

California - Child and Family Services Review

System Improvement Plan

2013 – 2018



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Introduction

The California Children and Family System Review (C-CFSR) is a cyclical process involving the identification and analysis of current systems, implementation of system improvement strategies, and ongoing evaluation and revision of those strategies. This active process is repeated continuously to meet the changing needs of the system over time and promotes the philosophy of continuous quality improvement. Components of the C-CFSR process include a Peer Review, County Self-Assessment (CSA), and the System Improvement Plan (SIP).

The SIP process begins with a review of the CSA findings. Areas in need of improvement are identified and targeted for strategic improvement. The SIP then outlines how the county will improve their system of care for children and families, and is agreed upon by the California Department of Social Services (CDSS), the County Board of Supervisors, Child Protective Services, and the Probation Department. The SIP also includes a service provision plan regarding the county's use of Child Abuse Prevention, Intervention, and Treatment (CAPIT) funds, Community-Based Child Abuse Prevention (CBCAP) funds, and Promoting Safe and Stable Families (PSSF) funds.

In preparation for compliance with the California Children and Family System Review (C-CFSR) the Trinity County Child Protective Services and Probation agencies, in conjunction with CDSS, planned and executed a Peer Review, interviews, focus groups, and a community stakeholder meeting for purposes of developing the CSA. A subsequent community stakeholder meeting was held to collectively review the data analysis detailed in the CSA. This process allowed for the inclusion of stakeholder input, which assisted with the identification of systemic factors and service gaps, as well as strategic solutions to be implemented through the SIP over the next five-year period.

CSA Executive Summary

The County Self-Assessment reviews child welfare outcomes in various areas including, but not limited to: reunification, adoption, permanency, placement stability, timely response, recurrence of maltreatment, and least restrictive placement. The CSA also reviews promising practices, placement initiatives, and systemic factors such as management information and case review systems, foster and adoptive licensing, and staff and service provider training, among others.

Being a large frontier alpine county with a small population, Trinity County faces many challenges such as geographic isolation, extreme weather conditions, and lack of available services. It is said that while Trinity County is roughly the size of the state of Vermont, if its mountains were to be flattened out, it would be roughly the size of the state of Texas. Despite these challenges, there are many things that Trinity County does very well, as evidenced by the vast majority of federally mandated outcome data measures exceeding the state average and/or national goal.

Many of the overarching themes contained in the CSA relate back to the small rural population base and associated systemic factors. While no clear population subset at greatest risk of child maltreatment was defined in the CSA, it is generally understood that isolated communities with less access to services are at greater risk of child maltreatment. Trinity County's second largest population base is centered in Hayfork, which due to geography and road conditions is more isolated from services than would be considered ideal. Additionally, there are numerous rural communities situated in the farthest and most remote corners of the County with little to no access to services.

Not only are the issues associated with rural living worsened during the winter months, but they are compounded by poverty, which Trinity County children experience at a higher rate than the California average.* There appears to be a correlation between the impoverished areas of the County and referrals due to neglect.* It has also been observed that substance abuse is a primary factor in child welfare cases in Trinity County. Data collected from 2007 to 2011 as part of a federal grant project showed that 75% of families involved in a child welfare case in Trinity County had substance abuse as a primary reason for intervention.**

In response to these issues, Trinity County has utilized federal grants administered through the Office of Child Abuse Prevention, to fund various programs such as in-home parenting education which relieves the burden associated with transportation costs for the clients. This service can provide a focus on the effects of parental substance abuse related neglect in child development. The County has also utilized these funds to directly fund inpatient residential treatment programs for drug-addicted clients who would otherwise not have the financial ability to commit themselves to such a program. Due to the small population, many services might otherwise not be available without this funding, such as anger management and domestic violence counseling services. Much of the County's success in outcome data measures can be attributed to these grant-funded services.

This success speaks to the effectiveness of the strategies and funded services of the previous SIP cycle, which directly work towards mitigating the systemic factors such as isolation, poverty, lack of transportation, and lack of services. Therefore, the County intends to continue utilizing these funds in the current SIP cycle in a very similar manner. The County is also exploring ways to expand child abuse prevention services and has partnered with Prevent Child Abuse – California (PCA-CA) to host the AmeriCorps Child Welfare Project. This program will be able to provide in-home parenting services to the farthest most remote corners of the County. This strategy will further promote solutions to the systemic factors facing Trinity County's isolated and impoverished communities.

* http://www.childrennow.org/subsites/publications/invest/cdb07/cdb07_trinity.htm#family2

** Trinity County Self-Assessment 2010 – 2013, Page 9

Regarding the federally mandated outcome data measures, it is apparent that the County does an exceptional job at meeting or exceeding nearly all national goals. The data measures that did fail to meet national goals were still relatively close to meeting their respective benchmarks, and Trinity County often performed better than the state average. It is important to note the extremely small population compared to other California counties and that a single set of siblings during the year can significantly sway data analysis for the county. While Trinity County may fall below the state average or national goal in multiple areas in a given quarter, it is more statistically meaningful to look at averages and data trends over multiple years for an accurate representation of outcomes. The baseline established in Trinity County's CSA was established by the averages of quarterly data extracts from July 2010 to June 2013.

Probation-specific data measures were not available as only one youth was in placement, and due to the youth's age, the data was not tracked or populated in the California Child Welfare Indicators Project. Despite this lack of data, and due in part to the lack of overall placements by the department, improvements were made in the areas of family finding and concurrent planning as noted in the CSA.

A complete analysis of all practices, initiatives, systemic factors and all 45 outcome data measures can be found in the County's CSA. For the purpose of the SIP, a closer look will be taken at the outcome data measures that did not meet their respective national goals.

C1.1 Reunification within 12 Months (Exit Cohort)

During the three-year period reviewed in the CSA, Trinity County performed at an average of 70.1% in this measure while the national goal was 75.2%. The County still out-performed the state average of 64.1% during this same time period.*

C1.2 Median Time of Reunification (Exit Cohort)

During the three-year period reviewed in the CSA, Trinity County performed at an average of 7.3 months in this measure while the national goal was 5.4 months. The County still out-performed the state average of 8.7 months during this same time period.*

C1.3 Reunification within 12 Months (Entry Cohort)

During the 2.5 year period reviewed in the CSA, Trinity County performed at an average of 44.5% in this measure while the national goal was 48.4%. The County still out-performed the state average of 41.2% during this same time period.*

C1.4 Re-entry Following Reunification

During the 2.5 year period reviewed in the CSA, Trinity County performed at an average of 13.4% in this measure while the national goal was 9.9%. The County fell just below the state average of 12.1% during this same time period as well.*

C3.3 In Care Three Years or Longer (Emancipated/Age 18)

During the three year period reviewed in the CSA, Trinity County performed at an average of 44.4% in this measure while the national goal was 37.5%. The County still out-performed the state average of 56.4% during this same time period.*

C4.3 Placement Stability (At Least 24 Months In Care)

During the 2.5 year period reviewed in the CSA, Trinity County performed at an average of 40.3% in this measure while the national goal was 41.8%. The County still out-performed the state average of 35.6% during this same time period.*

* Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J., (2013). CCWIP reports. Retrived 9/15/2013, from University of California at Berkeley California Child Welfare Indicators Project website.
URL: <http://cssr.berkeley.edu/ucb_childwelfare>

The first three of these outcome data measures are associated with timely reunification while the fourth outcome data measure is associated with subsequent re-entry into the child welfare system following reunification. These data measures reflect the balancing act that must occur between timely reunification of families and the assurance that parents have taken the time to make true transformative change rather than just “hoop-jumping” for a brief period of time, which results in subsequent child abuse and re-entry.

While it is unfortunate that the County is falling just below the national goal on both ends of this balancing act, the data is not lop-sided, which reflects the balanced approach that the County takes in serving children and families. The County is committed to improving the outcome data measures in both timely reunification and rates of re-entry following reunification through strategic solutions that expedite family reunification while continuing to ensure client engagement in quality services that promote lasting change.

The fifth outcome data measure looks at the number of children who have been in care for three years or longer before emancipating or reaching the age of eighteen. This data measure is considered a Low Number Event (LNE) for Trinity County. During the three year CSA reporting period, there were no applicable youth in the first year, and only one youth in each of the following two years. In reviewing their cases, both youth experienced failed placements due to behavioral issues that necessitated group home placement. This resulted in the need for additional time to secure permanency, and ultimately, both youths chose to emancipate at the age of eighteen. The County still outperformed the state average of 56.4% during this same time period.

The final outcome data measure is one of three measures associated with placement stability. While Trinity County scored above the national goal in the other two data measures associated with placement stability, and although the County only missed the national goal by 1.5% in this particular data measure, the County remains committed to meeting and exceeding national goals in all areas of child welfare. While the County is very grateful to past and present foster home providers, the need for additional homes continues to be a systemic challenge.

A child's needs, age, and number of siblings can be a big factor in the success or failure of a foster home placement depending on the dynamics of the foster family. Rather than being able to match children to the most suitable home, the County is often left taking whatever is available out of county, where options are already limited. Considerations such as concurrent placements or keeping siblings together in a single home are sometimes unattainable at the time of detention. This lack of suitable options creates the natural consequence of placement instability, but Trinity County is committed to actively pursuing strategic solutions to the systemic factors surrounding placement stability.

Due to the requirement that these federally mandated outcome data measures meet national standards, they have been prioritized for strategic improvement in the SIP over systemic factors. However, these outcome data measures can be improved by addressing systemic factors, which is the case with many of the County's strategies. For example, the County will be addressing the outcome data measure of placement stability by tackling the systemic factor of a lack of in-county placement options and the lack of a formalized family finding process. The County chose to prioritize strategies in this manner, in order to improve outcome data measures.

Therefore, the County chose not to prioritize all systemic factors such as distance to out-of-county trainings, which although is a barrier, it is largely out of the County's control and does not have an immediate impact on outcome data measures. Other systemic factors, such as substance abuse and domestic violence, will continue to be targeted with OCAP funds, but were not viewed as being deficits related to the County's performance, and therefore were not targeted for prioritization in the County's SIP.

Another systemic factor was probation data entry issues. Given the historic lack of placement cases and data to draw from, it was not viewed as a deficit needing to be addressed in the SIP. However, the Probation Department has placed a greater emphasis on data entry and is now utilizing the SafeMeasures database website to better track data compliance.

Staff turnover was another systemic factor causing a significant impact on the child welfare agency. The County has taken steps to alleviate burdens to staff, such as reducing caseloads by adding another social worker position. The County has also split the child welfare agency's supervisor position into two positions, and for the first time, the County will have a dedicated program manager and a social worker supervisor, which will allow for more effective and efficient work to be performed in child welfare programs and social work. While the County has made significant strides in tackling the issue of staff turnover, and while it is a systemic factor that negatively impacts the field of child welfare, it was not selected for prioritization in the SIP as it does not directly focus on outcome data measures specific to the County's performance.

SIP Narrative

The C-CFSR Team

The C-CFSR team combines staff from Child Protective Services, Probation, and the California Department of Social Services (CDSS) Outcomes and Accountability Bureau (OAB) and Office of Child Abuse Prevention (OCAP). Meetings were held to review the C-CFSR process, develop a plan for implementation, and to organize the county process for the Peer Review, County Self-Assessment, and System Improvement Plan. C-CFSR team members, along with additional core representatives and community stakeholders, subsequently reconvened to review targeted outcome data measures most in need of improvement, and to develop strategic solutions.

C-CFSR Team members include:

Elizabeth Hamilton	Program Manager	CPS
Nicole Bradford	Social Worker Supervisor	CPS
Ben Duhem	Staff Services Analyst	CPS
Christine Zoppi	Director	HHS/CPS
Leticia Garza	Deputy Director	HHS/CPS
Hal Ridlehuber	Chief Probation Officer	Probation
Tim Rogers	Superintendent of Juvenile Hall	Probation
Patricia Harper	County Consultant	CDSS-OCAP
Lisa Botzler	County Consultant	CDSS-OAB
Julie Cockerton	County Consultant	CDSS-OAB

Core Representatives

In addition to the C-CFSR Team, the following additional individuals and groups were represented in the stakeholder process. These stakeholders were identified by the C-CFSR Team as being integral to any collaborative approach to be taken in prioritizing strategies for the purpose of the CSA and SIP. Through in-person meetings and correspondence, their input was received and directly impacted the prioritization process.

Elizabeth Johnson	Presiding Judge	Trinity Co. Superior Court
Margie Lee	Executive Director	Human Response Network
Alan Sanger	Foster Youth Services Liaison	County Office of Education
Joe Micrans	School Counselor	County Office of Education
Thomas Bradford	Juvenile Probation Officer	Probation
Mario Angelone	Lead Social Worker	CPS
Michael Nickerson	Social Worker	CPS
Laina Harlan	Social Service Aid	CPS
Angela Benson	Substance Abuse Specialist	CPS
Sherry Chandler	Substance Abuse Specialist	AODS
Anne Lagorio	AODS Director	AODS/CAPC
Julie Ashton-Boyd	Clinical Director	BHS/CAPC
Peggy Hammett	Clinician/Case Manager	BHS
Ann Houle	Clinical Director	BHS
Megan Blanchard	Nursing Director	Public Health
Constance Mitchell	Public Health Nurse	Public Health/CHDP
Noel O'Neill	Behavioral Health Director	BHS/CAPC
Katie Nazady	School Counselor	Mountain Valley Unified
Nena Panza	Executive Director	Ready For Life FFA
Chellie Gates	Facilitator	Northern Training Academy
Yoni Desmond	Parent Representative	CAPC
Carolyn Pryor	Adoptions Supervisor	CDSS Adoptions-Arcata
Confidential	Current Foster Youth	Foster Youth
Confidential	Current/Former Parents	Parent/Consumer
Confidential	Resource Families	Relative/NREFM
Confidential	Resource Families	Foster Family Agencies

Prioritization of Outcome Data Measures/Systemic Factors & Strategy Rationale

In consultation with CDSS, the county was advised that the federal requirements for tracking of exit cohorts would likely be coming to an end in the near future. Therefore, the county decided not to focus on outcome data measures C1.1 (Reunification Within 12 Months (Exit Cohort)) and C1.2 (Median Time to Reunification (Exit Cohort)), due to their potential obsolescence. The County also chose not to focus on measure C3.3 (In Care 3 Years or Longer (Emancipated/Age 18)) due to it being a Low Number Event (LNE) with particular circumstances as detailed in the CSA. The County decided to prioritize all three remaining outcome data measures that fell below the national goal, as detailed in the CSA: C1.3 (Reunification Within 12 Months (Entry Cohort)), C1.4 (Reentry Following Reunification) and C4.3 (Placement Stability (At Least 24 Months in Care)). As previously stated, although probation-specific data was unavailable, the Probation Department is also committed to achieving excellence in all outcome data measures and will be working collaboratively with the child welfare agency towards these priorities as well.

The county also decided to prioritize two additional systemic factors, being prevention services and availability of in-county placement options. The decision to focus on improving prevention services was based on the County's commitment to preventing child abuse before it ever occurs. Prevention services will also impact outcome data measure C1.4 (Re-entry following reunification). Additionally, both of these systemic factors are also relevant to probation challenges detailed in the CSA.

The decision to address the availability of in-county placement options was based on the dominant theme of community stakeholder input surrounding the challenges associated with children being placed out of county. This systemic factor poses significant challenges to the well-being of the children being removed from their community, and the successful and timely reunification of families. The burden of having to travel outside the county for visitation can be not only discouraging, but detrimental to the timely success of a case. Extreme weather conditions can make this feat dangerous during winter months and difficult during summer months. Clients who rely on public transportation can spend over twelve hours in a day just

trying to comply with visitation requirements, which leaves minimal time for the client to focus on rehabilitative services. This dilemma also has a profoundly negative impact on the County's schools, revenues, and overall community sentiment and well-being.

The County then selected five strategies designed to target improvement in the aforementioned outcomes and systemic factors: establishment of the AmeriCorps Prevention program, placement promotion and recruitment, implementation of Safety Organized Practice (SOP), enhanced agency collaboration, and formalized family finding practice.

The AmeriCorps program has been utilized in Trinity County in past years with much success. The county believes that re-establishing the program would be instrumental in serving Trinity County's target population of at-risk families. The County intends to apply for the grant, contract with AmeriCorps, recruit and hire service members, train and orientate them to county policy and procedure, track their impact on outcomes through use of their AmeriCorps tools, and utilize their service for annual community outreach events surrounding child abuse awareness. Through the County's Differential Response (DR) program, AmeriCorps service members could respond to low-risk emergency referrals that might otherwise not meet criteria for intervention. This would be an invaluable resource due to the geographic isolation of many Trinity County families, who might otherwise not be served. Additionally, possibilities will be explored such as applying the program to at-risk probation-involved families where poor parenting skills are determined to be a causative factor in risk of removal from the home.

In addition to preventative services, the AmeriCorps program also serves families involved in family maintenance cases by providing in-home supportive services, which the County believes will directly impact and improve the priority data measure of re-entry following reunification. Many of the issues facing families in Trinity County, including isolation and lack of transportation, would be mitigated by the ability to provide in-home support to at-risk families throughout the vast expanses of the County.

One of the biggest challenges facing Trinity County is the lack of available placement options. Historically, this need has been specific to foster care homes, but the issue is now compounded and highlighted with the recent closure of the juvenile hall and planned re-opening as a special-purpose 96-hour maximum hold juvenile hall. While the County currently only has one juvenile probation youth in placement, the loss of a full-time juvenile hall facility may potentially cause a sharp increase in juvenile probation placement needs.

The County intends to combat this systemic challenge through active promotion and recruitment of foster care homes through engagement with the County Board of Supervisors, foster family agencies, and the community. Some methods of engagement will include regular meetings, advertisements in the local newspaper, and official publications to be distributed throughout the community. The County will also be exploring the feasibility of establishing a crisis center for emergency placements and other potential program options within the legal confines of a special-purpose 96-hour maximum hold juvenile hall facility.

If Trinity County can eliminate the need to place children out of the county through a sufficient in-county foster care home network, it will drastically improve timely reunification rates as parents will be able to focus their time on case plan services rather than travelling outside the county for visitation. Additionally, having more homes to choose from will result in more concurrent options and will directly affect and improve placement stability data. Having a wider array of placement options, such as a crisis home where children can be housed temporarily during the search of a concurrent initial placement, a 602 specific home to meet the needs of juvenile probation youth, and the re-opening of the juvenile hall on weekends for both legal sanctions of 602 Wards, as well as substance abuse specific intervention programming for a wider variety of at-risk youth, will also directly impact and improve placement stability. The County will be able to easily monitor the success or failure of this strategy by the fruition of new in-county resources and placement providers opening their doors for foster or emergency placements.

The third strategy involves implementation of Safety Organized Practice (SOP). SOP is a collection of best and evidence-informed child welfare practices, consisting of strategies for effective working relationships, enhanced critical inquiry, development of joint understanding among stakeholders, and application of research-based tools in order to ensure child safety and best outcomes. SOP is currently being embraced state-wide with the majority of counties in some phase of implementation. The County will attend annual SOP conferences, arrange for an in-county SOP orientation and training, formalize policies and procedures surrounding SOP practices, and develop tools to measure the impact of SOP on outcomes. Additionally, applicable portions of SOP will be incorporated into probation practice and probation's collaboration in the county-wide Systems of Care Model, including continued commitment to training staff in Motivational Interviewing (MI), comprehensive case planning based on validated assessment tools, and family-centered practice. Trinity County is committed to being in the forefront of child welfare and believes that adopting this unified approach of best practices will improve outcomes in all five priority data measures and systemic factors.

The fourth strategy explores models of agency collaboration and identifies agency practice models in an effort to enhance current agency collaboration in order to better serve families of at-risk youth. Some of the action steps associated with this strategy include enhancement of the current mid-level management meetings, exploring a formal Systems of Care (SOC) model, formalizing an inter-agency Family Team Meeting (FTM) policy, and developing a system of collaboration with the Superior Court. Additionally, the Probation Department will be completing comprehensive case planning on all probation youth that meet reasonable candidacy criteria and could be at risk of removal in an effort to consolidate and streamline case planning efforts among multiple agencies. The Probation Department will also commit an additional probation officer to the juvenile caseload to be available for participation in all formal collaborative processes, such as a county-wide Systems of Care model. It is believed that enhanced agency collaboration will improve outcomes in all five priority data measures and systemic factors.

Agency collaboration assists in the early identification of at-risk families, which will improve prevention and intervention efforts, placement stability, and re-entry outcomes. Extending and enhancing the network of collaborative agencies will assist in the promotion, recruitment, and development of placement options, which will improve the availability of in-county placements and placement stability. A formalized FTM policy will be instrumental in properly serving families and fostering early engagement with services and service providers, which will increase rates of timely reunification.

The County will be reviewing data trends on a quarterly basis to review the impact of enhanced agency collaboration. The County will track the number of FTM's held during the life of a case and compare their outcome data measures to those cases prior to implementation of a formalized FTM policy. Upon collaboration with the Court, the County will be able to observe whether Court timelines are met in a more expedited manner and the success should be reflected in the outcome data measures surrounding timely reunification.

The final strategy formalizes a Family Finding policy and practice model in an effort to improve concurrent planning methods to better support long-term placement stability. The County will research available tools, perform a budget analysis, select a tool and complete a contract, develop a policy and inter-agency MOU surrounding use of the tool, and train staff in policy and the use of the tool. It is well known that children have better outcomes when placed with relatives and Trinity County is committed to ensuring that children receive best possible outcomes. A formal Family Finding tool may also help identify extended family members inside the county which would increase the availability of in-county placement options.

Much like placement home promotion and recruitment, the success of this strategy will be apparent upon every successful finding of a previously unknown relative. The County will also be able to compare the percentage of children placed with relatives subsequent to implementation of a formal Family Finding practice to the percentage of children prior to implementation.

The roles of other agencies, education, and training, will be vital to ensuring successful implementation of these programs and strategies. The County will be working closely with Prevent Child Abuse California to implement and establish the AmeriCorps program, at which time AmeriCorps service members will be relied upon for provision of quality preventative and in-home supportive services. The County will be working closely with the Probation Department and foster family agencies to promote awareness and actively recruit new placement homes. The County will be working with the Northern Training Academy through the University of California Davis to implement Safety Organized Practice and anticipates the need to receive extensive education and training on the practice model. The County expects that partnering agencies will be enthusiastic about working collectively in establishing a countywide Family Team Meeting protocol and further exploring models of agency collaboration. The County anticipates minimal need for outside education or training on use of a family finding tool, and will be focused on the development of internal use policy and procedure. The County does not currently receive training or technical assistance (T/TA) from any National Resource Centers (NRC), nor does the County anticipate the need to receive T/TA through an NRC in the future. The County will, however, be working closely with the Northern Training Academy through the University of California Davis.

Prioritization of Direct Service Needs

Some of the common barriers identified in the CSA were poverty, isolation, and lack of available services. While the CSA did not identify a clearly defined subset of the population as being at the greatest risk of child maltreatment, issues of poverty and isolation were agreed to be some of the major contributing factors. These challenges make it more difficult for clients to access and engage in services, as required by their child welfare and probation placement case plans, in order to successfully reunify with their children in a timely manner. Services are also critical to assist the general population in the prevention and intervention of child abuse, as well as criminogenic factors resulting in juvenile delinquency.

In order to mitigate these challenges, the County is able to utilize the various federal and state funds through the Child Abuse Prevention, Intervention, and Treatment (CAPIT) Program, the Community-Based Child Abuse Prevention (CBCAP) Program, and the Promoting Safe and Stable Families (PSSF) program. Programming to be targeted with CAPIT and PSSF funding are selected by child welfare staff including the director, program manager, and staff services analyst. Programming to be targeted with CBCAP funding is dependent on the responses received from the annual County Request For Proposals (RFP), which are reviewed by the Child Abuse Prevention Council (CAPC) and child welfare staff, including the program manager and staff services analyst with input from community stakeholders and other agencies received through the C-CFSR process. In all cases, the County prefers to fund Evidence-Based Practices (EBP's) in order to support proven effective methods, and in the case of CBCAP funding, it is a requirement. A CAPIT/CBCAP/PSSF service provision plan, including expenditure workbooks, and program and evaluation descriptions, is included in the SIP.

The CAPIT program is designed to fund the prevention, intervention, and treatment of child abuse in California. It is a requirement that this funding be used for programs related to prevention, intervention, or treatment related to child abuse. Priority is given to prevention programs administered through non-profit agencies that identify and provide services to isolated families, including high quality home-visiting program services.

Keeping in line with these requirements, the County has partnered with the Human Response Network in support of its in-home parenting education program. These services are offered in-home, which mitigates the systemic factors such as isolation, poverty, and lack of transportation. The County also utilizes these funds to support services offered through the Behavioral Health Department, such as domestic violence and anger management counseling, and the Incredible Years parenting education program. These services mitigate the systemic factors relating to the lack of available services.

The CBCAP program is designed to support community-based efforts to develop, operate, expand, enhance, and coordinate initiatives, programs, and activities to prevent child abuse and neglect. It is a requirement that this funding not be utilized for current clients in the child welfare system. Priority is given to programs that promote public awareness and education about preventing child abuse among the general public, and programs that support the coordination of resources and activities to better strengthen and support families at risk of child maltreatment. The program also targets parents or children with disabilities and homeless or under-housed youth in an effort to reduce the risk of child maltreatment.

Trinity County utilizes these funds to support Trinity County Office of Education in its provision of supportive services to these same target populations. Trinity County also utilizes these funds to support Mountain Valley Unified School District (MVUSD) in its provision of outreach services, such as playgroups and Nurturing Parenting education classes. MVUSD offers playgroups as a pro-social activity for children, ages 0-5, while also utilizing the opportunity to provide outreach to parents by identifying needs and establishing support networks. MVUSD also provides the Nurturing Parenting instructor as an on-site facilitator to engage parents in learning positive parenting techniques. These services are provided to residents of Hayfork and the surrounding areas, which could be categorized as a population more heavily impacted by the negative effects of isolation and poverty, and therefore at higher risk of child maltreatment. The County also utilizes these funds to provide additional support to the Incredible Years parenting education program offered through Trinity County Behavioral Health. This funding allows the program to be expanded and offered to a wider population, including residents who

are not enrolled in Medi-Cal, but are still unable to pay for their own enrollment in the program.

All of these services would potentially be in jeopardy without the assistance of CAPIT and CBCAP funding, and are absolutely essential for Trinity County residents in need of local services, especially poverty-stricken and isolated residents who may not otherwise have the means to access services. The County elects to utilize CAPIT and CBCAP funding in collaboration with the Behavioral Health Department, Human Response Network, Office of Education, and Mountain Valley Unified School District, due to their implementation of evidence-based programs or best practices, and their commitment to program fidelity and quality assurance.

The County is also fortunate to receive funding through the PSSF program to support child welfare services in four areas: community-based family support services, family preservation services, time-limited family reunification services, and adoption promotion and support services. This funding is intended to assist in the prevention of child maltreatment among at-risk families, assure safety and stability of maltreated children, and support adoptive families. All four categories have their own requirements for allowable activities that can be funded, which the County is in compliance with.

The County utilizes its PSSF funding to provide clients with direct services that help meet the objectives of their case and are in line with the requirements under PSSF funding. These services include: transportation, psychological evaluations, inpatient treatment and sober living, anger management, counseling or therapeutic services, and other miscellaneous direct service needs. These services assist in mitigating the systemic factors related to a lack of otherwise unavailable services.

Child Welfare/Probation Placement Initiatives

Since the rollout of AB 12, or the Fostering Connections After 18 Initiative, Trinity County Child Protective Services, who is also the direct ILP Provider, has developed protocols and policies for its youth who were formerly aging out at eighteen years of age. The county currently offers Extended Foster Care (EFC) to youth, but has only had a handful of eligible youth enter into the program to date. To help with preparing youth for the transition, meetings are scheduled at the six-month and 90-day marks prior to a youth turning eighteen to inform and prepare them to make decisions about staying in care and how they can continue to succeed while meeting program requirements. Trinity County is one of the few counties that provide pay incentives to youth for grades, graduation, and college attendance, among other activities, in order to promote success and pro-social lifestyles among ILP youth.

Trinity County Behavioral Health Services and Child Protective Services have partnered up to implement services under Katie A. and ensure that all youth in care are receiving timely access to services. In order to help ensure the services are provided, a liaison between departments has been appointed as a direct contact to help prepare all referrals and track the assessments of youth and access to services. A monthly meeting is held between the two agencies to review open referrals, expedite new referrals, remove barriers to accessing services, and coordinate care for children placed in and out-of-county.

The County has also implemented Participatory Case Planning, which is an inclusive model that makes the family a central player in developing their case plan. Additionally, the County has already implemented Family Team Meetings, and intends to refine and formalize the practice in order to enhance agency collaboration and consistency. Both of these models are meant to address safety and permanency outcomes while supporting families in their reunification process in the least adversarial manner possible.

The Probation Department has implemented staff training in multiple placement related initiatives and evidence-based practices. The Department is now trained in comprehensive case planning and risk/needs assessments, and utilizes the Safe Measures database for case management and compliance monitoring. The Department has also implemented Motivational Interviewing (MI), a collaborative person-centered form of guiding to elicit and strengthen motivation for change in clients.

The County is committed to being at the forefront of child welfare and will therefore be adjusting practice based on current trends in child welfare research. One such trend in California is Safety Organized Practice (SOP). The County will also be exploring the feasibility of implementing the Approved Relative Caregiver Funding Option (ARCFO) in order to better support the majority of in-county placements, being relative and Non-Related Extended Family Member (NREFM) placements. Trinity County is enthusiastic about implementing SOP, among other initiatives, in an effort to provide the highest quality child and family services possible.

5 – YEAR SIP CHART

<p>Priority Outcome Measure or Systemic Factor: Prevention Services</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Serve 20-25 at-risk families annually via AmeriCorps program (CWS) Serve 5-10 at-risk families annually via AmeriCorps program (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: Availability of In-County Placement Options</p> <p>National Standard: N/A</p> <p>CSA Baseline Performance: 0</p> <p>Target Improvement Goal: Add 2-3 placement homes in Trinity County annually (CWS) Add a 602-specific placement home in Trinity County (Probation)</p>
<p>Priority Outcome Measure or Systemic Factor: C1.3: Reunification within 12 Months (Entry Cohort)</p> <p>National Standard: 48.4%*</p> <p>CSA Baseline Performance: CWS: 44.5%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 48.4%*; Probation: 48.4%*</p>
<p>Priority Outcome Measure or Systemic Factor: C1.4: Re-Entry Following Reunification (Exit Cohort)</p> <p>National Standard: 9.9%*</p> <p>CSA Baseline Performance: CWS: 13.4%*; Probation: 0.0%*</p> <p>Target Improvement Goal: CWS: 9.9%*; Probation: 0.0%*</p>
<p>Priority Outcome Measure or Systemic Factor: C4.3: Placement Stability (At Least 24 Months In Care)</p> <p>National Standard: 41.8%*</p> <p>CSA Baseline Performance: CWS: 40.3%*; Probation: 0.0* (Data Unavailable)</p> <p>Target Improvement Goal: CWS: 41.8%*; Probation: 41.8%*</p>

* Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J., (2013). CCWIP reports. Retrived 9/15/2013, from University of California at Berkeley California Child Welfare Indicators Project website.
URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Strategy 1: Contract with Prevent Child Abuse - California (PCA-CA) to implement and establish the AmeriCorps program to provide preventative in- home services to families at highest risk of removal within the community.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Re-Entry Following Reunification	
	<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:	Anticipated Completion Date:	Person Responsible:
A. Apply for the AmeriCorps grant through PCA-CA annually or as needed.	May 2013 May 2014 May 2015 May 2016 May 2017 May 2018	May 2013 May 2014 May 2015 May 2016 May 2017 May 2018	CPS Supervisor CPS Analyst
B. Once awarded, contract with PCA-CA regarding terms of AmeriCorps program and service member employment.	June 2013 June 2014 June 2015 June 2016 June 2017 June 2018	June 2013 June 2014 June 2015 June 2016 June 2017 June 2018	CPS Supervisor CPS Analyst
C. Recruit and hire AmeriCorps service members to fill allocated positions annually.	August 2013 August 2014 August 2014 August 2016 August 2017 August 2018	August 2013 August 2014 August 2014 August 2016 August 2017 August 2018	CPS Supervisor CPS Analyst
D. Train and orient AmeriCorps service members to county policies and safety procedures.	September 2013 September 2014 September 2015 September 2016 September 2017 September 2018	November 2013 November 2014 November 2015 November 2016 November 2017 November 2018	CPS Supervisor and Lead Social Workers AmeriCorps Program Coordinators

<p>E. Track progress annually using tools provided by AmeriCorps program, including improvement of parenting skills for families served.</p>	<p>September 2014 September 2015 September 2016 September 2017 September 2018</p>	<p>September 2015 September 2016 September 2017 September 2018 September 2019</p>	<p>AmeriCorps Service Members CPS Supervisor and Analyst AmeriCorps Program Coordinators</p>
<p>F. Community outreach will be provided by AmeriCorps service members through an annual event promoting child abuse awareness.</p>	<p>May 2014 May 2015 May 2016 May 2017 May 2018</p>	<p>May 2014 May 2015 May 2016 May 2017 May 2018</p>	<p>CPS Supervisor AmeriCorps Service Members</p>
<p>G. Attend Annual AmeriCorps Conference</p>	<p>July 2014 July 2015 July 2016 July 2017 July 2018</p>	<p>July 2014 July 2015 July 2016 July 2017 July 2018</p>	<p>CPS Supervisor CPS Analyst</p>
<p>H. The Probation Department will work with the AmeriCorps program to establish a provision of parenting education classes for probation-involved families of at-risk youth.</p>	<p>April 2015</p>	<p>April 2016</p>	<p>CPS Supervisor and Analyst Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>
<p>I. The Probation Department will begin making referrals to AmeriCorps parenting education programs for probation-involved families.</p>	<p>April 2016</p>	<p>June 2016</p>	<p>CPS Supervisor and Analyst Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>

Strategy 2: Actively recruit new placement providers in Trinity County.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Availability of In-County Placement Options Reunification Within 12 Months Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Advise the County Board of Supervisors of the need and encourage them to adopt a resolution.	May 2014 May 2015 May 2016 May 2017 May 2018	May 2014 May 2015 May 2016 May 2017 May 2018	CPS Supervisor CPS Analyst
B. Submit articles in the local newspaper.	May 2014 May 2015 May 2016 May 2017 May 2018	May 2014 May 2015 May 2016 May 2017 May 2018	CPS Supervisor and Analyst AmeriCorps Service Members Foster Family Agencies
C. Hold foster care recruitment and informational meetings on an annual basis.	May 2014 May 2015 May 2016 May 2017 May 2018	May 2014 May 2015 May 2016 May 2017 May 2018	CPS Supervisor AmeriCorps Service Members Foster Family Agencies
D. Engage Foster Family Agencies in the process of local recruitment.	May 2014 May 2015 May 2016 May 2017 May 2018	May 2014 May 2015 May 2016 May 2017 May 2018	CPS Supervisor AmeriCorps Service Members

<p>E. Engage Foster Family Agencies and the community in an effort to establish a crisis home for emergency placements.</p>	<p>May 2014 May 2015 May 2016 May 2017 May 2018</p>	<p>May 2014 May 2015 May 2016 May 2017 May 2018</p>	<p>CPS Supervisor AmeriCorps Service Members</p>
<p>F. Engage Foster Family Agencies and the community in an effort to establish a 602 specific foster home placement for probation-involved youth.</p>	<p>May 2015 May 2016 May 2017 May 2018</p>	<p>May 2015 May 2016 May 2017 May 2018</p>	<p>CPS Supervisor Chief and Assistant Chief Probation Officer AmeriCorps Service Members</p>
<p>G. Create official publications to be distributed throughout the county for purpose of promoting awareness of need for additional placement homes.</p>	<p>July 2015 July 2016 July 2017 July 2018</p>	<p>September 2015 September 2016 September 2017 September 2018 September 2019</p>	<p>CPS Supervisor CPS Analyst</p>
<p>H. Develop mechanism to measure and monitor effectiveness of recruitment efforts including meetings and publications.</p>	<p>October 2015</p>	<p>April 2016</p>	<p>CPS Supervisor CPS Analyst</p>
<p>I. The Probation Department will create an advisory committee to explore the feasibility of establishing a crisis center for emergency placements and other potential program options within the legal confines of a special-purpose 96-hour maximum hold Juvenile Hall facility.</p>	<p>January 2015</p>	<p>April 2015</p>	<p>Chief and Assistant Chief Probation Officer CPS Supervisor and Analyst</p>

Strategy 3: Implement Safety Organized Practice (SOP).	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Availability of In-County Placement Options Reunification Within 12 Months Re-Entry Following Reunification Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Attend annual SOP Convening conferences.	July 2014 July 2015 July 2016 July 2017 July 2018	July 2014 July 2015 July 2016 July 2017 July 2018	CPS Supervisor CPS Analyst
B. Hold an in-county SOP orientation and training for all staff.	April 2015	April 2016	CPS Supervisor CPS Analyst UC Davis Northern Training Academy
C. Create Department policies and procedures regarding SOP practice model as needed.	May 2015	May 2016	CPS Supervisor CPS Analyst HHS Director and Deputy Director
D. Develop tools to measure impact of SOP on outcomes and employee satisfaction.	August 2015	August 2016	CPS Supervisor CPS Analyst UC Davis Northern Training Academy
E. Use tools to measure impact of SOP on outcomes and employee satisfaction.	December 2015	December 2016	CPS Supervisor CPS Analyst

F. The Probation Department will examine the SOP model and applicability to current family-oriented practices within the juvenile probation system.	April 2015	July 2015	Chief and Assistant Chief Probation Officer
G. If applicable, the Probation Department will apply the SOP model to current family-oriented practices within the juvenile probation system.	September 2015	January 2016	Chief and Assistant Chief Probation Officer

Strategy 4: Explore models of agency collaboration and identify agency practice models.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Prevention Services Availability of In-County Placement Options Reunification Within 12 Months Re-Entry Following Reunification Placement Stability	
	<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:	Anticipated Completion Date:	Person Responsible:
A. Engage with other agencies during monthly Mid-Level Management meetings in an effort to enhance agency collaboration.	October 2013 Monthly 2014 Monthly 2015 Monthly 2016 Monthly 2017 Monthly 2018	Oct, Nov, Dec 2013 Monthly 2014 Monthly 2015 Monthly 2016 Monthly 2017 Monthly 2018	Management: CPS, Probation, Human Response Network, Trinity County Office of Education, Behavioral Health Services, Foster Youth Education Liaison
B. Explore the feasibility of implementing Systems of Care (SOC).	June 2014	June 2015	Department Heads: HHS, BHS, TCOE, Probation, Sheriff, Public Health, DA
C. Formalize a Family Team Meeting (FTM) policy and practice that promotes agency collaboration.	April 2015	November 2015	CPS Supervisor CPS Analyst
D. Develop and implement a system of collaboration with the Court to ensure effective implementation of new practices.	January 2016	January 2017	CPS Supervisor and Analyst UC Davis Northern Training Academy Superior Court Judges and Administrators

E. Develop a mechanism to measure and monitor the effectiveness of said system of collaboration with the Court.	January 2017	April 2017	CPS Supervisor and Analyst UC Davis Northern Training Academy Superior Court Judges and Administrators
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Strategy 5: Formalize Family Finding policy and identify system practice as part of concurring planning efforts.	<input type="checkbox"/> CAPIT	Applicable Outcome Measures and/or Systemic Factors: Availability of In-County Placement Options Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF		
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Anticipated Completion Date:	Person Responsible:
A. Research available tools and perform budget analysis.	March 2015	September 2015	CPS Supervisor CPS Analyst Assistant Chief Probation Officer
B. Select tool and complete any necessary contracts.	April 2015	October 2015	CPS Supervisor CPS Analyst Assistant Chief Probation Officer
C. Develop policy and inter-agency MOU surrounding use of tool.	June 2015	January 2016	CPS Supervisor CPS Analyst Assistant Chief Probation Officer
D. Train staff in policy and use of the tool.	August 2015	June 2016	CPS Supervisor CPS Analyst Assistant Chief Probation Officer
D. Implement Use of Tool.	September 2015	September 2016	CPS Supervisor CPS Analyst

E. Develop a mechanism to measure and monitor effectiveness of tool.	October 2015	December 2016	CPS Supervisor CPS Analyst
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CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED: 10/21/14

(2) DATES FOR THIS WORKBOOK 7/1/13 thru 6/30/14

(3) DATE APPROVED BY OCAP 11.21.14

(4) COUNTY: Trinity

(5) PERIOD OF SIP: 11/12/13 thru 11/12/18

(6) YEARS: 2013-2014

Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):

CAPIT: \$ 65,046 CBCAP: \$29,492 PSSF: \$10,000

No.	Program Name	Applies to CBCAP Programs Only	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF					OTHER	NAME OF OTHER	TOTAL		
				Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)				PSSF is used for Administration	
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	The Incredible Years	Direct Service	Trinity County Behavioral Health Services		\$10,000		\$10,000		\$0	\$0	\$0	\$0	\$0		\$0		\$20,000
2	Playgroups and Nurturing Parenting Classes	Direct Service	Mountain Valley Unified School District		\$0		\$8,492		\$0	\$0	\$0	\$0	\$0		\$0		\$8,492
3	Various At-Risk Direct Services through Educational Liaison	Direct Service	Trinity County Office of Education		\$0		\$11,000		\$0	\$0	\$0	\$0	\$0		\$0		\$11,000
4	In-Home Parenting Education		Human Response Network		\$45,542		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$45,542
5	Domestic Violence and Mental Health Services (Anger Management Treatment)		Trinity County Behavioral Health Services & Wright Education Services		\$3,000		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$3,000
6	PSSF - Fee for Services		Various - see Program Desc		\$0		\$0		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$10,000
7	Administration for CAPIT		Trinity County Health and Human Services		\$6,504		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$6,504
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10	Totals				\$65,046		\$29,492		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$104,538
11									25%	25%	25%	25%	100%				

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED: 3/13/15

(2) DATES FOR THIS WORKBOOK 7/1/14 thru 6/30/15

(3) DATE APPROVED BY OCAP 3.13.15

(4) COUNTY: Trinity

(5) PERIOD OF SIP: 11/12/13 thru 11/12/18

(6) YEARS: 2014-2015

Internal Use Only

(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):

CAPIT: \$ **65,046**

CBCAP: **\$34,040**

PSSF: **\$10,000**

No.	Program Name	Applies to CBCAP Programs Only	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF					OTHER	NAME OF OTHER	TOTAL		
				Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)				PSSF is used for Administration	
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	The Incredible Years	Direct Service	Trinity County Behavioral Health Services		\$10,000		\$10,000		\$0	\$0	\$0	\$0	\$0		\$0		\$20,000
2	Playgroups and Nurturing Parenting Classes	Direct Service	Mountain Valley Unified School District		\$0		\$8,502		\$0	\$0	\$0	\$0	\$0		\$0		\$8,502
3	Various At-Risk Direct Services through Educational Liaison*	Direct Service	Trinity County Office of Education		\$0		\$11,000		\$0	\$0	\$0	\$0	\$0		\$0		\$11,000
4	In-Home Parenting Education		Human Response Network		\$45,542		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$45,542
5	Domestic Violence and Mental Health Services (Anger Management Treatment)		Trinity County Behavioral Health Services & Wright Education Services		\$3,000		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$3,000
6	PSSF - Fee for Services		Various - see Program Desc		\$0		\$0		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$10,000
7	Administration for CAPIT		Trinity County Health and Human Services		\$6,504		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$6,504
8	*Various At-Risk Direct Services through Educational Liaison - adding unspent funds in FY 13-14				\$0		\$4,538		\$0	\$0	\$0	\$0	\$0		\$0		\$4,538
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10	Totals				\$65,046		\$34,040		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$109,086
11									25%	25%	25%	25%	100%				

Proposed Expenditures FY14-15

Rev. 3/2015

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED: 3/13/15

(2) DATES FOR THIS WORKBOOK 7/1/15 thru 6/30/18

(3) DATE APPROVED BY OCAP 3.13.15

(4) COUNTY: Trinity

(5) PERIOD OF SIP: 11/12/13 thru 11/12/18

(6) YEARS: 2015-2018

Internal Use Only

(7) <u>ALLOCATION</u> (Use the latest Fiscal or All County Information Notice for Allocation):	CAPIT:	\$ 65,046	CBCAP:	\$29,492	PSSF:	\$10,000
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No.	Program Name	Applies to CBCAP Programs Only	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF					OTHER	NAME OF OTHER	TOTAL		
				Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)				PSSF is used for Administration	
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I
1	The Incredible Years	Direct Service	Trinity County Behavioral Health Services		\$10,000		\$10,000		\$0	\$0	\$0	\$0	\$0		\$0		\$20,000
2	Playgroups and Nurturing Parenting Classes	Direct Service	Mountain Valley Unified School District		\$0		\$8,000		\$0	\$0	\$0	\$0	\$0		\$0		\$8,000
3	Various At-Risk Direct Services through Educational Liaison	Direct Service	Trinity County Office of Education		\$0		\$11,000		\$0	\$0	\$0	\$0	\$0		\$0		\$11,000
4	In-Home Parenting Education		Human Response Network		\$45,542		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$45,542
5	Domestic Violence and Mental Health Services (Anger Management Treatment)		Trinity County Behavioral Health Services & Wright Education Services		\$3,000		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$3,000
6	PSSF - Fee for Services		Various - see Program Desc		\$0		\$0		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$10,000
7	Administration for CAPIT		Trinity County Health and Human Services		\$6,504		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$6,504
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0
10	Totals				\$65,046		\$29,000		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000		\$0		\$104,046
11									25%	25%	25%	25%	100%				

(1) COUNTY: Trinity

(2) YEARS: 2013-2018

No.	Program Name	Logic Model			EBP/EIP ONLY						Parent Involvement Activities		
		Logic Model Not Applicable	Logic Model Exists	Logic Model Will be Developed	EBP/EIP Level As determined by the EBP/EIP Checklist					EBP/EIP Checklist is on file or N/A	Planning	Implementation	Evaluation
					Program Lacking support (Level 0)	Emerging & Evidence Informed Programs & Practices (Level 1)	Promising Programs & Practices (Level 2)	Supported (Level 3)	Well Supported (Level 4)				
A	B	C1	C2	C3	D1	D2	D3	D4	D5	D6	E1	E2	E3
1	Incredible Years		X						X	X	X	X	X
2	Playgroups and Nurturing Parenting Classes			X		X				X		X	X
3	Various At-Risk Direct Services through Educational Liasion		X				X			X			X

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

The Incredible Years

SERVICE PROVIDER

Trinity County Behavioral Health Services

PROGRAM DESCRIPTION

The Incredible Years is a level IV rated evidence-based program that uses therapeutic settings for hands on parenting education. The target audiences are families with children, newborn to eight years old. This program is offered to all residents of Trinity County, free of cost, over a 14-week period. The class works with parents in understanding development, trauma, bonding and how to parent through issues with both parent and child. This class provides transportation, child care, and meals for the participants to remove any barriers to participation, and uses mental health professionals and parent partners to help lead groups with therapists. The Basic Parent Training Program is 14 weeks and services may include parent education and training for high-risk parents, assessment, case planning, case management, education, skill building, and/or service delivery to address risk factors for maltreatment delivered by therapist. *The Incredible Years* are split into short-term goals and long-term goals as show below.

Short-Term Goals:

- Improved parent-child interactions, building positive relationships and attachment, improved parental functioning, less harsh and more nurturing parenting, and increased parental social support and problem solving
- Prevention, reduction, and treatment of early onset conduct behaviors and emotional problems
- Promotion of child social competence, emotional regulation, positive attributions, academic readiness, and problem solving

Long-Term Goals:

- Prevention of conduct disorders, academic underachievement, delinquency, violence, and drug abuse

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	The Incredible Years
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	

OTHER Source(s): (Specify)	
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IDENTIFY PRIORITY NEED OUTLINED IN CSA

27% of children are at or below poverty which is 3% higher than the state average. (page 7)

resources and programs for families in poverty (page 41 of CSA)

Challenges with transportation and child care (page 41 of CSA)

TARGET POPULATION

All families high risk for abuse or neglect with children, newborn to eight years old.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

SIP TIMELINE IS: 11/12/2013 – 11/12/2018 – This program will run from 1/1/2014 - 6/30/14

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge and skills in child development	75 % of parents show improvement in their parenting skills	Data collected on each recipients progress through pre and post tests	Completed by program staff at end of services for each parent served

CLIENT SATISFACTION

(EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Skill/Satisfaction Survey	Parents are asked to complete a survey at the end of the program and provide feedback on satisfaction	Surveys reviewed by program director & staff after each family exists the program	Identify and improve program effectiveness & identify areas for training

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

Playgroups and Nurturing Parenting Education Classes

SERVICE PROVIDER

Hayfork Elementary School / Mountain Valley Unified School District (MVUSD)

PROGRAM DESCRIPTION

In order to address the needs of new parents in understanding child development, parenting skills and create support systems, the County utilizes CBCAP funding for several playgroups for parents of children, ages 0-5, at the Hayfork Elementary School. The school site additionally offers support groups, education, instruction, access to services, and referrals. In addition to the playgroups, the facilitator is trained in the evidenced-based Nurturing Parenting curriculum in order to offer parenting classes and Nurturing Parenting materials to families where no local parenting classes are offered. The program offers ten lessons in the prevention module of Nurturing Parenting which also may be co-facilitated by the MVUSD counselor. It is intended that this site-based model will increase parent engagement and skills, which will improve individual child outcomes and reduce the likelihood of child abuse and neglect.

The Parent-Child Playgroups provide an opportunity for parents and caregivers to interact and build skills with their children through play and for families to connect with one another and with valuable resources. Playgroups are staffed by Early Childhood Specialists who know the community well and offer information and support to parents as they navigate the early years and the often daunting job of raising a young child. Playgroup spaces contain toys, books, and other materials to help strengthen each child’s cognitive, physical, and creative selves, and to help promote social-emotional skill building. Through play, transitions, circle time songs and activities, and informal conversations, parents learn about developmental ages and stages, gain tools to help understand their child’s behavior, and become empowered to prepare the family and child to enter school ‘ready to learn’.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Playgroups & Nurturing Parenting Education Classes
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Highest rate of neglect referrals come historically from the Hayfork area

27% of children are at or below poverty which is 3% higher than the state average (page 8)

Resources and programs for families in poverty (page 33 of CSA)

Challenges with transportation and child care (page 33 of CSA)

TARGET POPULATION

Families with children ages 0-5, prior to school age.

TARGET GEOGRAPHIC AREA

Hayfork and Southern Trinity

TIMELINE

SIP Timeline is: 11/12/2013 – 11/12/2018: this program will run from 1/1/2014 - 6/30/2014

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

(EXAMPLE* PROVIDED BELOW)

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase parenting and engagement skills	75% of parents who attend playgroup and or parenting classes will show increase knowledge and skills about Child Abuse Prevention	Data collected by Provider on each recipient attending playgroup/class on progress achieved	Completed by provider at the start and end of 10 session parenting education course.

CLIENT SATISFACTION

(EXAMPLE* PROVIDED BELOW)

Method or Tool	Frequency	Utilization	Action
Skill/Satisfaction Survey	Parents are asked to complete a survey at the end of the program and provide feedback on satisfaction	Surveys reviewed by program manager and Staff Services Analyst at beginning and end of the program	Identify and improve program effectiveness & identify areas for training

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

Various At-Risk Direct Services/programs offered through Educational Liaison

SERVICE PROVIDER

Trinity County Office of Education

PROGRAM DESCRIPTION

Direct services are provided to all county of education children ages 0 -19 and support to all at-risk youth/children under the jurisdiction of the county office of education. Services and access to services include: identifying as well as information and referral to services for homeless youth, public awareness, informal parent education, transportation, coordination of services, advocacy, concrete supports/basic needs, health assessments, identify and linking families to housing services, youth programs and other services. This program although not rated through the California Evidence Based Clearinghouse does have its own logic model, curriculum, data, etc. and is rated as a promising practice.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Concrete Supports/Advocacy/Case Management/Transportation/Housing Services/Parent Education and Information and Referral
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Trinity County is a geographically isolated area with a small population base(CSA, Page 36)
 abuse/neglect allegations & lack of safety interventions are not available to prevent entry into care (CSA Page 73).
 services sparsely available, requiring traveling great distances to get to them. (CSA, PAGE 10)
 27% of children are at or below poverty which is 3% higher than the state average. (CSA page 8)
 resources and programs for families in poverty (page 33 of CSA)
 Challenges with transportation and child care (page 33 of CSA)

TARGET POPULATION

All children 0-19 that are pre-school or school age. This program/service supports those children who are at the highest risk of abuse and neglect.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

SIP timeline is: 11/12/2013 – 11/12/2018: This program will run from 1/1/2014 - 6/30/2014

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

Desired Outcome	Indicator	Source of Measure	Frequency
Families/children at highest risk of child abuse/neglect would have additional resources and support.	95% of children who accept services are successful linked to appropriate resources.	Provider records-Data collected on each recipient	Recorder at time of linkage to services

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Families complete a survey at the end of services/frequency varies per service	Surveys reviewed by program manager & Staff Services Analyst at the close of the case and or monthly	Identify and improve program effectiveness

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

In-Home Parenting Program

SERVICE PROVIDER

Human Response Network

PROGRAM DESCRIPTION

The in-home parenting program addresses parenting issues using a variety of program. These include evidence based programs such as the Nurturing Parenting Program as well as Love and Logic and other parenting curricula. The services are offered to families in their own home.

Services offered range from: parent education on healthy eating, cost efficiency to stretch the food budget, safety in the kitchen, personal hygiene, cleanliness in the home and addressing/reducing life stressors in the home, identifying anger "red flags" and communicating conflict. Most families are referred from CPS, probation and family court services, and also families can call for services on their own to correct or prevent negative family interactions and behaviors. Services also include: adult education, assessment screening, case management, concrete supports, domestic violence services, home visiting voluntary, housing services, MDT services, parenting education/program classes, transportation and information and referral to additional services.

Parenting Classes focus on building parenting skills around eighteen different modules of competencies that include bonding, child development, discipline, modeling positive behaviors, etc. The parenting instructors use the in-home skills curriculum with each parent in their home with a hands-on coaching approach. This also removes barriers to families participating by bringing the class to them, no matter where they live, countywide. The curriculum used videos, workbooks, lessons, etc. to help reinforce the coaching and a pre and post assessment are done to help determine improvement in skill. Families will also be offered additional support as their needs are assessed, all at no cost.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	In-Home Parenting
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Challenges with transportation and child care (page 33 of CSA)

27% of children are at or below poverty which is 3% higher than the state average. (page 8)

Almost 70% of the county’s population live in outlying areas that have little access to services

TARGET POPULATION

At-risk families and families involved with the child welfare system with children ages 0-17.

TARGET GEOGRAPHIC AREA

Countywide, especially focusing on remote areas with lack of available services and transportation.

TIMELINE

SIP Timeline is: 11/12/2013-11/12/2018: This program will run from 1/1/2014 - 6/30/2014

EVALUATION

**PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING
(EXAMPLE* PROVIDED BELOW)**

Desired Outcome	Indicator	Source of Measure	Frequency
Parents demonstrate and shared increase knowledge and skills in child development	75% of parents attending classes/or involved with IH-HV, gain knowledge/skills in parenting children	Pre & Post Test that measures challenges of parenting	Assessment taken by parents on first night of class and last night of and first day and last day of IH-HV.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Satisfaction Survey	Parents are asked to complete a survey at the end of the parenting class & or exit of the program	Surveys reviewed after each family exists the program/class/and/or close of the case.	Identify and improve program effectiveness & identify areas for training bi monthly.

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

Domestic Violence Services and Mental Health Service (Anger Management Treatment)

SERVICE PROVIDER

Trinity County Behavioral Health Services and Wright Education Services

PROGRAM DESCRIPTION

Trinity County utilizes CAPIT funding to pay for domestic violence and anger management treatment services. The County utilizes two service providers, Trinity County Behavioral Health Services and Wright Education Services, based in Anderson, California, for clients who relocate to Shasta County. Clients are assessed and provided treatment through either a 16-week or 52-week program depending on clients' needs. Treatment aims to improve clients' awareness of and response to potential triggers, problem-solving techniques, and skills in anger management, all of which decreases the risk of child abuse and neglect.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Domestic Violence & Mental Health Services(Anger Management Treatment)
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Time-Limited Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Prevention, reunification within 12 months, and re-entry after reunification (Page 4 of SIP)

TARGET POPULATION

CWS parents in the child welfare system.

TARGET GEOGRAPHIC AREA

Countywide as well as clients relocated to Shasta County.

TIMELINE

SIP Timeline is 11/12/13 – 11/12/18: these services will run 7/1/2014 - 6/30/2014

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

Desired Outcome	Indicator	Source of Measure	Frequency
Parents reduced risk of child abuse by increasing knowledge of anger management skills	75% of Parents attending classes gain knowledge/skills in anger management.	Data collected on clients' progress through pre- and post- tests.	Completed by program staff at program entry & exit 16-week or 52-week program depending on parent's needs.

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Parents are asked to complete a survey at the end of treatment and provide feedback on program/staff	Surveys reviewed by program manager and Staff Services Analyst	Identify and improve program effectiveness & identify areas for training

CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION TEMPLATE

PROGRAM NAME

PSSF – Fee for Service

SERVICE PROVIDER

Transportation: Tops Inc., Frontier Fuel, Trinity Transit; Mental Health Services: The Dream House, Centre for Creative Therapy, Loren Cronk MFT; Substance Abuse Treatment Services: Visions of the Cross, The Progress House; Assessment/Screenings: UC Davis CAARE Center, Ray Carlson PHD; Concrete Supports: Various

PROGRAM DESCRIPTION

CPS will cover costs of services for clients in order to address the issues facing families whose children have been placed in foster care, so that reunification may occur in a safe and timely manner. In order to provide families with supports they need to prevent entry into care, reduce the time in care or help with permanency, CPS uses it PSSF funding to offer families with direct services that help meet the objectives of their case plan and are in line with the requirements under PSSF funding. This includes housing services, transportation needs, concrete supports, services, behavioral health, mental health services,-substance abuse treatment services, anger management and assessment/screenings. These services are assessed on an individual basis and are approved by the departments’ supervisor to meet unmet needs for families around permanency and stability. Money will not exchange hands with the client. We estimate fees will be allocated according to the percentages listed in the table below.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	10% Transportation, 10% Concrete Supports, 10% behavioral health, mental health services, substance abuse treatment services
PSSF Family Support	50% Transportation, 50% Concrete Supports
PSSF Time-Limited Family Reunification	50% Transportation, 50% behavioral health, mental health services
PSSF Adoption Promotion and Support	20% Transportation, 5% concrete supports, 75% assessment/screenings
OTHER Source(s): (Specify)	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Reunification within 12 months, re-entry following reunification, placement stability (Page 4 of SIP)

TARGET POPULATION

All youth and families in open CPS cases with unmet needs.

TARGET GEOGRAPHIC AREA

Countywide

TIMELINE

SIP Timeline is 11/12/13 – 11/12/18: these services will run 7/1/2013 - 6/30/2014

EVALUATION

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

Desired Outcome	Indicator	Source of Measure	Frequency
Children reunify with their parents in a timely manner	48.4% of children reunify within 12 months of removal	CWS/CMS	Data review & analysis quarterly by Staff Services Analyst
Adoptions within 12 months (C2.3)	22.7% of children (17 months in care) are adopted within 12 months	CWS/CMS	Data review & analysis quarterly by Staff Services Analyst

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Skill/Satisfaction Survey	Parents/adoptive families are asked to complete a survey to provide feedback on satisfaction Pre and post Case management	Surveys reviewed by program manager & Staff Services Analyst quarterly	Identify and improve program effectiveness

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES
FOR TRINITY COUNTY**

PERIOD OF PLAN: 11/12/13 THROUGH 11/12/18

DESIGNATION OF ADMINISTRATION OF FUNDS

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

W&I Code Section 16602 (b) requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates Trinity County Health and Human Services as the local welfare department to administer PSSF.

FUNDING ASSURANCES

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute¹:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits as specified at <http://www.epls.gov/>.

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

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

County Board of Supervisors Authorized Signature

Date

Print Name

Title

¹ Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at: <http://www.cdsscounties.ca.gov/OCAP/>

RESOLUTION NO. XXXX-XX

**A RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF TRINITY
TO APPROVE THE SYSTEM IMPROVEMENT PLAN 2013-2018**

WHEREAS, the State of California Department of Social Services requires that the Board of Supervisors must make a resolution approving the county's System Improvement Plan; and; and

WHEREAS, the System Improvement Plan is a guiding document in the county's Children's Systems of Care for the next three years, as part of the state's cyclical California-Child and Family Services Review process; the document has been created jointly by Child Welfare and Probation in cooperation with other local agencies and CDSS;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of the County of Trinity that the Trinity County System Improvement Plan 2013-2018 is approved;

DULY PASSED AND ADOPTED this 5th day of May, 2015 by the Board of Supervisors of the County of Trinity by motion, second, and the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:
RECUSE:

JUDY MORRIS, CHAIRMAN
Board of Supervisors
County of Trinity
State of California

ATTEST:

WENDY G. TYLER
Clerk of the Board of Supervisors

By: _____
Deputy