

DEPARTMENT: Human Services Dept. BY:Cheryle Rutherford-Kelly
Social Services Division Phone: 966-3609

RECOMMENDED ACTION AND JUSTIFICATION: (Policy Item: Yes___ No X)

SEE ATTACHED

BACKGROUND AND HISTORY OF BOARD ACTIONS:

SEE ATTACHED

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

SEE ATTACHED

COSTS: () Not Applicable
A. Budgeted current FY (SEE ATTACHED)
B. Total anticipated costs \$ _____
C. Required additional funding \$ 0
D. Internal Transfers \$ 0

SPECIAL INSTRUCTIONS:
List the attachments and number
the pages consecutively:

SOURCE: () 4/5ths Vote Required
A. Unanticipated revenues \$ _____
B. Reserve for contingencies \$ _____
C. Source description: _____
Balance in Reserve for Contingencies,
if approved: \$ _____

CLERK'S USE ONLY:
Res. No.: 91-251 Ord. No. _____
Vote - Ayes: _____ Noes: _____
Absent: _____ Abstained: _____
() Approved () Denied
 Minute Order Attached () No Action Necessary

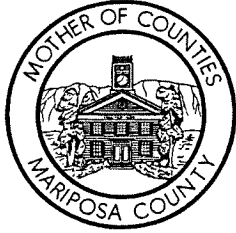
ADMINISTRATIVE OFFICER'S RECOMMENDATION:
This item on agenda as:

 Submitted with Comment

Returned for Further Action

The foregoing instrument is a correct copy of
the original on file in this office.
Date: _____
ATTEST: MARGIE WILLIAMS, Clerk of the Board
County of Mariposa, State of California
BY: _____
Deputy

Comment: Alternative recommendation
and discussion attached.
A.O. Initials: GR



COUNTY of MARIPOSA

P.O. Box 784, Mariposa, CA 95338 (209) 966-3222

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
DISTRICT IV

DISTRICT V



MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: CHERYLE RUTHERFORD-KELLY, Human Services Director
FROM: MARGIE WILLIAMS, Clerk of the Board 
SUBJECT: Educational Incentives and Stipends
Res. -01-251

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA,

ADOPTED THIS Order on September 4, 2001

ACTION AND VOTE:

11:13 a.m. Cheryle Rutherford-Kelly, Human Services Director;

A) Authorize (1) a \$500 Monthly Stipend for Employees Holding an MSW (Masters in Social Work or a MA (Master of Art) in Clinical Psychology; (2) a \$700 a Month Stipend for Employees Holding an LCSW (Licensed Clinical Social Worker) or a PHD (Doctorate) in Clinical Psychology; and (3) Make Monies Available for Educational Incentives to Encourage Social Workers Who Work on Child Welfare Cases, Including Children's System of Care, to Attend Accredited Schools of Social Work

BOARD ACTION: Discussion was held relative to the request. Greg Iturria, County Administrative Officer, provided input and reviewed his recommendations concerning the request. (M)Pickard, (S)Stewart, Res. 01-251 adopted approving the request as recommended by the County Administrative Officer in his memorandum of September 4, 2001. Further discussion was held. Supervisor Parker stated he agrees with the educational incentive, and he requested that requests relative to stipends or pay increases include additional information relative to pay scale and impacts. Board members agreed with requesting that the information be provided for this and future requests. Ayes: Reilly, Balmain, Stewart, Pickard; Noes: Parker.

cc: Sandra Laird, Personnel
Ken Hawkins, Auditor
File



**MARIPOSA COUNTY
HUMAN SERVICES DEPARTMENT**

P.O. Box 7 • Mariposa, CA 95338 • (209) 966-2131 • Fax (209) 966-5943

Alcohol & Drug Community Action Housing Authority Mental Health Public Guardian/Conservator Social Services
CHERYLE RUTHERFORD-KELLY, MSW, DIRECTOR

August 22, 2001

TO: Members, Board of Supervisors
FROM: Cheryle Rutherford-Kelly
RE: Child Welfare/Protection / Recruitment and Retention of Professional Staff

Recommendation

In conjunction with the County Administrative Officer and County Counsel/Personnel, it is respectfully recommended that your Board authorize (I) a \$500 monthly stipend for employees holding an MSW (Master's in Social Work) or a MA (Master of Art) in clinical psychology; (2) a \$700 monthly stipend for employees holding an LCSW (licensed clinical social worker) or a Ph.D. (doctorate) in clinical psychology; and (3) make monies available for educational incentives to encourage social workers who work on child welfare cases, including Children's System of Care, to attend accredited schools of social work.

Background

This agency is competing for Social Workers with every other county in California and with every state in the nation. The matter is so serious, in relation to the protection and treatment of abused, molested and neglected children, that the US Congress and all professional organizations are attempting to find solutions. In the interim, we face an extremely competitive market. Because this is a public safety matter, other counties are paying very high salaries, paying off student loans (for each year worked, one year of a loan is paid), and they are helping their non -MSWs staff return to graduate school. The IV-E MSW program for county employees currently operational in the State was something I secured \$33 million to start and our employees with an undergraduate degree are entitled to use that service. However, there are limited slots available and, unfortunately, the eleven (II) graduate schools of social welfare combined do not graduate enough MSWs to meet the needs of L.A. County alone. Large counties are actually sending human resource managers to graduate schools throughout the USA to recruit this level of staff and offering to pay their educational debt. Merit System/Cooperative Personnel Services recruits for the smaller counties and is commencing such a process. However, they cannot offer the same range of hiring incentives.

Under the education program, there is a pay back requirement. For each year of graduate education, the employee must contract to work for one year in their agency. However, some of our employees want to attend graduate school on a very limited part time basis (due to distance) and we need to consider making opportunities available to them through reduced hours with pay as well as assistance with books and tuition.

The shortfall of MSWs nationally has resulted in the hiring of individuals with MA's in clinical psychology but few of them are willing to work in children's protective services and serve extremely dysfunctional and/or violent families. Even more rare than an MSW is a licensed LCSW or a Ph.D. in clinical psychology willing to work in child welfare.

In the past, only MSWs were allowed in child welfare unless the county had a waiver from the State. Due to the shortfall nationally, State regulations (Division 31) changed to allow counties to utilize a staffing pattern with 50% holding MSWs (MA's) and 50% with Bachelors Degrees. The plan was to have the master level staff handle the most complex cases. The trouble is that even the "light" cases are complex and it takes skill to prevent the "light" abuse cases from escalating. A serious problem occurs when an inexperienced worker cannot differentiate between what appears on the surface to be a less dangerous case (low risk) and a high risk situation because they do not know enough about behavior to recognize the subtle symptoms of abuse, molest and mental disorder. This differentiation can challenge the most educated and experienced social worker but not to the same extent as someone without the necessary educational and professional experience.

We are moving the unit towards a clinical model rather than a law enforcement, investigative model. When law enforcement is needed, the Sheriff is much better able to assume that role. They do the criminal investigations; we do risk assessment. The Sheriff's Department has been of enormous assistance in that they are always available to do joint work and have even gone alone to a home to make a "welfare" checks as requested. Investigation and risk assessment do not duplicate efforts, as risk assessment has to do with parental history, behavior and strengths. From risk assessment, a social worker knows whether or not to remove a child based on risk and what type of case plan and in-depth counseling is necessary for the parents and the children.

As per our discussion during the workshop of July 24, 2001, I believe we owe the vulnerable children of this County the best our discipline has to offer. We certainly need to attempt to meet our regulatory responsibilities and try to meet Division 31 requirements in terms of response time and monitoring the children and family. However, beyond that is best practice and for that professional staff are a must.

Current Situation

Child Welfare is in a transition period from the practices of the past moving to a clinical model. To secure staff for our program it is necessary not only to pay a competitive wage, but to offer them an opportunity to practice clinical social work.

Local universities have been advised that our focus will be in-depth counseling with parents and children. Such an approach is more in harmony with the MSW curriculum and would allow a graduate to practice what they actually spent two years (60 semester units) and a lengthy internship to learn. I have also been working with Stanislaus in reviewing and making recommendations on the statewide family violence curriculum for MSWs. That outreach has helped to a limited degree in that MSWs are actually being told about this County and they are calling and applying for jobs. The problem is wage. With your help, we may be able to recruit these individuals and retain the excellent social workers we have right now.

We currently have only three social workers in child welfare and only two of those have enough experience to respond to emergencies between 5:00 p.m. and 8:00 a.m. plus week ends and holidays. The staff is exhausted. Due to the critical nature of child welfare/protection, the Probation Department loaned us their school probation officer over the summer. County Departments do not generally support one another to such an unusual extent and your Board needs to be aware of the extraordinary efforts being made to protect children. In the Children's System of Care, we have only one master level counselor and it is important that we retain that person and, if that professional should leave the agency, that we be able to recruit.

If the County offered stipends for degrees, and gave employees already working in child welfare an opportunity to secure their graduate degree, we would be much more competitive. Stipends should be two tiered (one for the MSW/MA in clinical psychology) and another for securing the LCSW or Ph.D. in clinical psychology. The license will allow us to recruit individuals who want to work under a licensed supervisor so they can earn hours towards their own license. As programs are built and become more interdisciplinary, licensure will allow us to bill MediCal for some services.

The County Administrative Officer and County Counsel have considered this matter in depth and their joint memo is attached. They have recommended that the stipends be set at \$500 for an MSW (MA) and \$700 for a LCSW or Clinical Ph.D. Both individuals believe this is a public safety.

Towards educating staff already working with children, we would like your permission to offer a voluntary educational program for social workers who work on child welfare cases, including Children's System of Care and their supervisors/managers. The County would pay for tuition, fees and books. This program would be limited to individuals who have been fully accepted into an accredited graduate school of social work and they would have to remain in good standing with their academic program. The program would permit flexible work schedules and require payback in the form of time spent after graduation in this County. For each year of education, the employee would contract to spend a year in Child Welfare or in the Children's System of Care with placement determined by the needs of the agency.

Financial

There are no County general funds involved in this proposal.

The Stipends

A very high estimate of costs for stipends in FY 2001/02 is \$44,000. The following chart reflects our costs if we were able to recruit and retain all Social Worker IV's for CWS/CPS and the Children's System of Care. As per our workshop, I am requesting that we be allowed to underfill if necessary.

September 1, 2001 thru November 30, 2001 (3 months)

5 staff (estimated) x \$500 month = \$2,500
\$2,500 per month x 3 month = \$7,500 Total

December 1, 2001 thru June 30, 2002 (7 months)

9 staff (estimated) x \$500 month = \$4,500
\$4,500 per month x 7 months = \$31,500

Stipend Costs FY 2001/02 (For Program Operational Sept. 1, 2001 thru June 30, 2002)

\$ 7,500 (Sept-Nov)
31,500 (Dec-June)
\$39,000 Total

The Graduate School Educational Incentive Program for Employees

The cost for one employee to attend graduate school is approximately \$2,732 per academic year. This year only one person has indicated interest in graduate school and been accepted, and we estimate 3 of the new hires will also request educational assistance, beginning with the Spring 2002 semester. Therefore costs for FY 2001/02 are estimated to be approximately \$4,849, with the amount to be determined by the actual costs of textbooks and tuition.

The total cost for the entire program would be \$43,849. No County funds will be requested at this time nor is any local impact projected for the future.

Total Program Costs

\$39,000 Stipends
4,849 Education
\$43,849 Total

EDUCATION

	<u>Semesters</u>	<u>Persons</u>	<u>Classes</u>	<u>FY 01/02</u>
0-7 UNITS	\$553			
7+ UNITS	\$868	2	2	\$3,472
BOOKS PER CLASS	\$150	2	2	\$1,800
FEEES				
PARKING	\$43			
MISC	\$5			
	\$48	2	2	\$192
				\$5,464

	<u>FALL 01</u>	<u>SPRING 02</u>
CLASS	\$553	\$2,604
FEEES	\$48	\$144
BOOKS	\$150	\$1,350
	\$751	\$4,098
	<u>\$4,849</u>	
	TOTAL	
	1 PERSON	3 PERSONS
	1 CLASS	3 CLASSES

Mariposa County Board of Supervisors

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District 3.....ROBERT C. STEWART
District 4.....GARRY R. PARKER
District 5.....BOB PICKARD



GREGORY G. ITURRIA
County Administrative Officer

MARGIE WILLIAMS
Clerk of the Board

P.O. Box 784
MARIPOSA, CALIFORNIA 95338
(209) 966-3222
1-800-736-1252

FAX (209) 966-5147

Date: July 11, 2001

To: Cheryle Rutherford-Kelly, Human Services Director

From: Greg Iturria, County Administrative Officer
Jeff Green, County Counsel

Re: Educational Incentive Program and Stipend for MSW and LCSW

With regard to your memo dated July 6 on additional pay for MSW's and LCSW's, we are prepared to recommend to the Board the following:

- 1) A \$500 / month stipend for MSW (or MA in Clinical Psychology) and a \$700 / month stipend for LCSW (or PhD in Clinical Psychology) as long as it is limited to those who work on child welfare cases (including Children's System of Care) and their supervisors/managers. This includes the department head and / or any deputy department head.
- 2) A voluntary educational incentive program for County social workers who work on child welfare cases (including Children's System of Care) and their supervisors/managers, in which the County pays for tuition, fees and books. The program would be limited to individuals that have been fully accepted into an accredited school of social work and that remain in good standing in their graduate program. The program would permit flexible work schedules and require a payback in the form of a period of time they must work for the County after participating in the program. Program participation, expenses and work schedules must be subject to advanced approval of the department head.

We are comfortable with the educational incentives suggested with one exception. We do not believe the County needs to reimburse travel expenses, such as meals and private vehicle use, or provide the use of a County vehicle. Such costs could vary widely and it would be challenging to prevent abuse. We do not believe it would be unreasonable to offer to pay tuition, fees and books and only ask incentive program participants to pay for their travel expenses.

If you concur, we will be glad to join you in forwarding this as a recommendation to the Board for their authorization.

6

Mariposa County Board of Supervisors

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FAX (209) 966-5147

Date: September 4, 2001

To: Board of Supervisors

From: Greg Iturria, County Administrative Officer
Jeff Green, County Counsel

Re: Agenda Item for an Educational Incentive Program and Stipend for MSW
and LCSW

With regard to Human Services Department's request for an educational incentive program and stipend for advanced degrees, we have the following recommended action:

Recommendation

That the Board of Supervisors authorize:

- A) A \$500 per month stipend for employees with a Master of Social Work (MSW) or Master of Arts in Clinical Psychology.
- B) A \$700 per month stipend for an employee that is a Licensed Clinical Social Worker (LCSW) or has a Doctor of Philosophy degree in Clinical Psychology.

But not both, and as long as each are limited to those who work on child welfare cases (including Children's System of Care) and their supervisors/managers. This does not include the department head.

- C) A voluntary educational incentive program for County social workers who work on child welfare cases (including Children's System of Care) and their supervisors/managers, in which the County pays for tuition, fees and books. The program would be limited to individuals that have been fully accepted into an accredited school of social work and that remain in good standing in their graduate program. The program would permit flexible work schedules and require a payback in the form of a period of time they must work for the County after participating in the program. Program participation, expenses and work schedules must be subject to advanced approval of the department head.



Discussion

The Department's staff report communicates the need for the stipends and educational incentive program. The above-recommended action differs from the department's in a few ways:

- It clearly states an employee may be eligible for either the \$500 stipend or the \$700 stipend, but not both.
- It more clearly spells out what educational incentives will be reimbursed.
- It provides for flexible schedules for employees to participate in the educational incentive program, but does not provide for employees to be paid while traveling to or attending school.
- It does not specify what the "payback" is for the employees who choose to participate in the program, so that there is flexibility to individual circumstances.
- It does not provide the stipend to the department head.

Although our original communication to the department regarding this subject proposed that the department head be eligible for the stipend, it was due to our belief that additional compensation is warranted. However, we also do not believe it would be consistent with County practice and Board policy to provide for department head compensation adjustments by this means. Therefore, if the Board concurs with providing the stipends to qualified employees within the department, we suggest the Board consider an increase to the department head's salary in January when they review other department head salaries.