

# Washington County's 2010-11 MFIP/CCSA Biennial Service Agreement

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## Minnesota Family Investment Program and Children and Community Services Act

January 1, 2010 to December 31, 2011



Minnesota Department of **Human Services**

### Type of Service Agreement

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Individual county submitting a: | <input type="checkbox"/> Multi-county partnership submitting a: |
| <input checked="" type="checkbox"/> Combined MFIP/CCSA Agreement    | <input type="checkbox"/> Combined MFIP/CCSA Agreement           |
| <input type="checkbox"/> MFIP-only agreement                        | <input type="checkbox"/> MFIP-only agreement                    |
| <input type="checkbox"/> CCSA-only agreement                        | <input type="checkbox"/> CCSA-only agreement                    |

County Name: **Washington County**

County Names:

# County MFIP/CCSA Biennial Service Agreement

January 1, 2010 to December 31, 2011

## CONTACT

### Contact Information:

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**Complete all applicable questions in the following sections. Provide brief but informative responses to the required questions. Information from responses will be shared with staff and other counties. Please ensure that responses are edited before submission to the department.**

\* \* \*

# Section I: Minnesota Family Investment Program (MFIP)

## A. Statement of Needs

1. Describe the more persistent needs of participants that your county continues to address with MFIP funds. Discuss any unique needs of the MFIP and DWP participants, including participants in the Family Stabilization Services (FSS) track.

**Support Services:** Washington County’s MFIP, DWP and FSS customers continue to demonstrate the need for support services while engaged in pre-job search, job searching and work activities. The needed supports include gas cards, bus passes, interview clothes, work clothes, intensive staff assistance, mentorships, payments for vehicle repairs, vehicle insurance, training and driver’s education.

**Job Search / Workplace Success:** Many of the Washington County MFIP, DWP and FSS customers lack the basic knowledge and tools of job search and job place success. The current economic conditions are making securing employment even more challenging for our MFIP, DWP and FSS customers.

**Supported Employment Opportunities:** Washington County is experiencing higher unemployment rates, reaching a record high of 8.2% in March of 2009, which is almost 100% greater than during the same periods in 2007 and 2008. (March 2008 – 4.9 % and March 2007 – 4.2 %). The competition for employment opportunities is fierce and it is taking our customers longer to secure employment and to transition off welfare. Having the opportunity to offer supported employment opportunities has been a key for many customers in meeting the program participation requirements and transition off welfare.

**Customers with Multiple Barriers:** Many of Washington County’s MFIP, DWP and FSS customers are experiencing multiple barriers themselves and / or their children. The County has provided intensive services to these families through our Family Stabilization Services (FSS) Team, STEP Team and the Integrated Services Project (ISP). The ISP project is ending in December 2009 and the FSS team and the STEP Team will be solely responsible for these services.

2. For each of the categories listed below, specify what proportion of the MFIP, DWP and FSS participant caseloads will likely need these services in the 2010-11 biennium. A participant could be included in more than one category.

Needs/Services	Caseloads		
	MFIP	DWP	FSS
Chemical/Substance	10-15%	10-15%	10-15%
Child Care	75%	75%	25%
Education (including onsite job search and workplace success workshops)	90%	90%	90%
Employment	90%	100%	20%
Housing	20%	20%	20%

Language	5%	5%	5%
Mental Health	25%	25%	25%
Support Services	95%	95%	35%
Transportation	50%	50%	50%
Other (state):	%	%	%
Other (state):	%	%	%

3. If you have additional comments regarding the needs of MFIP, DWP and FSS participants, use the space provided below.

Washington County is continuing to provide services to customers from diverse backgrounds including customers with multiple barriers and returning program customers. We have also seen more customers that have no previous public assistance experience who have lost their long-term employment and are in a need of temporary assistance.

## **B. Strengths and Resources to Address Needs**

1. Describe the strengths and resources available in your county to address the needs/services listed in Section I, Part A, Question 2 above.

Washington County maintains a high level commitment to being innovative and to provide high quality services, which has resulted in positive customer and program outcomes.

**Support Services:** Washington County focuses on maximizing the available resources for support services including its own. This is done by maintaining connections with local non-profits and service organizations. Some of these key connections are Valley Outreach, Goodwill Industries, Family Means, Food Shelves, Metro Transit, Community Thread, Dial-A-Ride, local churches, and East Suburban Resources to name a few. One of the key elements of this has been education of our staff and the customers as to what is available and how our customers can get access to these available resources.

**Job Search / Workplace Success:** To meet the new challenges our customers are facing in this economy, the Washington County WFC is providing up-to-date tools and information presented at our “Boot Camp” workshops in order for job seekers to find self-confidence, efficiency, effectiveness and success in their job search and work experiences. Professional trainers are closely connected with employment counselors for program integrity and have the ability to provide meaningful tools for customers from all backgrounds and skill levels. Our workshops are integrated with all programs and customers are treated as they would be in a real workplace.

**Supported Employment Opportunities:** Washington County has been very successful in implementing our supported work employment program. This program is part of our Job Development Services with East Suburban Resources and has been integrated fully with our employment services. The Supported Work program focuses on higher paying job transitions, direct unsubsidized employment opportunities, job coaching, social supports, and employer relations development with a unique “sales” perspective. We have also implemented an EXTRA Project that focuses on reducing the performance gap with African American customers in Washington County. This project has demonstrated the importance of mentorship and social connections as one of the key elements of work place success. The County hopes to continue to

offer Supported Work, EXTRA Project and some of the more successful aspects of the ISP, which include the monthly consultation meetings with other service providers.

Customers with Multiple Barriers: A strategy that has been proven successful in Washington County has been our Integrated Services Project (ISP). This has been a service that has been available to our customers who experience multiple barriers including housing. The service provides intense levels of staff time and resources in addressing the barriers. The project has resulted in a full integration of employment services with the program, formalized monthly consultation meetings with rehabilitation services, social work, child protection, domestic violence and public health. This project is ending December of 2009, but the planning is in progress to continue the most successful aspects of the project by integrating them in our mainstream employment services. We will seek additional opportunities in order to try to meet the needs of our customers with this project.

**2.** For the more persistent needs of participants described in Section I, Part A, Question 1 above, describe the supports that may be needed to help resolve these persistent needs. Include actions/steps your county may be taking to prepare participants given current economic conditions.

As stated earlier, support services are critical and the County will continue its connections with the local organizations and we will continue to seek additional resources for our customers. We are continuing our Supported Work program and making plans to continue our EXTRA Project focusing on African American customers' work place success.

Considering the current economic conditions and the ending of our ISP funding, the County has already started planning for the future. This planning is focusing on the following three areas: staff cross training, more responsive service delivery systems, and service locations.

The employment counselors are being cross trained among programs in preparation of increased caseloads, no additional staff and the ending of our ISP funding. The staff is expected to be more flexible with their work roles, responsibilities, have the ability to respond to program and service location needs quickly. The goals are to have each service location staff to have the ability to provide all the employment services programs and to offer more variety with our workshops and locations. This will provide cost savings in travel time for customers, staff and provide additional workshop offerings at more locations. The County is planning a full array of DWP services in our two new service center locations in Cottage Grove and Forest Lake.

The County is focusing on being more responsive to program needs and preparing for the ISP phase-out. Our Family Stabilization Services (FSS) and STEP Team (High Months, Intensive Service Team) delivery system will play a key role in continuing to provide some of the more successful ISP services strategies.

**3.** How is your county working with the Workforce Centers, Community Action Partnerships, etc. to access data, funding and services available in the federal stimulus package?

Washington County operates all of the employment and training programs through the Workforce Center. All of the employment and training stimulus related funding is managed by the WFC. The WFC has established partnerships with a host of community agencies that utilize these funds efficiently in accessing data and providing services to MFIP and DWP customers.

The County has co-enrolled many customers in stimulus related service opportunities e.g. Summer Youth and MFIP, and WIA and MFIP. The data is entered and tracked in WF1 as well as by our fiscal staff.

The County is making additional referrals to programs such as e.g. Community Action Partnership of Ramsey and Washington Counties for additional emergency assistance funds as well as expanding our own Emergency Assistance due to stimulus funding.

The focus is on maximizing any and all resources that are available to our customers in Washington County. This includes frequent communications with Community Services management, County administration, Workforce Investment Act Board, Community Action Partners and other local government organizations including city governments.

#### 4. Family Stabilization Services

##### a. Contact information

<b>Name of FSS staff contact:</b>	Nina Arneson
<b>Contact phone:</b>	651-275-8661

##### b. Service model

Describe, in detail, the service model used by the county to provide FSS services, including how and by whom: (1) eligibility is determined and (2) cases are managed.

Washington County utilizes specialized Employment Counselors as FSS Case Managers that are experienced working with customers with disabilities and special needs. Additionally, we utilize our specialized teams including ISP (this will not be available after 12-31-2009) and STEP Team (specializing working with customers with high months, 54 or higher and extended cases) in providing FSS services as well as our general MFIP Employment Counselors.

Continuance of Services: FSS services includes a continuance of service providers including Case Managers. We minimize transitions of service providers and keep customers connected with the same Employment Counselor / Case Manager when moving between service tracks.

Assessments: We utilize an adapted customer assessment tool from social work, which provides more in depth assessments with customer needs and are in a process of transition to utilize the Employability Measure. This tool has been utilized by our ISP team already.

Focus: We focus on identifying family strengths, identifying resources, connecting families with resources, developing meaningful, flexible FSS plans with short and long-term goals in overcoming barriers and assisting families towards economic self-sufficiency and family stabilization.

Case Reviews: All the Family Stabilization Service cases are reviewed by the Case Managers every six months for plan compliance, plan appropriateness, goal progressing and services received.

Case Consultation and Resources: The Case Managers meet with the Department of

Rehabilitation Services for case consultation and they also meet with a consultation team, which consists of child protection, social work, public health and a domestic violence advocate.

Washington County has both specialized and mix FSS caseloads.

We have two designated Case Managers that handle a majority of the FSS cases related to health and disability.

All the other employment counselors and the STEP team handle other FSS eligible customers.

This helps to reduce the transitions for the customer between Employment Counselors and assist in building professional & productive working relations between customers and Employment Counselors. This will also allow us to utilize our existing specialized structure case management structure and modified it for the Family Stabilization Services.

*c. Challenges*

During the current biennium, what has been the greatest challenge faced in serving FSS participants? What steps has the county taken to address this challenge?

The FSS cases involve families (children included) experiencing multiple barriers and the expectation is that the County will respond with high quality and meaningful services. This new service level was provided without any additional financial supports. It has been very helpful to have our ISP Project to help out but this project will no longer be available after 2009. This will make it more challenging to continue to provide services at this high level without any additional funding.

The County is in the process of planning for the ISP phase-out, cross training staff and adding employment service locations for service delivery.

**5. Provider Information**

List the name, address, contact person, phone number and programs administered for all current employment services (ES) providers in your county. Check the respective box if MFIP ES, DWP ES or FSS services are provided. *(Insert more rows if needed)*

Name and address	Contact person	Phone	Service provided?		
			MFIP ES	DWP ES	FSS
Washington County 2150 Radio Drive Woodbury, MN 55125	Nina Arneson	651-275-8661	X	X	X

**C. Outcomes and Measures**

**Three-year MFIP Self-support Index (S-SI)**

**Measure:** Percent of MFIP/DWP cases off cash assistance or working 30 or more hours per week three years after a baseline quarter.

Review the statistics provided below for your county’s performance on the S-SI beginning April 2008 and ending March 2009.

- [Performance Data on the S-SI \[April 2008-March 2009\]](#)

**1. Counties “within” or “above” their expected range of performance**

If your county is ‘within’ or ‘above’ the expected range of performance on the annualized Self-support Index [April 2008-March 2009], provide a concise analysis of your county’s performance during this one-year period. Include an assessment of how well current strategies are working to improve your county’s current performance on this measure and discuss any new strategies your county will implement in the 2010-11 biennium. Using the data provided, enter in the response box below whether your county is ‘above’ or ‘within’ the expected range, your county’s annualized performance percentage, and targets your county hopes to achieve by the end of each year of the biennium.

Analysis/assessment of current strategies/identification of new strategies:			
Washington County was within the expected range of performance for April 2008 - March 2009 performance period. Our rate was 74.1% for this period.			
It is difficult to make too strong of conclusions about this data but it appears that some of our strategies have worked in meeting this performance goal; our exiting customers are working and / or staying of welfare assistance.			
Our strategies focusing on service delivery, resource knowledge, updated workshop format and continued WFC services for all Washington County customers has proven to be valuable tools with self-support index outcomes.			
From the Apr. 08-Mar. 09 annualized data, check if your county is ‘above’ or ‘within’ its expected range and the percentage performance:	<input type="checkbox"/>	Above	74.1%
	<input checked="" type="checkbox"/>	Within	
Enter annualized targets your county hopes to achieve for the periods:		Apr. 09–Mar. 10	71%
		Apr. 10–Mar. 11	71%

**2. Counties below the expected range of performance (N/A for Washington County)**

If your county is ‘below’ the expected range of performance on the annualized three-year S-SI, your county will not receive the 2.5 percent performance bonus unless it submits a Performance Improvement Plan (PIP) that is approved by the department. If your county is planning to submit a PIP, access the link below for instructions on how to complete and submit the PIP. The PIP covers the two-year period 2010-11.

- [Performance Improvement Plan for the S-SI \[2010-11\]](#)

**TANF Work Participation Rate (WPR)**

**Measure:** Percent of countable work eligible individuals who successfully meet the work requirements. The TANF work participation rate target is 50 percent less the caseload reduction credit (CRC) for the previous year. The CRC is calculated to be 10.6 percent for both 2010 and 2011; therefore, the adjusted TANF work participation rate target is set at 39.4 percent for CYs 2010 and 2011.

Review the statistics provided below for your county’s performance on the WPR beginning April 2008 and ending March 2009.

- [Performance Data on the WPR \[April 2008-March 2009\]](#)

**1. Counties with a Work Participation Rate of 39.4 percent or more, or a 5 percent increase from the previous year**

If your county meets or exceeds 39.4 percent on the annualized Work Participation Rate target, or had a five percentage point increase from the year before (Apr. 07–Mar. 08), provide a concise analysis of your county’s performance during Apr. 08–Mar. 09, and include an assessment of how well current practices are working to improve your county’s current performance. Include any new strategies your county will implement in the 2010-11 biennium. At the bottom of the response box enter current annualized performance and anticipated targets your county will work to achieve each year of the 2010-11 biennium.

Analysis/evaluation of current strategies/identification of new strategies:		
In reviewing the WPR data for Washington County, we are very pleased to acknowledge our work with the WPR rate and having exceeded the 39.4 % performance target. Washington County’s annualized WPR was 41.8% in 2009, which was a significant increase from our 37.2% rate in 200		
Our strategies of staff and customer education have been successful and will be continued.		
The County will continue to focus on high staff and customer expectations, staff training with data tools, staff monthly WPR reports, peer support, supported work, and clear communication with all staff including financial workers and employment counselors of our progress.		
Additionally, maintaining simpler customer timesheet expectations and continuing to expect customers to turn in timesheets every week (rather than bi-weekly) with a verification has been a successful concept in Washington County.		
Enter your county’s annualized Work Participation Rate target for Apr. 08 – Mar. 09		41.8%
Enter annualized targets your county hopes to achieve for the periods:	Apr. 09–Mar. 10	50%
	Apr. 10–Mar. 11	50%

**2. Counties with a TANF Work Participation Rate below 39.4 percent that did not achieve a five percentage point improvement from the previous year: (N/A for Washington County)**

If your county performance is below 39.4 percent on the annualized TANF Work Participation Rate for Apr. 08 – Mar. 09, and did not achieve a five percentage point increase from the previous year (Apr. 07 – Mar. 08), your county will not receive the 2.5 percent performance bonus unless it submits a performance improvement plan that is approved by the department. If your county is planning to submit a PIP, access the link below for instructions on how to complete and submit the PIP. The PIP covers the two-year period 2010-11.

- [Performance Improvement Plan for the WPR \[2010-11\]](#)

**Promoting Equity in MFIP Outcomes**

Performance data of subgroups on the S-SI and WPR over the four alternate quarters covering Jul. 2007 to Mar. 2009 (Jul.-Sep. 2007, Jan.-Mar. 2008, Jul.-Sep. 2008 and Jan.-Mar. 2008), are provided below. Performance gaps were calculated when a county subgroup performance was five percentage

points or more below the performance of whites. [Only county and subgroup caseloads of 30 or more were used for this measure] Click on the link below to review a summary of subgroup performance data for S-SI and WPR within your county (note: there are two sheets in the Excel file):

- Two-year Performance Trend of Racial/Ethnic and Immigrant Sub-groups (Available at the end of July.)

### Counties with a performance gap in one or more subgroups

If your county has one or more subgroups with a performance gap in both the last quarter (Jan.-Mar. 2009) and the average of the four quarters, list the subgroup(s), provide the required data in the table and respond to the questions that follow for each of the subgroup(s) listed.

#### 1. Self-support Index

Racial/ethnic subgroup	S-SI for whites	S-SI for sub-group	Percentage difference (gap)	Number of participants needed to eliminate gap
African American	75.2%	62.2%	13%	17
Hmong	75.2%	66.7%	8.5%	3
Hispanic	75.2%	61.7%	13.5%	6

Explain why the performance gap exists for each subgroup above:

African American, Hmong, and Hispanic sub-groups have substantially lower than average outcomes in the Self Support Index. Apparent causes of this include discrimination (often subtle and not always intentional) in hiring practices and in the workplace atmosphere, lack of successfully employed role models, availability of negative role models and untreated behavioral health problems. These are the issues that the Racial Disparities Committee is addressing and focusing on in Washington County.

What existing and new strategies will your county use to eliminate or reduce the performance gaps?

For many years now, Washington County has placed addressing racial disparities as one of the top priorities and will continue to do so by developing innovative and culturally competitive services for MFIP and DWP customers.

Reducing Racial Disparities gaps has been a major focus in Washington County and it will continue to be until the gaps are eliminated. The County has seen improvements with the overall annual WPR and Self-Support Index and there is a County expectation that these improvements can be carried out with all the customers including all the sub-groups.

The Workforce Center will continue its commitment in hiring culturally competent staff. The Workforce Center has diverse staff including strengths in speaking many different languages and cultural backgrounds similar to the MFIP and DWP customer base.

Washington County's focus will continue to focus on giving the needed tools for our customers while in programs in order to be successful after exiting. We will also continue to ensure services are available to all after program exits. These services will include individual employment counselor contact and WFC services. In addition to these continued services, the County will focus on the following current and new strategies:

- Offer monthly Financial Literacy Workshop offered by Community Action Partnership of Ramsey and Washington Counties.
- Offered specialized workshops for MFIP African American customers based on need in the following areas: Housing, Community Resources and Legal Resources.
- Provide access and encourage continued education including professional job preparation workshops – “Boot Camp”, GED, ABE, and other in demand educational opportunities.
- Continue to improve relationships with employers through contracted job placement services.
- Continue collaboration with the DEED Business Services Representative.
- Continue Washington County’s EXTRA Project that focuses on supported work opportunities, mentorships, social supports and incentives in efforts to reduce racial disparities in outcomes among African American customers. The project works with African American MFIP customers who have not obtained and maintained employment for a period of at least 6 months and have been on MFIP for one year or more to find employment at least 30 hours per week for six months in an occupation that will lead to a livable wage.
- Continue to collect culturally diverse resources that will be incorporated in the Washington County’s Resource Guide.
- Mandatory “Facing Race” staff training.
- Continue to train and hire culturally knowledgeable and diverse staff.
- Continue the empowerment and transition topics incorporated in the WFC workshops.
- Continue to meet monthly and to work on the Racial Disparities Work Group’s goals with staff from Community Services, East Suburban Resources, ISP, business representatives and community members.

What action steps will your county take to implement strategies in the next biennium?

The County will continue all the above strategies and will include the following in it’s Racial Disparities Work Groups focus:

The County plans to work with DHS in order to renew its funding for the EXTRA Project that focuses on reducing disparities among African American customers in MFIP.

The County together with the Racial Disparities Work Group will review the EXTRA Project and modify the project based on what we have learned from this pilot project. It appears as the mentorships and social supports were one of the most successful aspects of the project and the hope is that we can continue this service to our African American customers.

## 2. TANF Work Participation Rate

Racial/ethnic subgroup	WPR for whites	WPR for sub-group	Percentage difference (gap)	Number of participants needed to eliminate gap
N/A				
Explain why the performance gap exists for each subgroup above: N/A				
What existing and new strategies will your county use to eliminate or reduce the performance gaps? N/A				
What action steps will your county take to implement strategies in the next biennium? N/A				

## Section II: Children and Community Services Act (CCSA)

### A. Statement of Needs

1. For each of the program areas listed below, what needs and priorities will be addressed during the 2010-11 biennium?

#### Children's mental health:

This next biennium will be challenging. The current budgetary reductions are affecting all areas, including children's mental health services. The direction from the state is to focus on keeping children in the community, using case management services, working with parents and using various support services.

Our response is to maintain our current staffing of contracted children mental health case managers and working with PMAPs and private insurance whenever possible. We will continue to focus on our efforts of keeping children in their homes and or community instead of costly residential care, when possible. We have found that a team approach work best, using already established consultation teams such as child protection intake, placement team, permanency team, and our most recent ad hoc workgroup that addresses instances where youth have been sexually inappropriate /aggressive, but not charged criminally.

During the past year Washington County and Human Services, Inc. were fortunate to have received a respite care grant for children with mental health issues. Part of this grant was used to recruit more respite homes and provide training to foster parents in working with children with mental health issues. We plan to focus on respite care recruitment, licensing and provide more specialized training for this challenging population. This is one of the ways to support families.

An area that we will continue to focus on will be older youth who are SED and open for CMH case management and who are in out of home placement, including residential treatment due to their mental health behaviors or needs. The transition age group of these youth ages 17-21 will also be a focus of our efforts to ensure adequate community /family supports as these young adults transition out of children's services to independent living, back to family or to adult services. Several years ago we established a Transition Aged Group (TAG) that staffs these youth on a regular basis.

Independent living skills services which were funded with CSSA funds and grants have been cut due to budget reductions. Case managers will be encouraged to access CTSS services, benefits provided by private insurance for eligible clients and other non-county services as appropriate.

#### Child safety:

Through the next biennium Community Services will continue on the path of planning for and monitoring the safety of children we work with. We have implemented the use of safety plans in all areas of Children's Services and will continue to monitor our efforts on a Quarterly basis in our Quality Assurance reviews. Even though we do not have plans at this time to implement the entire Signs of Safety program, we will continue to incorporate Signs of Safety components into our practice.

Washington County licensing staff work closely with Child Protection staff, to provide the least disruptive emergency and ongoing placement options possible. Licensing (child foster care and

child care) staff and Child Protection team consult on all Institutional Abuse or Neglect situations, including County Attorney and DHS as appropriate. Kinship requests from child mental health contracted case managers may team with licensing staff to conduct the Emergency Foster Placement visit.

We utilize SSIS for completion of the Home study, maltreatment determination disqualifications, Correction Orders, visit and relicensing summaries. This is increasingly helpful for satellite office staff or when working closely with Child Protection on an Institutional Abuse or Neglect situation.

#### Child permanency:

Our Children's Services Division continues to perform on a high level regarding child permanency for children ages (0-7). We are committed to continuing our Concurrent Permanency Planning for children ages 0-7, and are looking to offer components of the same intensive practice model to older children (8- 17) as resources allow.

Licensing workers work in tandem with Concurrent Planning staff to provide extra support to kinship or foster care providers and track out of county relative placements.

We also use our Permanency Team process once the child or youth approaches 8 months in out of home placement (or 5 months for kids seven and under), to address family and community connections.

Washington County currently has 50 non- relative/kinship homes and 23 relative homes. This is significantly lower than in years past and is, in part, due to increased adoptions by foster care providers. When foster families adopt, they may choose to close their foster care license. While placement numbers overall have been lower during the first half of 2009, one cannot presume this will continue so recruitment efforts will be pursued and enhanced to increase our non-relative foster options in the months to come.

#### Child well-being:

There are many components to the well-being of a child. The following is a listing of the areas that will be emphasized during these next two years:

- Increase consistency with the use of SDM tools and Case Planning
- Decrease racial disparity with children of color in placement.
- Emphasize staff consistently complete mental health screening for all children open for child protection and child welfare and track results.
- Ensure proper health care for children open for child protection and child welfare
- Ensure engagement of family members and absent parents in planning and/or documentation of efforts to engage.
- Increase the number and improve the quality of visits with children in foster care and in-home cases
- Continue transition work with older youth moving as young adults from Child Mental Health Services to Adult Mental Health Services, when eligible.
- Increase permanency options for youth with SED in placement and transitioning to Adult services or Independence.
- Ensure complete independent living plans are in place for youth, age 16 and older in

placement, including the planning for the possible extension of eligible youth in child foster care settings past the age of 18 years.

- Improve services to Foster /Kinship providers to meet their needs as well as needs of child in care

If additional resources become available in 2010-11:

- Increase use of Family Group Conferencing /Decision Making (this service is currently at capacity and waits of a few months for completion has been noted.)
- Consider restoring staff positions cut from budget due to state and county financial problems (truancy, ongoing CP workers, social service screener).

2. For adults with developmental disabilities and other vulnerable populations, what needs will your county be addressing in the 2010-11 biennium?

As noted in past CCSA agreements, Washington County allocates CCSA funds to Children's Services and Children's Mental Health programs only, 80% to children's and 20% to children's mental health. The only exception would be portion of CCSA that DHS or the MN Legislature would designate specifically for another program area (such as the DT&H COLA in past years).

Since there are no CCSA funds budgeted in adult and DD service areas, the only needs listed in this proposed agreement will be in the program areas of Children's Services and Children's Mental Health Services.

## **B. Strengths and Resources to Address CCSA Needs**

1. Based on the strengths and resources available to your county in the 2010-11 biennium, discuss its position to adequately address the needs narrated in Part A?

Action Steps:

1. Provide training to Supervisors and Staff regarding SDM tools in Case planning
2. Monthly monitoring of CMH screening and completion by staff.
3. Continue to explore the use of Signs of Safety in engaging parents and children in case planning. Possible future in-service training for staff.
4. Develop written procedures on identifying, locating, contacting and engaging non-custodial fathers initially and in ongoing case planning by 12-31-2010.
5. Provide additional staff training regarding the engagement of fathers in the child welfare process. Staff will be trained on the importance of identifying, locating and contacting fathers early in the assessment process and throughout the life of the case. The resource, "Advocating for Nonresident Fathers in Child Welfare Court Cases", developed by the America Bar Association will be utilized for training purposes with staff and stakeholders related to the courts.
6. Continued monitoring of 23 items of Safety Perm and WB by use of supervisors and QA quarterly reviews.
7. Continue TAG group and transition meetings.
8. As new resources become available, increase use of Family Group Decision Making (FGDM). This contracted, state funded resource is at capacity and no currently available funds to expand contracted services at this time.
9. Assess staffing of services and programs and make changes as need to areas with highest

need.

10. Work with County Attorney to incorporate judicial oversight of Independent /Transition plan for youth 16 and older in out-of-home care.
11. Additional focus in QA reviews on services to foster parents and address in staff meetings and supervisory meetings.
12. Review at least 25% of children of color in out of home placement in the year 2010, and document findings and characteristics of cases.
13. Continued work on addressing sexually aggressive youth who are not charged, but need treatment in the least restrictive, safe, community based setting possible. (SOCUM group, outpatient evaluation at HSI, use of safety/ monitoring plan for youth that stay in the community, etc.)
14. Continue monthly joint unit meetings to address practice issues identified in QA quarterly reviews as well as keep staff current on policy and procedure changes.
15. Create Full Disclosure Statement for case planning and treatment of children open for mental health case management.
16. Licensing and recruitment staff initiated a recruitment campaign (respite and more general) during the spring of 2009 which will continue into 2010, refining it to be more strategic and targeted as the need becomes more defined. The goal would be to recruit and license up to 10 homes for respite, on-going and concurrent placement needs.
17. Licensing staff provide SIDS and Sudden Unexplained Injury Death training, sponsor Car Seat System training through Public Health and conduct bi-monthly Informational meetings for potential providers. We at least once annually provide Orientation for new providers, annually partner with DHS to sponsor the Pre-Service Training and offer at least one set of advanced/specialized DHS training. We plan to offer quarterly advanced training fall 2009.
18. Plan to work to strength current foster care provider base in the area of mental health, utilizing more in-home (Children's Therapeutic Services and Support) as well as other local resources to keep children in the home or local community as much as possible including sexually aggressive youth.

**2. What strategies will your county use to maximize resources to address the needs discussed in Part A in the 2010-11 biennium?**

We have continued our Quality Assurance Quarterly Reviews to monitor the 7 outcomes and 23 items of Safety, Permanency and Well-Being. After each review, we develop quarterly action steps to address identified practice issues or if still relevant, maintain the previous quarter's emphasis. We continue to use this information along with SSIS general reports and charting to keep abreast of areas of concern.

We added staff to FA and CP Investigations in 2008. However, we have needed to reduce staffing in other areas due to budget shortfalls and Gov's unallotment of CCSA.

Child Psychiatry remains a well used resource, very busy and at capacity.

Naming conventions in SSIS have been incorporated and documentation is easier to sort in SSIS.

Like many counties, we have needed to streamline services to reduce costs and improve service delivery. We have combined our child and adult social services intake processes mid-2009,

adapted phone and data systems to accommodate the change and developed written protocols for consistent handling of all referrals to social services and child and adult protection reports. We are in the process of developing a secure email system so that mandated reporters may email reports, documents, police reports, etc. to social services intake.

## C. CCSA Outcomes and Measures

*Keeping children safe and improving their well-being* is the overall goal for CCSA. In 2005, the department began issuing annual performance reports on CCSA measures starting with CY 2004 data. As noted in the instructions, the department is now transitioning to new and revised federal measures. Currently, a variety of strategies are being used to transition counties to these measures and to understand and monitor ongoing performance. This includes the addition of revised outcome measures in the Charting and Analysis tool in SSIS, developing a dashboard tool, integrating new measures into CFSRs, and adopting comparable measures into CCSA. As such, the “CCSA Annual Performance Report: CY 2008 Data” will transition counties to the revised federal measures. Follow the link below to access the CCSA Annual Performance Report.

- CCSA Annual Performance Report: CY 2008 Data (Available at the end of July.)

### 1. County Performance

For each of the federal measures in the table below, enter your county’s 2008 performance (from the data provided), state if your county performance is above or below the standard and anticipated targets for each year of the 2010-11 biennium.

For each of the state measures, enter your county’s 2008 performance, state if your county performance is above or below the standard and enter anticipated targets for each year of the 2010-11 biennium.

#### Federal Measures

Measures (abbreviated)	Standard	State/county Performance			Anticipated targets	
		State	County	Above/ Below	2010	2011
1. No repeat maltreatment within six months	94.6 % ↑	<b>94.9%</b>	94.9%	+3	95%	96%
2. Re-entered foster care within 12 months	9.9 % ↓	<b>26.1%</b>	26.1%	-16.2	24%	23%
3. Reunified within 12 months	75.2 % ↑	<b>86.1%</b>	88.8%	+13.6	90%	90%
4. Adopted within 24 months	36.6 % ↑	<b>50.3%</b>	80%	+43.4	90%	95%
5. Two or fewer placement settings	86.0 % ↑	<b>86.1%</b>	90.7%	+4.7	91%	92%

A **blue** font indicates that state performance exceeds the federal standard for that measure. **Red** means the state performance is below.

#### State Measures

Measures (abbreviated)	Standard	State/county Performance			Anticipated targets	
		State	County	Above/ Below	2010	2011
6. No repeat maltreatment within 12 months	100% ↑	<b>91.5%</b>	93.6%	-6.4%	95%	95%
7. Showed improved mental health *	55%	<b>40.7%</b>	39.7%	-15.3%*	60%	70%
8. Received health exam within one year	63.2% ↑	<b>55.7%</b>	57.7%	-5.5%	75%	75%
9. Received mental health screening	**	<b>43.6%</b>	15.5%	-33.6%**	70%	80%

\* Only counties for whom CASII data are available are required to respond to question 2 below on this measure. The remaining counties can enter N/A in the box above. \*\* For state Measures 6 and 8, standards were set at the 75th percentile using county 2008 performance data. For Measures 7 and 9, the following standards were established by the department's Children's Mental Health division. **Improved Mental Health** [55% for CY 2008, 60% for CY 2009, 65% for 2010, 70% for 2011] and **Mental Health Screening** [50% for CY 2008, 60% for CY 2009, 70% for 2010, 80% for 2011]. Use these standards when establishing anticipated targets above.

## 2. Counties not meeting the federal or state standards for CY 2008

For any measure for which your county is not meeting the federal standard or state standard for CY 2008, enter the measure number and briefly discuss strategies that will be continued, changed or done differently to ensure it improves, reaches or exceeds the targets set for 2010 and 2011. If a Minnesota Child and Family Service Review was recently conducted in your county and it is currently working under a program improvement plan for that measure, reference the PIP, and briefly describe the strategies. (One response box is provided below; copy and paste as needed).

Measure # 2	Re-entered foster care within 12 months
Steps to improve performance: While WC's performance matched the State's average, this area remains problematic both for Washington County (and the State overall). As noted in previous plans, we would welcome technical assistance from State staff in this area. We will also contact other higher performing counties in 2010 for improvement ideas on this measure. While we expect modest improvements over the next two years, we do not anticipate being able to meet the national standard in 2010 or 2011.	

Measure # 6	No repeat maltreatment within 12 months
Steps to improve performance: While WC's performance 93.6 % somewhat surpassed the state's overall performance, it did not meet the State standard of 100%. We would expect continued high performance in this area in 2010 and 2011 and have noted so in the anticipated targets for the next two years. We believe the continued use of individualized safety planning with families will continue to be a positive factor in preventing repeat maltreatment.	

Measure # 7	Showed improved mental health
Steps to improve performance: WC is using the "CASII" instrument and is subject to the higher 55% standard. We will be working on identifying families who are resistant to treatment and have been using more detailed Out of Home Placement plans and IFCSP's to hold parents accountable for what they need to do for the child to return home and be successful. In addition, we plan to implement more frequent case plan reviews and increase the number of consultations with our County Attorney's office for consideration of returning the child to the parents, compelling reasons to continue the placement or filing a termination of parental rights petition. We will also be implementing the use of a full disclosure statement outlining expectations of the family in the child's treatment and the possible consequences if unable or unwilling to follow through with agreed upon expectations.	

Measure # 8	Received health exam within one year
Steps to improve performance: While WC's performance 57.7 % somewhat surpassed the state's overall performance, it did meet the State standard of 63.5%. Increased attention to this area in our quarterly review process, joint unit meeting and by supervisors when meeting with staff is expected to meet or exceed the state standard by 2011.	

Measure # 9	Received mental health screening
Steps to improve performance: We have already met with State staff (June 2009) regarding the low per cent of completed MH screenings. This had not been an area of focus for us. We do have an improvement process now in place and expect a higher percentage of completed screenings by the end of	

2009. In 2010 and 11, increased attention to this area will occur in our quarterly review process, joint unit meetings and by supervisors when meeting with staff. We are expecting to meet or exceed the state standard by 2011. We have also designated one supervisor to do periodic tracking on the number of completed screenings and provide necessary feedback to supervisors and management.

Measure #	
Steps to improve performance:	

### 3. All Counties (optional)

The department encourages the sharing of good practices and approaches that are working well across the state. If your county has identified one or more practices that are indicating positive outcomes for children in a particular measure, identify the measure number below and briefly summarize the practice/approach. *(One response box is provided below; copy and paste as needed).*

Measure #:	
Approaches and steps that are leading to positive outcomes:	
<p>We have continued our Quality Assurance Quarterly Reviews to monitor the 7 outcomes and 23 items of Safety, Permanency and Well-Being. After each review, we develop quarterly action steps to address identified practice issues or if still relevant, maintain the previous quarter’s emphasis. We continue to use this information along with SSIS general reports and charting to keep abreast of areas of concern.</p>	

### 4. Performance by racial/ethnic subgroups

CCSA 2008 data by racial/ethnic subgroups (using Bureau of Census categories) are provided for three measures: re-entry into foster care, reunification with family, and two or fewer placement settings.

Counties with racial/ethnic subgroups having 10 or more individuals in a numerator were examined to determine if a performance gap of five percentage points or more exist when comparing subgroup performance from that of whites. Access the link below and review the data provided for the three measures. [Note: three spreadsheets—one for each measure—are included in this excel document]

- [CCSA Performance Data by Racial/Ethnic Subgroups for CY 2008](#)

If your county has a racial/ethnic subgroup with a performance rate that is five percentage points or more below the rate for whites on any measure (shaded cell), briefly described what issues may have led to these differences in outcomes, and steps that will be taken to improve the outcome for each subgroup for the 2010-11 biennium.

Washington County has one area with a county performance gap of 5% or more.

We have a performance gap for American Indian and Hispanic children in the area of Reunification within 12 months. -16.7% noted gap for children reported as American Indian and -15% noted gap for Hispanic children. 83.3% performance rate for American Indians and an 85% performance rate for Hispanics vs. White population at 100%.

The national standard is 75.2% or more, the county’s performance with all races at 88.8%

exceeded the national standard.

Steps to improve performance:

- Identify Hispanic and American Indian in-home social service providers;
- Individualize plans to a greater extent;
- Relatively small numbers are served, one or two children unable to be reunified will significantly decrease percentage;
- Management and supervisors to review extracted SSIS reports on a timely basis to consider focus areas to allocate limited resources.
- Concerted effort to formally review our children of color in our Quality Assurance Quarterly Review process to identify reunification barriers.

A performance gap for minorities that re-entered foster care placement within 12 months noted in the previously plan has been significantly reduced for CY 2008. A 1.3% performance negative gap was noted in this area with children “more than one race”. No other negative performance gaps were otherwise noted. Washington County had an overall performance in this area of 90.7% and exceeded the standard with all races with this measure.

## Section III: Integrating Services for Child Welfare and MFIP Families

In the past several years, a number of Minnesota counties have worked towards integrating services for families who are in need of a variety of services, such as financial assistance and child welfare. Some have also integrated their child support and public health departments. Many counties report that clients with multiple needs drive the need to coordinate and integrate service delivery. While counties are at different levels of coordination and integration, some responded that such efforts lead to a continuum of seamless service access for families, improved communication, and better coordination across program staff.

The department would like to share with counties and tribes efforts and strategies counties are using to coordinate and integrate services. Respond to the following questions regarding the type and level of service coordination and integration at your county. These responses will supplement responses from the 2008-09 service agreement to get a clearer picture of county service delivery systems.

**County Size**

Small       Medium       Large

**Type of coordination/integration**

	<b>Coordinated</b>	<b>Integrated</b>
Referrals	<input type="checkbox"/>	<input type="checkbox"/>
Joint case planning	<input type="checkbox"/>	<input type="checkbox"/>
Joint staff meetings	<input type="checkbox"/>	<input type="checkbox"/>
Communication between financial and social worker	<input type="checkbox"/>	<input type="checkbox"/>
Interdivisional teams	<input type="checkbox"/>	<input type="checkbox"/>
Interdivisional services	<input type="checkbox"/>	<input type="checkbox"/>
Central intake	<input type="checkbox"/>	<input type="checkbox"/>

If your county has already integrated services and departments, or working toward integration, check the boxes below that describe the characteristics of your county's integrated services. *Mark all that apply and use the space provided to briefly explain or comment, if needed.*

**1. Departments/services integrated**

<input type="checkbox"/> Financial/food assistance	<input type="checkbox"/> Child welfare	<input type="checkbox"/> Child support
<input type="checkbox"/> Employment/training	<input type="checkbox"/> Public health	<input type="checkbox"/> Chemical dependency
<input type="checkbox"/> Mental health	<input type="checkbox"/> Rehabilitation	<input type="checkbox"/> Adult Supports
<input type="checkbox"/> Housing assistance	<input type="checkbox"/> Domestic violence	<input type="checkbox"/> Child care
<input type="checkbox"/> Community corrections	<input type="checkbox"/> Public transit	<input type="checkbox"/> Energy assistance

*Explanation/comments:* Since 2007, Community Services has operated out of two service centers, in Forest Lake and in Cottage Grove as well as the main Gov't Center in Stillwater and another site in Woodbury, housing primarily the Work Force Center. Thru the use of Outlook email, scheduling software and attention to forward planning, these moves have located services closer to residents, improved service delivery and enabled clients with transportation difficulties easier access to many of the needed services in their own community.

As far as coordination of services, with so many services in one department, social services, financial programs, WorkForce Center, Veterans Services, housing assistance and more, access to information regarding programs and requirements, answering questions and resolving problems become a much easier task by applicants and clients (and an accepted practice by staff).

**2. Location**

Same building

Different locations

*Describe how location of different departments/services impacts service coordination/integration efforts:*

**3. Data sharing**

Same data system across multiple departments/services making data sharing easier

Different data systems are making data sharing difficult

Current data system is adequate to address the multiple needs of clients

Current data system is inadequate to address the multiple needs of clients

*Other data-related issues/comments:*

**4. Limitations/constraints**

Short staff/workload

Assets and resources

More reactive than proactive

Data privacy

*Other limitations/constraints or comments:*

**5. Strengths and Benefits**

Check the boxes below that describe your service coordination and integration experience in working with families: *[For each box checked, briefly explain in the text box provided]*

Holistic model of care adds to the potential for success for families

Early identification and intervention leads to better results for families

Integrated approach to service delivery benefits both county and clients

Excellent interdivisional relationships/communication

Staff commitment and knowledge of financial and social services

Other (state below)

*Describe other benefits/impact your coordination/integration efforts are having on service delivery and clients:*

**6. Counties with Indian Reservations**

If your county has an American Indian Reservation, explain the level of service coordination with the tribes, and how these efforts are leading to equitable service delivery to American Indian residents:

## Section IV: Public Input

Counties must specify that the public was informed and input was sought for the use of funds as required by laws provided through this agreement.

1. From the list below, select how the public was informed in development of the service agreement:

<input type="checkbox"/>	Public hearing
<input type="checkbox"/>	Newspapers
<input type="checkbox"/>	Community meetings
<input type="checkbox"/>	Radio announcements
<input checked="" type="checkbox"/>	County Web site
<input checked="" type="checkbox"/>	Others (specify): Child Protection Citizen Review Panel and LAC was informed for its development.

2. Prior to submitting the service agreement to the Minnesota Department of Human Services, did your county allow at least 30 days for soliciting of comments from the public on the content of the agreement?

<input checked="" type="checkbox"/>	Yes
<input type="checkbox"/>	No

3. Describe the public input received and how it impacted your county's planning process or the service agreement by selecting one of the following two options:

<input type="checkbox"/>	Public input was received ( <i>continue with the questions below</i> )
<input type="checkbox"/>	Did not impact the planning process/service agreement
<input type="checkbox"/>	Did impact the planning process/service agreement, particularly the:
<input type="checkbox"/>	Needs Statement section
<input type="checkbox"/>	Strategies and Outcomes section
<input type="checkbox"/>	Budget section
<input type="checkbox"/>	Other (specify):
	Briefly describe the changes made to the service agreement:

<input type="checkbox"/>	No public input was received
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## Section V: County Budget

In the budget table below, indicate county name, amount, and percentage for each item listed with the specific MFIP or CCSA Consolidated Fund for CYs 2010-11. Also note:

- Total percent must equal 100.
- MFIP administration is capped at 7.5 percent unless your county is applying for an administrative cap waiver. To apply for the administrative cap waiver, respond to the questions following this budget page
- If “other” is used, please specify.

<b>COUNTY:</b> _____					
<b>2010 MFIP</b>	<b>Budgeted Amount</b>	<b>Percent</b>	<b>2010 CCSA</b>	<b>Budgeted Amount</b>	<b>Percent</b>
Employment services (DWP)	\$190,000	9.7%	Children’s mental health	\$393,893	20%
Employment services (MFIP)	\$1,017,790	51.8%	Child and family services	\$1,570,400	80%
Emergency services <sup>1</sup>	\$240,000	12.2%	Adult services	\$0	0%
Administration	\$147,388	7.5%	Other 1:	\$	%
Income maintenance administration	\$370,000	18.8%	Other 2:	\$	%
Other 1:	\$	%	Other 3:	\$	%
Other 2:	\$	%	Other 4:	\$	%
<b>2010 MFIP budget</b>	<b>\$1,965,178</b>	<b>100.0%</b>	<b>2010 CCSA budget</b>	<b>\$1,964,293</b>	<b>100%</b>
<b>2011 MFIP</b>	<b>Budgeted Amount</b>	<b>Percent</b>	<b>2011 CCSA</b>	<b>Budgeted Amount</b>	<b>Percent</b>
Employment services (DWP)	\$190,000	9.7%	Children’s mental health	\$393,893	20%
Employment services (MFIP)	\$1,017,790	51.8%	Child and family services	\$1,570,400	80%
Emergency services <sup>1</sup>	\$240,000	12.2%	Adult services	\$0	0%
Administration	\$147,388	7.5%	Other 1:	\$	%
Income maintenance administration	\$370,000	18.8%	Other 2:	\$	%
Other 1:	\$0	%	Other 3:	\$	%
Other 2:	\$0	%	Other 4:	\$	%
<b>2011 MFIP budget</b>	<b>\$1,965,178</b>	<b>100 %</b>	<b>2011 CCSA budget</b>	<b>\$1,964,293</b>	<b>100%</b>

<sup>1</sup> If dollars are budgeted for emergency services, ensure that the department has a copy of the county’s most current emergency services policies. A copy of your county’s emergency services policies can be e-mailed as an attachment to: [mayjoua.ly@state.mn.us](mailto:mayjoua.ly@state.mn.us). Notify the department of any changes to emergency services policies during the 2010-11 biennium.

**Administrative Cap Waiver**

Is your county requesting a waiver of the MFIP administrative cap for the 2010-11 biennium?

- Yes      If yes, provide a concise response to the following three questions.
- No        If no, skip this section.

1. Describe the budget change (include any staff changes)

2. What new activities or services will be provided?

3. Describe the targeted population and number of people expected to be served?

**Emergency Services in Counties with American Indian Reservations**

Briefly describe how your county consulted with the tribes on the county emergency services and policies governing all residents of the county.

## Section VI: Assurances

It is understood and agreed by the county board that any funds granted pursuant to this service agreement will be expended for the purposes outlined in Minnesota Statutes, section 256J and 256M. It is understood and agreed by the county board that the commissioner of the Minnesota Department of Human Services has the authority to review and monitor compliance with the service agreement and that documentation of compliance will be available for audit.

The counties shall make reasonable efforts to comply with all Children and Community Services Act requirements, including efforts to identify and apply for available state and federal funding for services within the limits of available funding.

Acceptance and use of state and federal funds through the MFIP Consolidated Fund means the county agrees to operate the MFIP program in accordance with state law and guidance from the Minnesota Department of Human Services.

### **Contingency Planning**

As required under the Child and Family Services Improvement Act of 2006 and under state guidance, counties and subcontractors should have a contingency plan in place to address specific federal criteria on how programs funded through Title IV-B, part 2, and Title IV-E would respond to a natural or man-made disaster. The federal criteria of the county and subcontractor's disaster preparedness plan would include the following:

- Identify, locate, and continue availability of services for children under state care or supervision who are displaced or adversely affected by a disaster;
- Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster, and provide services in those cases;
- Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster;
- Preserve essential program records; and coordinate services and share information with other states.

Instructions and other details on the development of this plan were published in [Bulletin #07-68-10, titled "Child Welfare Disaster Preparedness Plans"](#) dated July 19, 2007. For questions or clarification, contact Jean Thompson at (651) 431-3856m or e-mail: [jean.thompson@state.mn.us](mailto:jean.thompson@state.mn.us).

The plan has been completed. Additional disaster planning is in process in the County. The child welfare plan will be reviewed and modified as needed when that additional planning is completed.

## Section VII: Certification for Submission

- Checking this box certifies that this 2010-11 MFIP/CCSA Biennial Service Agreement has been prepared as required and approved by the county board(s) under the provisions of Minnesota Statutes, section 256M (Children and Community Services Act) and 256J (Minnesota Family Investment Program).

**Chair, county board of commissioners or authorized designee**

(state the name of the chair or designee, their mailing address and the name of the county)

Name (chair or designee)	Mailing Address	County
<b>Myra Peterson, Chair</b>	<b>Gov't Ctr, 14949 62<sup>nd</sup> Street, Stillwater, MN 55082</b>	<b>Washington County</b>

**Date of Submission**

Date:	<b>October 15, 2009</b>
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