teaming approaches, such as a multidisciplinary team or case staffing, when appropriate to collaborate with community partners – Tribes and care providers in a trauma-informed and culturally responsive manner so that the team can coordinate services to higher needs youth in foster care to reduce maltreatment in care.</p>	<p>January 2022</p>	<p>April 2026</p>	<p>Training Sr. Program Manager Continuing Sr. Program Manager Placement Sr. Program Manager</p>
<p>c. FCS will develop evaluation criteria for this Strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.</p>	<p>May 2024</p>	<p>June 2024</p>	<p>Sr. Program Managers</p>

<p>Strategy 3: Re-enforce Emergency Response Units Re-enforce Emergency Response Units - Family & Children’s Services will focus on intensive training and coaching for Emergency Response social workers to build their skills and experience and support them in the management of referrals and investigations to reduce recurrence of maltreatment.</p>	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): S2: Recurrence of Maltreatment	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
a. Emergency Response Social Worker Supervisors will provide intensive training and coaching for new Emergency Response Social Workers, and ongoing coaching for existing Emergency Response Social Workers.	January 2023	April 2026	Emergency Response Social Worker Supervisors Emergency Response Sr. Program Manager
b. Emergency Response supervisors and manager will hold a pre-detention CFT to mitigate the risk of removal and to better assess family needs when there is not an immediate need to detain, or when doing so will not put the child at further risk of harm.	January 2021	April 2026	Emergency Response Social Worker Supervisors Emergency Response Sr. Program Manager

<p>c. ER social workers and supervisors will initiate engagement and work closely with tribes while working on tribal lands or with families who are eligible for or members of a tribe.</p>	<p>January 2022</p>	<p>April 2026</p>	<p>Emergency Response Social Worker Supervisors Emergency Response Sr. Program Manager</p>
<p>d. Emergency Response Supervisors will utilize Safe Measures each month with Emergency Response staff during supervision in order to evaluate adherence to job requirements. In addition, ER trainings will be tracked internally and accessible by ER Supervisors.</p>	<p>January 2022</p>	<p>April 2026</p>	<p>Emergency Response Social Worker Supervisors Emergency Response Sr. Program Manager</p>
<p>e. FCS will develop evaluation criteria for this Strategy which will show qualitative and quantitative impact of our Action Steps on the outcome measure of focus.</p>	<p>January 2022</p>	<p>April 2024</p>	<p>Emergency Response Social Worker Supervisors Emergency Response Sr. Program Manager</p>

Strategy 4: Dual Jurisdiction: Probation and FCS jurisdictions will engage in a process to determine what integration and coordination efforts will best achieve improved outcomes for children and families in the child welfare and juvenile justice systems.	<input type="checkbox"/> CAPIT	Applicable Outcome Measure(s) and/or Systemic Factor(s): Agency Collaboration	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:
a. Draft, review, finalize and adopt a 241.1 MOU/Protocol between Probation and FCS identifying dually involved youth, processes, and language.	January 2022	July 2023	Assistant Chief Probation Officer (ACPO) Juvenile Division Manager Supervising Juvenile Probation Officer FCS Deputy Director
b. Identify and involve the Juvenile Court, Attorneys, the District Attorney's Office, County Counsel, and program providers to collaborate and work with Probation and FCS to establish and implement dual jurisdiction.	September 2022	January 2023 and ongoing quarterly meetings	ACPO Juvenile Division Manager Supervising Juvenile Probation Officer FCS Deputy Director
c. Once the Dual Jurisdiction MOU has been adopted, create a Joint Assessment Team (JAT) as a partnership between Probation and FCS to review dual-status cases on a monthly basis to support the provision of appropriate and effective programming based on shared knowledge of each system.	July 2023	August 2023 and ongoing monthly meetings	ACPO Juvenile Division Manager Supervising Juvenile Probation Officer FCS Deputy Director

<p>d. The JAT will utilize feedback from dual-status case families to evaluate and monitor the effectiveness of the process. Dual-status youth cases will be monitored for timeliness of referrals, and the JAT will report to the Stakeholders on the effectiveness of the JAT’s efforts.</p>	<p>January 2024</p>	<p>April 2024 and ongoing on a biannual basis at the Stakeholder meetings</p>	<p>ACPO Juvenile Division Manager Supervising Juvenile Probation Officer FCS Deputy Director</p>
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CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Mental health and respite services- Line 1 of the Expenditure Workbook

SERVICE PROVIDER

Tapestry Family Services (TFS)

PROGRAM DESCRIPTION

Individual, group and/or family counseling and mental health services for youth and/or their parents/primary caregivers, for Department of Social Services (DSS) Family and Children's Services (FCS) clients without Medi-Cal or other insurance or the needed services do not qualify for Medi-Cal or other insurance, but therapeutic services are an essential component of their FCS case plan to address child abuse / neglect.

Respite services for children for temporary relief for parents and resource parents to support their ability to maintain their child or foster child in their home.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Behavioral health services; Respite services
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Timely and effective mental health services to provide support after reunification. Page 126 of the CSA notes we have rarely met the national standard rate for re-entry to foster care within 12 months of exit, often due to parental mental health or substance abuse issues or the child's behavioral/mental health challenges. Pages 147-148 of the CSA also note challenges with the limited number of local service providers and challenges with access to services which are

concentrated in the county’s three main cities. In addition, support is needed for resource parents to maintain placement. Placement stability has also been a federal measure in which we have not met the national standard (page 128 of the CSA) and is reflective of foster youth experiencing multiple placement changes.

TARGET POPULATION

Vulnerable families with children who are at risk of abuse or neglect, families that have one or more risk factors and families and youth who have already demonstrated the need for intervention and have an open child welfare case.

TARGET GEOGRAPHIC AREA

In person mental health services are generally provided inland or through telehealth. Respite services are also generally available inland through TFS resource homes that provide respite care.

TIMELINE

July 1, 2024 to June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Children remain safely at home/in their placement or return home timely.	80% of children whose families/ caregivers are engaged in these services remain home/in their placement or return home within 12 months of removal from the home.	CWS/CMS P5: Placement stability	At the conclusion of services.
Increased parental resilience and children’s emotional development needs are met.	80% of the families who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective Survey at the end of services.	Retrospective Protective Factors Survey	At the conclusion of mental health services.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey	At conclusion of services	Completed surveys will be sent by the provider with the invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Problem areas to be reviewed with TFS to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Tapestry Family Services Mental Health Services	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
My therapist/ mental health worker treated me with courtesy and respect.					
I would recommend my therapist/mental health worker to others.					
I am/was able to see my therapist/mental health worker when I needed to.					
The location of the mental health services (in-person or virtual) was convenient.					
I received the mental health services I believe I needed.					
I feel the mental health services have been helpful.					
I liked the services I received from my therapist/ mental health worker.					
I felt free to complain to Tapestry Family Services about the mental health services provided.					
I had access to written materials in my primary language.					
I would recommend Tapestry Family Services for mental health services to others.					

Client Satisfaction Survey Tapestry Family Services Respite Services	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
I was able to have respite services arranged when I needed it.					
Respite services helped support me to maintain my child/foster child in my home.					
The respite provider was a good match for my child/foster child.					
I felt free to complain to Tapestry Family Services about the respite services provided.					
I would recommend Tapestry Family Services for respite services to others.					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Respite services- Line 2 of the Expenditure Workbook

SERVICE PROVIDER

Redwood Community Services (RCS)

PROGRAM DESCRIPTION

Respite services for children for temporary relief for parents and resource parents to support their ability to maintain their child or foster child in their home.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Respite services
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Support for parents to help prevent re-entry to foster care, which is a federal measure (P4) we have consistently not met the national standard (page 126 of the CSA). In addition, support is needed for resource parents to maintain placement. Placement stability has also been a federal measure in which we have not met the national standard (page 128 of the CSA) and is reflective of foster youth experiencing multiple placement changes.

TARGET POPULATION

Vulnerable families with children who are at risk of abuse or neglect, families that have one or more risk factors and families and youth who have already demonstrated the need for intervention and have an open child welfare case.

TARGET GEOGRAPHIC AREA

Countywide through RCS resource homes that provide respite care.

TIMELINE

July 1, 2024 to June 30, 2026

EVALUATION**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING**

Desired Outcome	Indicator	Source of Measure	Frequency
Children remain safely at home/in their placement or return home timely.	80% of children whose families/ caregivers are engaged in these services remain home/in their placement or return home within 12 months of removal from the home.	CWS/CMS P5: Placement stability	At the conclusion of services.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client satisfaction survey	At conclusion of services	Completed surveys will be sent by the provider with the invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Problem areas to be reviewed with RCS to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Redwood Community Services Respite Services	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
I was able to have respite services arranged when I needed it.					
Respite services helped support me to maintain my child/foster child in my home.					
The respite provider was a good match for my child/foster child.					
I felt free to complain to Redwood Community Services about the respite services provided.					
I would recommend Redwood Community Services for respite services to others.					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Parent/Child Visitation for Parents in Domestic Violence Shelter and Assistance to Address Domestic Violence- Line 3 of the Expenditure Workbook

SERVICE PROVIDER

Project Sanctuary

PROGRAM DESCRIPTION

Accommodations for overnight and expanded visitation between parents who are in Project Sanctuary's domestic violence shelter with their children who are in foster care to support continued parent-child connections and support parent-child readiness for reunification. This includes the provision of miscellaneous client specific assistance including but not limited to food and other miscellaneous items needed during children's overnight/expanded visits. Also support for parents in family reunification and post-reunification to address domestic violence so children who have been placed in foster care can reunify safely and timely and to prevent re-entry to foster care.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	Parent/child visitation for parents in domestic violence shelter and assistance to address domestic violence
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Increasing reunification within 12 months of entering care (page 121 of the CSA). We have consistently been below the national standard for this measure (P1) and foster youth are remaining in foster care beyond 12 months of entering care, although the most recent period

reflected in our CSA (July 2018 to June 2019), we were slightly above the national standard. In addition, we have consistently not met the national standard for federal measure (P4), re-entry to foster care within 12 months of exit (page 126 of the CSA).

TARGET POPULATION

Parents who are in Project Sanctuary’s domestic violence shelter whose children who are in foster care or who have reunified with their parent and are involved with Project Sanctuary’s domestic violence services.

TARGET GEOGRAPHIC AREA

Project Sanctuary serves Mendocino County residents countywide.

TIMELINE

July 1, 2024 to June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Children return home within 12 months of entering foster care.	80% of children whose families are engaged in these services return home within 12 months of entering foster care.	CWS/CMS P1: Permanency within 12 months of entering care	At the conclusion of services.
Children remain home for at least 12 months post-reunification.	80% of the families who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective Survey at the end of services.	Retrospective Protective Factors Survey P4: Re-entry to foster care within 12 months of exit	At the conclusion of services.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Client satisfaction survey	At conclusion of services	Completed surveys will be sent by the provider with the invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Problem areas to be reviewed with Project Sanctuary to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Project Sanctuary Services	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
Project Sanctuary staff treated me and my child(ren) with courtesy and respect.					
There were sufficient accommodations at the domestic violence shelter for my child(ren) to have overnight or extended visitation with me.					
I received the services I believe I needed to protect myself and my child(ren) from further domestic violence.					
I feel the domestic violence services have been helpful to me.					
I liked the services I received from Project Sanctuary.					
I felt free to complain to Project Sanctuary about the services provided.					
I had access to written materials in my primary language.					
I would recommend Project Sanctuary domestic violence services to others.					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Mendocino County Family & Children’s Services Adoption Promotion and Support Services- Line 4 of the Expenditure Workbook

SERVICE PROVIDER

Mendocino County Department of Social Services- Family & Children’s Services division

PROGRAM DESCRIPTION

Mendocino County Family & Children’s Services will encourage more adoptions out of the foster care system and support adoptive families before finalization, either through conventional adoption or Tribal Customary Adoption. Adoption Promotion and Support Services include adoptive parent recruitment and support services designed to expedite the adoption process and support adoptive families such as basic needs/concrete supports, respite care and parenting education. These services may be provided pre-adoption while the child’s dependency case is still open, or post-adoption if the adoptive family and child come to the attention of the Family & Children’s Services, such as through the Child Abuse Hotline.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	Adoption Support Services, Adoptive Parent Recruitment, Basic Needs, Concrete Supports, Respite Care, Parent Education
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Services to support permanency for children in foster care, especially for children and youth who have been in care for 24 or more months. Pages 124-125 of our CSA report note that we were not meeting the national standard for permanency for youth in care 24+ months,

although we had been making improvement. Also, pages 126 and 128 note we have struggled to meet the national standard regarding re-entry to foster care within 12 months of exit (P4).

TARGET POPULATION

Current foster care children with a case plan goal of adoption, especially children who have been in foster care 24+ months, families exploring adoption of children from the foster care system and former foster children whose adoptions have been finalized and their adoptive families.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

July 1, 2024 approval through June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcomes	Indicator	Source of Measure	Frequency
Increased adoption permanency for children in the foster care system who are unable to reunify with a parent.	Increase exits to permanency rates by 10% from the data in our CSA for measures P1, P2 and P3	P1: Permanency within 12 months of entering care P2: Permanency within 12 months for children in care 12-23 months P3: Permanency within 12 months for children in care 24+ months	At the conclusion of services.
Adoptive families have concrete support in times of need.	Youth who exit foster care to adoption will not re-enter care within 12 months of exit.		12 months post-exit to adoption permanency.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. The SPM will review data from recruitment activities, supports provided, and client satisfaction

surveys on a quarterly basis to ensure the program is resulting in the desired outcomes. Adjustments will be made to services or supports as needed.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Survey	At the conclusion of services	Survey results will be reviewed and incorporated into the annual OCAP report.	Problem areas to be reviewed by FCS staff to determine other areas of need and areas for continuous quality improvement.

Client Satisfaction Survey Family & Children’s Services Adoption Promotion & Support Services	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
I received the following service(s)/support(s) (fill in):					
I was able to receive the service(s)/support(s) I needed to adopt.					
I was able to receive the service(s)/support(s) I needed post-adoption to maintain my adopted child in my home.					
The services were offered at a convenient time and day.					
The location of services was convenient.					
The sign-up or registration process for services was easy to do.					
I feel free to complain to the staff about the services.					
I had access to written material and instruction in my primary language.					
I would recommend Family & Children’s Services for adoption support services to others.					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Positive Parenting Program (Triple P)- Line 5 of the Expenditure Workbook

SERVICE PROVIDER

First 5 Mendocino

PROGRAM DESCRIPTION

Positive Parenting Program (Triple P) is an evidence-based practice which provides a comprehensive overview of different types of parenting styles and core parenting skills to address a variety of parenting situations. It is designed to provide variety of skills to parents of children with more severe behavior or for parents interested in gaining more in-depth understanding of positive parenting. It also provides intensive intervention for parents struggling with complex parenting issues such as partner conflict, stress, mental health issues, anger management, co-parenting through divorce or separation, healthy family eating, and/or reducing their risk of child maltreatment. Classes are typically taught in group settings, although support can be provided individually. Classes are offered countywide in English and Spanish.

Individuals from the general public are referred or connected to First 5 Mendocino for Triple P parenting education in a variety of ways including public advertisements, referrals from Family Court and referrals from community-based organizations and local tribes. Family & Children’s Services clients are referred by their social workers to First 5 Mendocino for Triple P parenting education during child abuse/neglect investigations as appropriate as prevention and family preservation support, and during voluntary cases or court-ordered dependency cases if parenting education has been identified as a need in their case plan.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parent education
CBCAP	Parent education
PSSF Family Preservation	
PSSF Family Support	Parent education
PSSF Family Reunification	

PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Parenting education and support. The County Self-Assessment reflects Mendocino County has higher than the State rates for child deaths and teen births (page 20). Mendocino County Child Welfare data reflects an increasing count of allegations of child abuse and neglect with the largest group of allegations involving children ages 6-10 (page 24). Data also reflects increasing substantiations of abuse/neglect over time with children ages 0-5 having disproportionately higher rates than the overall youth population (page 26). General neglect followed by physical abuse are the two most common types of allegations (page 30). Mendocino County’s Child Welfare data also reflects increasing rates of maltreatment in foster care (page 117) and recurrence of maltreatment (page 119), with children ages 0-5 being at the greatest risk of maltreatment (page 145).

TARGET POPULATION

Community at large, at-risk parents and child welfare involved parents

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

February 6, 2024 to June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Parents will increase knowledge of child development, have tools to cope with stress, learn alternative forms of discipline and how to build and maintain a healthy relationship with their children.	80% of parents show a reduction in acrimony, stress, anxiety and depression at the conclusion of services, resulting in children safely remaining home during the 12 months following completion of services.	CWS/CMS Pre and post-tests completed by participants using the Depression, Anxiety and Stress Scale (DASS-21) and/or the Parenting Adjustment Family Adjustment Scale (PAFAS).	Completed by participants at program entry and exit.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review pre and post test data and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed at the conclusion of services.	Completed surveys will be sent by the provider with the quarterly invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Identified problem areas will be addressed by FCS staff with the provider, as appropriate, to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Positive Parenting Program (Triple P)	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
The Triple P instructor treated me with courtesy and respect.					
I would recommend the Triple P instructor to others.					
The Triple P classes were offered at a convenient time and day.					
The location of the Triple P classes (in-person or virtual) was convenient.					
The sign-up or registration process for the Triple P classes was easy to do.					
I received the services I believe I needed.					
I feel the services have been helpful.					
I liked the Triple P classes.					
I felt free to complain to the instructor or agency, FIRST 5 Mendocino, about the services.					
I had access to the Triple P class material and instruction in my primary language.					
I would recommend the Triple P program to others.					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Family Resource Center- Line 6 of the Expenditure Workbook

SERVICE PROVIDER

Mendocino Coast Children’s Fund

PROGRAM DESCRIPTION

Mendocino Coast Children’s Fund Family Resource Center is a new Family Resource Center opened on the Mendocino Coast, which serves as a drop-in multi-service support center for children and families. This Family Resource Center is filling a critical gap in prevention and early intervention services after the only Family Resource Center in Fort Bragg, the Safe Passage Family Resource Center, closed at the end of 2021.

The Mendocino Coast Children’s Fund Family Resource Center operates community-based prevention focused programs and activities that offer assistance to families, provides early, comprehensive support to parents, promotes the development of parenting skills, increases family stability, improves access to other formal and informal resources within the community, supports the needs of families with children with disabilities, provides referrals to early health and developmental services and fosters the development of prevention services for children and families with coastal families and other community-based organizations serving the Mendocino coast.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP (ARPA-CBCAP)	Family Resource Center
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Prevention and early intervention services especially in areas with limited services or transportation access to areas with services. Pages 147-148 of the CSA note challenges with the limited number of local service providers and challenges with access to services which are concentrated in the county’s three main cities. Although Fort Bragg is one of the county’s three main cities, services in Fort Bragg and on the coast in general are much more limited than services available inland. There are limited public transportation options from the coast to inland and travel options are by two, two-lane curvy, mountainous roads, which take a minimum of one hour drive-time each way.

TARGET POPULATION

Primary and secondary prevention for vulnerable families at risk of abuse or neglect, including but not limited to parents (all, new, teens, etc.), parents and/or children with disabilities, racial and ethnic minorities, members of underserved groups, fathers, homeless families and those at risk of homelessness, unaccompanied homeless youth and adult former victims of child abuse and neglect or domestic violence. Families with an open child welfare case are not eligible for services under this program’s funding restrictions.

TARGET GEOGRAPHIC AREA

Rockport to Gualala along the Mendocino Coast and inland to Comptche.

TIMELINE

July 1, 2024 to June 30, 2025 (one time funding source)

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcomes	Indicator	Source of Measure	Frequency
Children will be able to safely remain home with a parent.	80% of children whose parents received the services will safely remain home during the 12 months following completion of services.	CWS/CMS	At the conclusion of services.
Parents have concrete support in times of need and have increased knowledge of parenting and child	80% of the families who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective	Retrospective Protective Factors Survey	At the conclusion of services.

development.	Survey at the end of services.		
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Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Survey	At conclusion of services	Completed surveys will be sent by the provider with the quarterly invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Identified problem areas will be addressed by FCS staff with the provider, as appropriate, to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Mendocino Coast Children’s Fund Family Resource Center	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
The staff treated me with courtesy and respect.					
I would recommend the Mendocino Coast Children’s Fund Family Resource Center to others.					
The services were offered at a convenient time and day.					
The location of the services was convenient.					
The sign-up or registration process for services was easy to do.					
I received the services I believe I needed.					
I feel the services have been helpful.					
I felt free to complain to the staff about the services.					
I had access to written material and instruction in my primary language.					
I liked the services I received.					
I received the following services (fill in):					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Family Resource Center- Line 7 of the Expenditure Workbook

SERVICE PROVIDER

Action Network Family Resource Center

PROGRAM DESCRIPTION

Action Network is a drop-in multi-service support Family Resource Center located on the south coast of Mendocino County in Point Arena. Action Network serves the area of Gualala to Elk, a remote area with limited resources and limited transportation to the city of Ukiah inland or the city of Fort Bragg to the north.

Action Network operates community-based prevention focused programs and activities that offer assistance to families, provides early, comprehensive support to parents, promotes the development of parenting skills, increases family stability, improves access to other formal and informal resources within the community, provides referrals to other services and fosters the development of prevention services for children and families with coastal families and other community-based organizations serving the Mendocino south coast.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP (ARPA-CBCAP)	Family Resource Center
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Prevention and early intervention services especially in areas with limited services or transportation access to areas with services. Pages 147-148 of the CSA note challenges with the

limited number of local service providers and challenges with access to services which are concentrated in the county’s three main cities. There are limited public transportation options from the coast to inland or to Fort Bragg and travel options are by two-lane curvy, mountainous roads or the coastal highway, which take a minimum of one hour drive-time each way.

TARGET POPULATION

Primary and secondary prevention for vulnerable families at risk of abuse or neglect, including but not limited to parents (all, new, teens, etc.), parents and/or children with disabilities, racial and ethnic minorities, members of underserved groups, fathers, homeless families and those at risk of homelessness, unaccompanied homeless youth and adult former victims of child abuse and neglect or domestic violence. Families with an open child welfare case are not eligible for services under this program’s funding restrictions.

TARGET GEOGRAPHIC AREA

Gualala to Elk

TIMELINE

July 1, 2024 to June 30, 2025 (one time funding source)

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcomes	Indicator	Source of Measure	Frequency
Children will be able to safely remain home with a parent.	80% of children whose parents received the services will safely remain home during the 12 months following completion of services.	CWS/CMS	At the conclusion of services.
Parents have concrete support in times of need and have increased knowledge of parenting and child development.	80% of the families who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective Survey at the end of services.	Retrospective Protective Factors Survey	At the conclusion of services.
Quality Assurance (QA) Monitoring			

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Survey	At conclusion of services	Completed surveys will be sent by the provider with the quarterly invoices to FCS. Survey results will be incorporated into the annual OCAP report.	Identified problem areas will be addressed by FCS staff with the provider, as appropriate, to resolve issues and ensure continuous quality improvement.

Client Satisfaction Survey Action Network	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
The staff treated me with courtesy and respect.					
I would recommend Action Network to others.					
The services were offered at a convenient time and day.					
The location of the services was convenient.					
The sign-up or registration process for services was easy to do.					
I received the services I believe I needed.					
I feel the services have been helpful.					
I felt free to complain to the staff about the services.					
I had access to written material and instruction in my primary language.					
I liked the services I received.					
I received the following services (fill in):					

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Family Resource Center- Line 8 of the Expenditure Workbook

SERVICE PROVIDER

Round Valley Family Resource Center serving the Covelo community and Round Valley Indian Tribes

PROGRAM DESCRIPTION

The Round Valley Family Resource Center is the only family resource center serving the isolated Round Valley Indian Tribes and the surrounding Covelo community. The Round Valley Family Resource Center provides cultural parent education and support services to serve Native American children, youth, families and caregivers including Native American developed parenting programs such as the 12-week Motherhood and Fatherhood is Sacred and the 8-week Positive Indian Parenting. Families may be self-referred or referred by Family & Children's Services or other agencies.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parent education
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Prevention, intervention and treatment services in the remote areas of the county where there are few to no other services and limited to no transportation to the main towns in the county where more services are available. Pages 110-111 and 148 of the CSA note challenges with the limited number of local service providers and challenges with access to services which are concentrated in the county's three main cities.

TARGET POPULATION

Children who are at high risk, including children being served by County Family & Children’s Services for abuse and neglect, and children referred for services by legal, medical or social service agencies; minority populations; isolated families particularly with children five years of age or younger; and child victims of crime.

TARGET GEOGRAPHIC AREA

Covelo

TIMELINE

July 1, 2024 to June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Parents/Caregivers have increased knowledge of parenting and child development.	80% of the families who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective Survey at the end of services.	Retrospective Protective Factors Survey	At the conclusion of services. Protective Factors Retrospective Survey will be submitted to Family & Children’s Services with quarterly invoices.

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Survey	At the conclusion of services.	Completed surveys will be sent by the provider with the quarterly invoices to FCS. Survey results will be incorporated	Identified problem areas will be addressed by FCS staff with the provider, as appropriate, to

		into the annual OCAP report.	resolve issues and ensure continuous quality improvement.
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Client Satisfaction Survey Round Valley Family Resource Center	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
The staff treated me with courtesy and respect.					
I would recommend the Round Valley Family Resource Center to others.					
The services were offered at a convenient time and day.					
The location of the services was convenient.					
The sign-up or registration process for services was easy to do.					
I received the services I believe I needed.					
I feel the services have been helpful.					
I felt free to complain to the staff about the services.					
I had access to written material and instruction in my primary language.					
I liked the services I received.					
I received the following services (fill in): 					

CAPIT / CBCAP / PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Family Resource Center- Line 9 of the Expenditure Workbook

SERVICE PROVIDER

The Arbor Youth Resource Center through Redwood Community Services

PROGRAM DESCRIPTION

The Arbor Youth Resource Center is the only drop-in support center in the county specifically for teens, transition aged youth and teen/young parents. The Arbor Youth Resource Center provides parent education and support programs to serve young parents, domestic violence services for teens and young adults, among many other youth wellness services. Specific classes and length of classes vary based on the needs of the youth/young adult participants and community trends. Youth/young adults/young parents may be self-referred or referred by County Family & Children's Services or other agencies.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Parent education, domestic violence services
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Services for youth and young parents. Pages 110-111 and 148 of the CSA notes the challenges with services for youth and the limited number of local service providers.

TARGET POPULATION

Children who are at high risk, including children being served by County Family & Children's

Services for abuse and neglect, and children referred for services by legal, medical or social service agencies; minority populations; isolated families particularly with children five years of age or younger; and child victims of crime.

TARGET GEOGRAPHIC AREA

Ukiah

TIMELINE

July 1, 2024 to June 30, 2026

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Children’s social and emotional development needs are met; increased parental resilience; increased knowledge of parenting and child development; and increased social connections.	80% of the individuals who receive services will score a minimum total rating of “6” on the Protective Factors Retrospective Survey at the end of services.	Retrospective Protective Factors Survey	At the conclusion of services

Quality Assurance (QA) Monitoring

Mendocino County Family & Children’s Services (FCS) has a dedicated Senior Program Manager (SPM) assigned to monitoring outcomes and performance of the program. In addition, contracts with the provider includes assurance of performance and termination clauses. The SPM will review Retrospective Protective Factors surveys and client satisfaction surveys that are submitted with the quarterly invoices from the provider to ensure services are resulting in the desired outcome. Meetings will be scheduled as needed with the provider to address any challenges with referrals, barriers and outcomes.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Survey	At the conclusion of services.	Completed surveys will be sent by the provider with the quarterly invoices to FCS. Survey results will be incorporated into the annual OCAP	Identified problem areas will be addressed by FCS staff with the provider, as appropriate, to resolve issues and

		report.	ensure continuous quality improvement.
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Client Satisfaction Survey The Arbor Youth Resource Center	Strongly Disagree 1	Disagree 2	No Opinion 3	Agree 4	Strongly Agree 5
The staff treated me with courtesy and respect.					
I would recommend the Arbor Youth Resource Center to others.					
The services were offered at a convenient time and day.					
The location of the services was convenient.					
The sign-up or registration process for services was easy to do.					
I received the services I believe I needed.					
I feel the services have been helpful.					
I felt free to complain to the staff about the services.					
I had access to written material and instruction in my primary language.					
I liked the services I received.					
I received the following services (fill in): 					