

# California Child and Family Services Review

## Riverside County System Improvement Plan 2009-2012



**Susan Loew, Director**

**Riverside County Department of Public Social Services**

**Alan M. Crogan, Chief Probation Officer  
Riverside County Probation Department**



*"Critical to our success are people at the State, County, community and neighborhood levels joining together in a comprehensive effort to ensure every child in California will live in a safe, stable, permanent home, nurtured by healthy families and strong communities."*

--Child Welfare Services Redesign, Stakeholders Group Final Report (September, 2008)

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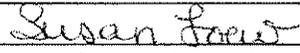
## California's Child and Family Services Review System Improvement Plan

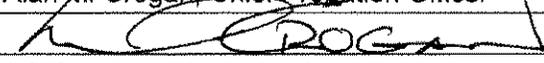
County:	Riverside County
Responsible County Child Welfare Agency:	Riverside County Department of Public Social Services, Children's Services Division
Period of Plan:	March 2009 – March 2012
Period of Outcomes Data:	<b>Quarter Ending:</b> October 2007 (Q1 07)
Date Submitted:	March 26, 2009

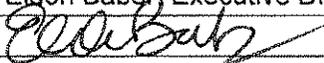
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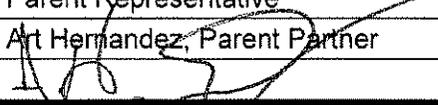
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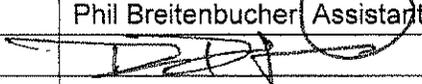
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- Name and affiliation of additional participants are on a separate page.
- Required documents for the CAPIT/CBCAP/PSSF is included in this County System Improvement Plan (Month, Day, Year) through (Month, Day, Year)

# Table of Contents

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Table of Contents.....	3
System Improvement Plan Narrative.....	5
Overview.....	5
A. Planning Bodies.....	6
Introduction.....	6
B. Collaborative Bodies.....	11
Background: Prevent Child Abuse Riverside County.....	11
Vision: Prevent Child Abuse Riverside County.....	11
Mission: Prevent Child Abuse Riverside County.....	11
C. Fiscal Accountability.....	12
Financial / Material Resources.....	12
Funding Sources.....	12
Fiscal Accountability.....	14
Required Competitive Bid Process for Service Delivery/ Allocation of Revenue.....	15
Goals/ Outcomes/ Evaluation.....	18
County CAPIT/CBCAP/PSSF Program Accountability and Oversight.....	18
D. Findings That Support Qualitative Change.....	20
Introduction.....	20
Needs Assessment.....	20
Introduction.....	20
Process.....	20
Findings.....	21
Conclusion.....	22
Outcome Measure Review.....	24
Introduction.....	24
Process.....	24
Findings: Safety.....	25
Findings: Permanency.....	25
Conclusion.....	26
Conclusion.....	27
Peer Quality Case Review.....	27
Introduction.....	27
Process.....	28
Findings: Strengths.....	28
Findings: Services and Resources.....	29
Findings: Staffing.....	29
Findings: Training.....	29
Findings: Juvenile Court.....	29
Findings: Structured Decision Making.....	30
Conclusion.....	30
County Self Assessment.....	30
Introduction.....	30
CSA Process.....	30
Findings: Safety Strengths.....	31
Findings: Permanency Strengths.....	31

Findings: Well Being Strengths.....	32
Findings: Areas Needing Improvement.....	33
Executive Summary & Strategies for the Future.....	36
Introduction.....	36
Process .....	36
Findings.....	37
Conclusion.....	39
System Improvement Plan Components .....	40
Outcome/Systemic Factor: Outcome Indicator: C1.4 – Rate of Foster Care Reentry .....	40

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# System Improvement Plan Narrative

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## Overview

In 2001, the California Legislature passed Assembly Bill (AB) 636, the Child Welfare System Improvement and Accountability Act as a means to improve outcomes for children in California's child welfare system. This ground breaking legislation mandated the establishment of the California Outcomes and Accountability System (COAS), designed to expand on existing Federal oversight systems and set the stage for a statewide performance monitoring and accountability system. The COAS focuses on critical child safety, permanency and well being factors and was geared to improve the experience of children and families entering the child welfare system. Two primary components of the COAS are the County Self Assessment and System Improvement Plan processes which help to track and measure program outcomes, processes and services provided to children. The goals of AB 636 include the following:

- Protect children from abuse and neglect
- Maintain children in their own homes whenever safe and appropriate
- Provide children permanency and stability in their living situations
- Preserve the continuity of family relationship and connections for children
- Enhance families' capacity to provide for their children's needs
- Ensure children receive appropriate services to meet their educational needs
- Ensure children receive adequate service to meet their physical and mental health needs and
- Prepare youth emancipating from foster care to transition to adulthood.

In 2005, the California Department of Social Services (CDSS) issued guidelines requiring counties to coordinate efforts in the development of a three (3) year plan that would address the following funded program areas:

- Child Abuse Prevention, Intervention and Treatment (CAPIT)
- Community-Based Child Abuse Prevention (CBCAP) and
- Promoting Safe and Stable Families (PSSF).

In 2008, CDSS in collaboration with the Child Welfare Directors Association, issued guidelines setting the stage for integration of the CAPIT/CBCAP/PSSF Three (3) Year Plan with County Self Assessment and System Improvement Plan cycle.

Now integrated with the CAPIT/CBCAP/PSSF Three Year Plan, the 2009-2012 County System Improvement Plan (SIP) continues to be a principle component of the COAS. Development of the SIP was guided by findings from the Needs Assessment, a review of outcome measure performance, the Peer Quality Case Review and the County Self Assessment (CSA) processes. As a means of increasing transparency and alleviating misnomers about child welfare service provision, each of these processes involved significant partnership with the community to assess service and programmatic strengths and areas needing improvement in child welfare service provision.

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## A. Planning Bodies

### Introduction

Riverside County Department of Public Social Services (DPSS) would like to express its deepest gratitude to the team members listed below and to all those who contributed to the successful outcome of this project. Riverside County's 2009-2012 System Improvement Plan (SIP) reflects the compilation of many hours of discussion among internal and external stakeholders, in an effort to accurately evaluate and develop strategies for improving Riverside County's child welfare system.

The development of the SIP relied on DPSS' collaboration with more than 200 individuals from public and private agencies, Prevent Child Abuse Riverside County (PCARC), the community and CAPIT/CBCAP/PSSF funded programs. These collaborative partnerships supported the comprehensive review of services, resources, strengths and improvements needed to enhance performance on key child welfare outcomes. Data acquired through the Needs Assessment, review of outcome measure performance, PQCR and CSA processes has been utilized to support the creation of the 2009-2012 Riverside County System Improvement Plan.

### **Board of Supervisors**

Elizabeth Toledo      Karen Christensen      Kristen Huyck      Leticia DeLara      Robin Reid

### **Riverside County Department of Public Social Services - Children's Services Division**

Agatha Lowder	Aggie Jenkins	Al Albanez	Allison Donahoe-Beggs	Amanda Spratley	Angela Zuspan
Ayantu Negash	Barry Dewing	Belinda Christensen	Bridgette Hernandez	Bruce Rudberg	Catherine McEntyre
Chris Rosselli	Christina Hollowell	Danna Kipnis	Darrell Clark	David Terrell	Dean Wilson
Deborah Swanson	Diane Gentz	Diane Jamerson	Donna Avery	Elsa Garcia	Estella Briceno
Felix Minjarez	Garrett Bethel	Gilbert Barron	Giovanna Sedgwick	Guadalupe Dier	Guillermo Henry
Gwenne Castor	Ha-young Park	Holly Benton	Ivy Duong	Jennie Pettet	Jennifer Hastings
Jennifer Pabustan-Claar	Jewel Pabustan	Jose Beltran	Juana Hoevertsz	Kristen Thompson	Larry Kramer
LaSheen Tyacke	Laura Fuller	Laurie Fineman	Libertie Miller	Linda Kim	Linn Ramirez
Lisa Shiner	Lisa Wunderlich	Lupe Mkhitarian	Maria Gutierrez	Maria Machuca	Marisel Cantu
Marna Miller	Martha Matus	Mary Ault	Mary Ellen Johnston	Melissa Duffield	Monah Hanson
Monica Iriarte	Monica Mathis	Monique Wilson	Nan Scholhamer	Nancy Satterwhite	Nkoli Nwufu
Olga Nassif	Pat O'Boyle	Pauline McCarty-Snead	Phil Breitenbucher	Phoung Mach	Rabya Shenghur
Renita Lewis	Robert Sanchez	Rosemary Jiron	Ryan Uhlenkott	Shari Voorhees	Steve Cordova
Susan Loew	Susan Mahoney	Sylvia Deporto	Tamara Johnstone	Tamera Blankenship	Tammy Palmer
Tee Granderson	Teresa Solomon-Billings	Tiffany Noonan	Terri Alberts	Todd Bellanca	Vanessa Passero

### **Riverside County Probation Department**

Brandon Vang      Bryce Hulstrom      Cliff Vasquez      Irma Botkin      Mark Hake      Neil Smith  
 Patty Mendoza      Rick Quinata

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**Prevent Child Abuse Riverside County Board**

<u>Name</u>	<u>Additional Affiliations</u>	<u>Name</u>	<u>Additional Affiliations</u>
Eva Guenther-James, President	Regional Access Project Foundation	Paula Kennedy, Vice -President	Gilda's Club Desert Cities
Art Hernandez, Treasurer	Parents Anonymous, Former Parent Consumer	Rose Ybarra, Treasurer	Citizens Business Bank
Erllys Daily	Mental Health	Deacon Mike Jelley	San Bernardino Catholic Diocese
Pamela Miller	Superior Court	Kristine Thornberry	District Attorney's Office
Mary Wilson	Citizens Business Bank		

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**Additional Government Agency Partners**

<u>Name</u>	<u>Agency</u>	<u>Name</u>	<u>Agency</u>
Alfred Bell	Public Defender's Office	Allison Haynes	Office of Education
Arleen Cano	Riverside Library Systems	Art Wells	Sheriff's Department
Barbara Hofman	CASA	Bridgette Carson	Mental Health
Bruce Jorgensen	Moreno Valley Unified Schools	ChaiTae Hasty-Rodriguez	Regional Medical Center
Chalon Perrell	Office on Aging	Cherry Macalino	Public Health
Christine Peterson	City of Moreno Valley	Judge C. Sheldon	Juvenile Court
Craig Redelsperger	2-1-1 Riverside County	Cynthia Marez	Prevent Child Abuse
Daniel Wilham	Sheriff's Department	David Giertych	Office of Education
Deborah Sutton	CASA	Diane Radican	Mental Health
Diem Nguyen	Office of Education	Dorothy Reichard	Corona-Norco Unified Schools
Eldon Baber	Prevent Child Abuse	Gil Murujo	Desert Sands Unified Schools
Gladys Young	Coachella Valley Unified Schools	Greg Webber	DPSS CALWorks GAIN
J. Uniqua Burgess	First 5 Riverside County	Jaime Briones	Moreno Valley Police
Dr. James Jo	Tobacco Project	Jan Powell	Office of Education
Jim Powell	Mental Health	Joel Morales	Sheriff's Department
John Wiser	Office on Aging	Judy Perry	Public Health Nursing
Justene Flores	Sheriff's Department	Ken Schmidt	Moreno Valley Unified Schools
Lacey Lenon	Office of Education	Laura Fuller	DPSS Administration
Lauren Rodriguez	City of Moreno Valley	Leann Stabuli	CASA
Lee Wanger	Sheriff's Department	Leland Daniels	Office of Education
Lillie Murvine	Public Health	London Pickering	Indio Police Department
Marcella Tarpley	Office of Education	Maria Arevalo	Fair Housing Council
Maria Cox	Mental Health	Maria Fernanez	Riverside County Child Care
Maria Iniguez	MOMS Program	Maria Perez	Coachella Valley Unified Schools
Mary Grothem	Corona-Norco Unified Schools	Melvin Rasmussen	Moreno Valley Police Department
Michael Scacco	Cathedral City Police	Mike Elliot	Moreno Valley Police
Pamela Elie	California Family Life Center	Patty Rucker	Moreno Valley Unified Schools
Pauline Keeler	Public Defender's Office	Pete Labahn	Sheriff's Department
Ralph Jacobsson	Mental Health	Roberto Estrada	Sheltering Palms - CFLC

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**Additional Government Agency Partners (cont.)**

Rochelle Pollard	City of Moreno Valley	Rod Jaffe	DPSS Contract & Services
Ruben De La Torre	Public Defender's Office	Ruth Kantorowicz	Child Abuse Prevention Center
Sandra Davalos	Prevent Child Abuse	Sandra Schack	Office of Education
Steve Steinberg	Mental Health	Tamera Blankenship	District Attorney's Office
Tammi Meeks	Regional Medical Center	Tawnie Caballero	Corona-Norco Unified Schools
Theresa Alvarez	Office of Education	Tom Thomazin	Mental Health
Tori St. Johns	Desert Sands Unified Schools	Tracey Gomez	Regional Medical Center
Veronica Hilton	Public Health	Veronica Rodriguez	Prevent Child Abuse
Vicki Pollard	Desert Sands Unified Schools	Victor Bonds	Moreno Valley Unified Schools
Xochitl Velasquez	Desert Sands Unified Schools		

**Community Partners and Stakeholders**

<u>Name</u>	<u>Agency</u>	<u>Name</u>	<u>Agency</u>
Dr. Abby Alaswe	Avante Garde FFA	Abraham Valencia	CA State Care Providers Association
Adam Sanchez	DHS Boys & Girls Club	Alexis Balkey	Mental Health System Inc.
Pastor Alfonso Valenzuela	Indio Spanish Seventh Day Adventist Church	Amanda Keil	Coachella Valley Association of Governments
Ana Arias	United Way	Anne Coleman	JFK Memorial Foundation
Anne Johnson	Rape Crisis Center	Annette Cihuahua	Indian Child & Family Services
Beatriz Gonzalez	Mecca FRC Advisory Board	Beth Barker	Jr. League of Riverside County
Beth Martin	California Family Life Center	Rev. Bill Godwin	University Baptist Church
Beverly Diaz	Victor Community Support Services	Candy Curiel	Family Services Association
Carl Bruno	For the Children Association	Cary Eatmon	Muse Ark, Inc.
Catherine Cee	New Generations Church	Cecilia Brown	Martha's Village & Kitchen
Chalon Perrell	Grandparents Raising Grandchildren	Chanise Scott	Betty Ford Center
Chantel Schuering	Agua Caliente Band of Cahuilla Indians	Chris Stone	The Valley Partnership
Clista Doudican	Parent	Clyde "Pops" Carter	DHS FRC Advisory Board
Corrine Gutierrez	Shelter from the Storm	Daniel Rodriguez	Rubidoux FRC Advisory Board
Darlene Bell	Daughters & Sons United	Debbie Mennig	Sheltering Palms
Debbie Millias	Foster Parent Partner	Debora Mickelson	Volunteer Center of Riverside
Dennis Schieffer	Valley Oaks FFA	Doña Gaje	Indian Child & Family Services
Donna Wray	Foster Parent Partner	Doreen Bajo	Full Armor of God
Doug Cable	For the Children Association	Ed Butler	JFK Memorial Foundation
Ed Shipley	7 Habits of Parenting	Ed Walsh	Catholic Charities
Edith Nevins	S. California Wellness Project	Eric Wells	King Hall Transitional Housing
Eudora Mitchell	Quinn Community Outreach	Faith Karetji	Olive Crest
Fayza Gerges	Atlantica Group Home	Fonda Mc Gensy	OperationSafeHouse

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**Community Partners and Stakeholders (cont.)**

Gary McMane	Catholic Charities	Gary Melton	Inland Empire Health Plan
Genevieve Aparicio	Child Abuse Prevention Center	Gladys Becker	Jewish Family Services of the Desert
Gloria Stripling	Path of Life Ministries	Grace Bullchild	Torres Martinez Tribal TANF
Haijin Li	Parents Anonymous	Heidi Meadows	Moreno Valley's Promise
Hitaji Kidogo	Little People's World	Holly Chavez	Alternatives to Domestic Violence
Ida Valencia	CA State Care Providers Association	Irene Becker	PCWTA
Issac Vega	Riverside Community College	Jacqueline Luna	Inland Regional Center
Jeannine Rodriguez	Children's Way FFA	Jeff Cayton	Cambridge
Jeremy Johnson	Riverside Community College	Jillian Carrington	Alannah FFA
Jodi VandeWitte, Attorney	Juvenile Defense Panel	John Sousa	Riverside Community College
Joy Southerland	Volunteer Center of Riverside	Joyce Johnston	Stop the Violence Increase the Peace
Julie Stenger	Child Care Consortium	Kanisha Jones	Silence Aloud, Inc.
Karen Rowley	Child Care Consortium	Kate Thibault	Alternatives to Domestic Violence
Kathy Theernling	Olive Crest	Kerri Dunkelberger	Olive Crest
Kevin Urtz	Inland Regional Center	Khalid Shah	Stop the Violence Increase the Peace
Kim Piron	Catholic Charities	Kimberly Harts	Alternatives to Domestic Violence
Lisa Hernandez	Village Counseling	Lisa Molina	MFI Recovery Center
Lovina Yearly	Indian Child & Family Services	Luke Madrigal	Indian Child & Family Services
Luz Mocete	Concept 7 FFA	Marcell Vargas	Boy Scouts of America
Maria Muniz	Youth Partner	Martha Villalobos	Foster Parent Partner
Mary Jo Ramirez	California Family Life Center	Mernell Wong	Girl Scouts Lower Desert Service Center
Mia Frimtzis	Village Counseling	Michael Alafa	Youth Partner
Mike Ramirez	Americorp	Misty Rock	Parent Partner
Myisha Hult	Perris Valley Recovery	Nick Kumar	California Family Life Center
Norma Toro-Hernandez	Inland Regional Center	Olivia Gutierrez	Inland Regional Center
Pamela Elie-Dunkley	California Family Life Center	Pamela Jordan	Carolyn E. Wylie Center
Peggy McGillicuddy	Betty Ford Center	Peggy Polisky	Parents Anonymous
Penny Davis	Riverside Community College	Phillip Ferree	Ferree's Group Home
Rachel Hamilton	PCWTA	Dr. Renda Dionne	Indian Child & Family Services
Rick Alvarez	Mecca FRC Advisory Board	Rita Domond	Turning Point Group Home
Rev. Robert Harris	Civil Air Patrol Cadets	Pastor Robert Bruce Montgomery	Grace Church
Rodney Walker	California Family Life Center	Rosalin Madrigal	Alternatives to Domestic Violence
Ruben Bajo	Perris FRC Advisory Board	Sandra Gonzales	Morongo Tribal TANF
Sandra Toney	Children's Way FFA	Sandra Williams	PA Inc.
Sergio Palacios	Nuevo Amanecer Latino FFA	Shannon Gonzalez	Family Service Association
Shawn Johnson	Safehouse of the Desert	Sheila Stephenson	California Family Life Center
Shugella Weaver-Thomas	Turning Point Group Home	Silvia Signoret	For the Children Association

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***Community Partners and Stakeholders (cont.)***

Simona Sharpe	Little People's World, Inc.	Sohair Bestawrous	Atlantica Group Home
Stella Ruzzamenti	Alternatives to Domestic Violence	Sue Clemente	Boy Scouts of America
Susan Francis	JFK Memorial Foundation	Tiffany Steward	Moreno Valley family Health Center
Tim Adams	Rubidoux FRC Advisory Board	Tino Valdez	Alannah FFA
Tinya Holt	Perris FRC Advisory Board	Tony Aidukas	For the Children Association
Trinka Atkins	Martha's Village & Kitchen	Trish Lande	Valley Oaks FFA
Valerie Petty	Inland Regional Center	Pastor Vernon Baumgardner	Wallace Memorial Family Church
Vernell Serhs	Little People's World	Veronica Yearly	Indian Child & Family Services
Vickie Sesma	Inland Regional Center	Victoria Stephen	The Stephan Center
Viola Lindsey	Loma Linda University	Will Welch	Stop the Violence Increase the Peace
Willistine Gaymon	WISR Ministries		

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## B. Collaborative Bodies

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**Background:  
Prevent Child  
Abuse  
Riverside  
County**

Prevent Child Abuse Riverside County (PCARC) was established in 1983 as a grassroots organization comprised of individuals from public and private agencies and concerned members of the community. PCARC was incorporated as a 501(c)(3) non-profit organization and in 2002 it was designated as the Riverside County child abuse prevention council by the Board of Supervisors.

Since this time PCARC has established six (6) regional councils throughout the county and works with various school, law enforcement, social service, community and faith-based organizations to strengthen families and protect our children. PCARC currently has active parent partners, with one parent consumer serving on the PCARC Board of Directors. This parent consumer is also a state representative to Parents Anonymous, Inc.

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**Vision: Prevent  
Child Abuse  
Riverside  
County**

The vision of Prevent Child Abuse Riverside County (PCARC) is as follows:

“Safe children; bright, healthy futures for all children in Riverside County.”

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**Mission:  
Prevent Child  
Abuse  
Riverside  
County**

Prevent Child Abuse Riverside County (PCARC) is Riverside County’s designated lead agency in child abuse and neglect prevention, promoting strong families, positive parenting, and safe children through advocacy, public awareness, and coordination of community programs and services.

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## C. Fiscal Accountability

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### **Financial / Material Resources**

Riverside County makes use of several flexible funding opportunities and interagency collaborations to achieve positive outcomes for children and families. One such opportunity is the SB 163 Wraparound project, a collaborative between the Department of Mental Health (DMH), CSD, the Department of Public Health, Olive Crest Treatment Centers and the Probation Department. This project allows for flexible use of financial resources. Funds that would normally be used for group home placements are used to provide intensive services to children at risk of group home placement. SB 163 funding is transferred from CSD to the contractors and the contractors in turn provide the needed services to children identified as being "at risk."

Another source of flexible funding is the Children's Trust Fund. Local funds (birth certificate fees, kid's plates, and donations) are deposited into the trust and are used to augment awards made to community partners who provide early prevention and intervention services. A portion of the Children's Trust Fund is earmarked to fund the Prevent Child Abuse Riverside County (PCARC) council, which functions as a countywide advocate for the prevention of child maltreatment. The collection and disbursement of Children's Trust Fund funds is facilitated by the DPSS Fiscal Department. Each month CSD provides a fiscal report to the PCARC board during their regular monthly meetings, which are open to the public. The report includes monthly expenses, revenues and the Trust Fund balance.

In order to make the best use of limited funds, Riverside County leverages its funds by contracting with agencies that provide "value added services." Value added services are identified as those services not required as part of the Request for Proposal (RFP) process, but which strengthen or add value to the provided service. Examples of such services are child care, use of evidence-based treatment models, parent support services, transportation and services provided in underserved areas.

Additionally, Riverside County utilizes Child Welfare Services Outcomes Improvement Program (CWSOIP) funds to support two (2) prevention programs. The first is Pre-filing Family Preservation Drug Court, a collaboration between the Superior Court, CSD, the Riverside County Sheriff's Department, the Department of Mental Health and a community based organization, Mental Health Systems, Inc. The second is the Differential Response program, a collaboration between CSD and two (2) community based organizations, John F. Kennedy (JFK) Memorial Foundation and Family Services Association of Western Riverside County. These programs are geared to strengthen and support families, so children can be safely maintained in their homes.

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### **Funding Sources**

In addition to the CWS basic allocation, CSD also makes use of the following available funding options, collaborating with other agencies, contractors and individuals as noted:

- Child Abuse Prevention, Intervention and Treatment (CAPIT) funds support contracts with a number of non-profit agencies and community-based providers, including but not limited to Alternatives to Domestic Violence, Catholic Charities, Family Services of the Desert, Family Services Association of Western Riverside County, John F. Kennedy Memorial Foundation, Mental Health Systems Inc, My Family Inc., Parents Anonymous Inc, Perris Valley Recovery, and Shelter From The Storm.

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## Fiscal Accountability, Continued

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**Funding  
Sources**  
(continued)

- Community-Based Child Abuse Prevention (CBCAP) funds support contracts with Prevent Child Abuse Riverside County (PCARC) and are used to develop/implement or expand/enhance community based family resource and support programs.
- Promoting Safe and Stable Families (PSSF) funds support contracts with a number of non-profit agencies and community-based providers, including but not limited to, the Child Abuse Prevention Center, Alternatives to Domestic Violence, Catholic Charities, Family Services of the Desert, Family Services Association of Western Riverside County, John F. Kennedy Memorial Foundation, Mental Health Systems Inc, My Family Inc., Parents Anonymous Inc, Perris Valley Recovery, and Shelter From The Storm.
- Adoptions funds support contracts for home studies completed by qualified providers.
- Foster Parent Training and Recruitment (FPTR - AB2129) funds work with the County's Foster Family Associations, Shelter Homes, Enriched Foster Care/Department of Mental Health, Parent Partners (2 contracted providers), and certified area trainers.
- Independent Living Program (ILP) funds support contracts with Riverside Community College (RCC) and the Department of Probation to work in conjunction with ILP social workers in CSD.
- Emancipated Youth Stipends (EYS) are offered through the County's ILP program and through a contract with RCC.
- Kinship/Foster Care Emergency Funds support work done with relative caregivers and foster parents to establish and maintain placements.
- Kinship Support Services Program (KSSP) support contracts with the California Family Life Center to provide community based support services to relative caregivers and the children who are placed in their homes, or who are at risk of dependency.
- State Family Preservation (SFP) funds are used for the County's four (4) Family Resource Centers (FRCs).
- Specialized Training for Adoptive Parents (STAP) funds are used to provide specialized training and fund the annual "Heart Gallery" event.
- Supportive and Therapeutic Options Program (STOP) funds contracts or MOUs with the Department of Mental Health to provide counseling sessions, substance abuse treatment, crisis intervention and respite.
- Transitional Housing Program Plus (THP Plus) funds support contracts with Anka Behavioral Health and Optimist Transitional Housing Program to assist emancipated youth with subsidized housing and supportive services.

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## Fiscal Accountability, Continued

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### Funding Sources (continued)

- Stuart Foundation funds support Family to Family Initiative efforts with resource families, community partners, educational efforts on behalf of foster children and initiative training opportunities for CSD staff.
- Child Welfare Services Outcome Improvement (CWSOIP) funds collaborations with a number of County partners and agencies for two (2) prevention programs including, Differential Response and Pre-Filing Family Preservation Drug Court.
- Children's Trust Fund funds are overseen by the County's lead child abuse prevention council, Prevent Child Abuse Riverside County (PCARC). These funds are used by PCARC for county-wide prevention efforts.
- Wraparound (SB 163) funds support County contracts with the Department of Mental Health and with Olive Crest Treatment Centers to move children and youth out of group home care and into less restrictive placements.

CSD also receives funding to support foster care, relative care and adoptions. These funding sources include:

- FC/AAP Eligibility
- EA-FC Eligibility
- Kin-Gap Eligibility
- AAP Assistance Grants
- FC Assistance Grants
- EA-FC Assistance Grants
- Kin-Gap Grants

The availability of these funding sources in addition to the CWS basic allocation allows CSD to fund programs and services which improve outcomes for Riverside County's children and families.

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### Fiscal Accountability

The DPSS Fiscal Office is responsible for all fiscal reimbursement claiming, budgeting and some fiscal statistical functions within DPSS. The fiscal office ensures that all payments are made within the set deadlines and that monies are received, abated, recorded and posted within the guidelines established by Department policy. Contractors are required to bill separately for each service they provide under the new SFY 2008-2011 agreements. This enhances the ability to ensure required percentages of the funding are expended appropriately (i.e., 50 % of CAPIT/CBCAP allocated to primary prevention, 20% of PSSF allocated to Family Support, Family Preservation, Time Limited Reunification, and Adoption Support and Stabilization services). As part of Riverside County's fiscal process, program revenues and expenditures are tracked and recorded through the County's financial system called Online Administrative Services Information System (OASIS).

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## Fiscal Accountability, Continued

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**Required  
Competitive  
Bid Process for  
Service  
Delivery/  
Allocation of  
Revenue**

Riverside County uses a competitive bid process or Request for Proposal process for all CSD contracts. Riverside County's RFP process is conducted as follows:

1. The evaluation criterion in the RFP included an item to give preference to incorporated non-profit agencies and a section on "Debarment and Suspension" which notifies agencies that they must not be debarred, suspended, proposed for debarment and declared ineligible or voluntarily excluded from covered transactions by a federal department or agency if they wish to participate in the RFP process. By including these in the RFP/contracting process, Riverside County assures that:
  - a. priority is given to private, non profit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention and
  - b. it complies with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation an affected program.
2. The RFP, and subsequent agreement, included a description of how the award provider will submit their billings, and will include a description of what support they can expect from DPSS, to include: a county liaison for contract, technical and program support. By including this in the RFP process, Riverside County assures that training and technical assistance is provided by private, non profit agencies to those agencies funded for services.
3. The RFP identified assessed unmet needs in Riverside County, to include potential unmet service needs for minority populations. By including this in the RFP process, Riverside County is able to assure that services to minority populations are reflected in the funding of projects.
4. DPSS ensured that agencies provided evidence of broad based community support by requiring the applicant(s) to submit a statement describing existing and relevant collaborative(s) in which they currently participate and describe collaborative(s) they will establish during the term of the contract and include intended collaborative partners. By including this in the RFP process, Riverside County assures that agencies eligible for funding provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
5. The RFP required the applicant to identify which outcome(s) they will address with services and provide detailed information on how the service(s) to be provided will succeed in attaining the selected program objectives.

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# Fiscal Accountability, Continued

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**Required  
Competitive  
Bid Process for  
Service  
Delivery/  
Allocation of  
Revenue**  
(continued)

6. The RFP requested the applicant to provide proof of current and/pr previous relevant agreements and/or grant awards delivering similar services. In addition, each contract has a specific section on "Supplantation" which ensures that Contractors will not supplant any federal, state or county funds intended for the purpose of the agreement with any funds made available under any other agreement. By including this in the RFP/Contracting process, Riverside County assures that funds received will supplement, not supplant, other State and local public funds and services.
7. The RFP contained a description of proposed program components and target population(s), including county demographics and client characteristics.
8. The RFP included a "Value Added Services" section. Value Added Services are services provided to the client which are in addition to the services required within the RFP. The Value Added Services included in the RFP were derived from findings in the **Riverside County Needs Assessment Report – 2007** and are considered to be program elements which strengthen or add value to a provided service. These additional services were considered for extra points during the evaluation period. In order to be considered for these extra points, proposals needed to incorporate an explanation of how the proposed services incorporate or integrate these value-added components into the proposed program of service delivery.
9. The RFP required the applicant to demonstrate the ability to transmit data electronically.
10. DPSS and Prevent Child Abuse Riverside County (PCARC) utilized the following within the RFP process:
  - a. A planning body composed of the needs assessment advisory group
  - b. The planning body identified service needs and allocated dollar amounts based on the findings in the **Riverside County Needs Assessment Report – 2007**
  - c. DPSS identified the scope of work elements
  - d. The RFP was distributed publicly via the internet and a bidder's conference was conducted
  - e. All proposals received were assessed by a group of independent evaluators selected by PCARC. The evaluators selected had extensive knowledge and expertise working with children and families. The review body evaluated the program component of the proposals submitted and the County Purchasing Department evaluated the budget component of the proposals, including the proposals for the contracted program evaluator who has identified specific engagement, short, intermediate and long term outcome measures.

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## Fiscal Accountability, Continued

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**Required  
Competitive  
Bid Process for  
Service  
Delivery/  
Allocation of  
Revenue**  
(continued)

- f. The review process was facilitated by the County Purchasing Department.
- g. Proposals were scored according to criteria and weight established by DPSS and County Purchasing. Scoring and award rationale was documented.
- h. Proposals were ranked and DPSS recommended awards.
- i. Award recommendations were reviewed and approved by PCARC.
- j. Award recommendations were forwarded to DPSS by PCARC.
- k. Draft agreements were created and reviewed by DPSS and award contractor(s).
- l. Agreement language was finalized, forwarded to the County Board of Supervisors for final approval and execution. Final agreements included requirements for Contracted service agencies to provide a 10 % cash and/or in-kind match to funding, pursuant to State regulations. By including this in the contracting process, Riverside County assures that all agencies funded demonstrate the existence of a 10% cash or in-kind match, other than funding provided by the State Department of Social Services.

To ensure fair competition, DPSS advertised the RFPs through the County Purchasing & Fleet Services Department website and informed current and previous contractors and bidders by mail. DPSS adheres to Board policy A-18, "Procedures for Contracting for Professional and Personal Services."

To ensure cultural competency in the provision of the identified priority services, DPSS has an identified "Cultural Competency" section for all contracted services, which requires Contractors to have bilingual staff or a qualified interpreters to facilitate equal access to services for individuals with limited English language capability or other communicative barriers. By including this in the RFP process, Riverside County assures that funded projects are culturally and linguistically appropriate to the populations served.

In addition, all proposals received were assessed by a group of independent evaluators selected by PCARC. Through these RFPs, the evaluators considered the extent to which these services further the following objectives: Reducing the rate of recurrence of abuse and/or neglect and reducing the rate of foster care reentry. In doing this, Riverside County assures that projects funded are clearly related to the needs of children, especially those 14 years of age and under.

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## Fiscal Accountability, Continued

### Goals/ Outcomes/ Evaluation

Riverside County released an RFP seeking an outside CAPIT/PSSF evaluator for the SFY 2008-2011 funding cycle. Parents Anonymous, Inc. was awarded the evaluator contract for data collection, data analysis, and outcome reports of all CAPIT/PSSF services.

Parents Anonymous, Inc. developed a web-based database to collect information regarding services provided, client demographics, and outcomes achieved. The database is easily accessible and allows the upload of data from providers' existing systems, eliminating unnecessary duplication of data entry. Parents Anonymous, Inc. provides detailed monthly reports by service type and allows the county another method to efficiently monitor the effectiveness of contracted services.

To ensure appropriate services are provided and meet the needs of consumers, Riverside County utilizes three (3) measures to determine the effectiveness of programs. The measures were formulated and finalized by Parent's Anonymous, Inc. in partnership with each direct CAPIT/PSSF service provider. The measures used are Exist Assessments, Outcomes Measures, and Client Satisfaction Surveys.

The goals include:

- A short-term goal and objective is for the participant to "Learn the Basic Concepts/Skills Related to the Service Provided."
- An intermediate goal and objective is for the participant to "Acquire Competency in the Skills/Concepts Related to the Service Provided."
- A longer-term goal and objective is for the participant to "Be Able to Transfer the Skills/Concepts Into Their Daily Life."

Evidence based measures were chosen to evaluate client outcomes for each program. The measures include the Parent Stress Index (PSI) and the Counseling Outcome Measure (COM).

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### County CAPIT/CBCAP/ PSSF Program Accountability and Oversight

DPSS, PCARC and Parents Anonymous hold quarterly CAPIT/CBCAP/PSSF Partners Conferences in which all contracted providers are invited. The purpose of these conferences is to enhance the communication and collaborative relationship between service providers and public agency partners. The conference also provides a forum for service provider issues and concerns to be addressed. Participants are contacted prior to the conference for items or issues they want addressed. This information is incorporated into the agenda which is distributed prior to the conference. The conference also serves as an opportunity to share what each provider is doing and information about new services, initiatives and recent changes.

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## Fiscal Accountability, Continued

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**County  
CAPIT/CBCAP/  
PSSF Program  
Accountability  
and Oversight  
(continued)**

CAPIT/CBCAP/PSSF data is presented and discussed during these quarterly meetings. As with all CAPIT/CBCAP/PSSF data and reports, outcomes reports are shared, in aggregate, with the partners during quarterly conference to ensure services address the community needs identified during the needs assessment process. No identifying client information is shared.

Additionally, Parents Anonymous, Inc. disseminates and evaluates anonymous client satisfaction surveys for each CAPIT/PSSF contractor. Results are reported to PCARC and DPSS and incorporated into the CAPIT/PSSF contractor. Results are reported to PCARC and DPSS and incorporated into the CAPIT/PSSF annual reports. Surveys gather client responses regarding the overall quality of services, helpfulness of services in meeting client needs, convenience of services, professionalism of staff, accessibility of location, and other items. Client satisfaction surveys are distributed in English and Spanish at least three (3) times per fiscal year, to all clients served during an identified "survey week." All contracts require providers to distribute postage paid client satisfaction surveys to each client. The client faxes or mails the survey to the evaluator.

In addition to the oversight of the program evaluator, DPSS assigns four (4) separate units to oversee the CAPIT/CBCAP/PSSF agreements. The Program Development Unit (PDU) serves as the liaison between DPSS and contracted providers. The Internal Review Group (IRG) conducts contract audits on all contracts and measures the provider's adherence to contract terms and conditions. The Contracts Administration Unit (CAU) and the Management Reporting Unit (MRU) perform monitoring visits on all contracted providers. CAU assist the providers through *recommendations to help them avoid future audit findings*, while MRU oversees the funding for each contract to ensure funds are expended as specified in the contract. Program or quality of service questions are directed to PDU for resolution. PDU liaisons contact providers on a monthly basis and communicate any information or concerns from the providers to IRG, CAU and MRU as appropriate.

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## D. Findings That Support Qualitative Change

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**Introduction** The Children's Services Division (CSD) and the Probation Department gained valuable quantitative and qualitative feedback from both internal and external stakeholders regarding child welfare programs and services. The Needs Assessment and Peer Quality Case Review processes coupled with a review of outcome measure performance allowed for a more effective evaluation of strengths and areas needing improvement in the child welfare service system.

Summaries of the Needs Assessment, outcome performance measures, the PCQR and CSA processes are described hereafter. The summaries include a general overview regarding each process, the findings that were obtained during each process and the conclusions reached. The integrated process utilized to inform the 2009-2012 System Improvement Plan (SIP) provides a broad base of information that supports the development of a comprehensive plan to improve the provision of child welfare services and increase the success of children and families in Riverside.

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### Needs Assessment

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**Introduction** This section will provide a brief summary of the Needs Assessment process and data collected regarding child welfare service delivery strengths and areas of need.

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**Process** The Needs Assessment was conducted in 2007 and involved a joint process between the Riverside County Department of Public Social Services (DPSS) Children's Services Division (CSD), the Child Abuse Prevention Council (CAPC), Parent's Anonymous, Inc. and Prevent Child Abuse Riverside County (PCARC). Riverside County prepared for the SFY 2008-2012 funding cycle by conducting a County-wide needs assessment to examine community service strengths, needs and gaps related to CAPIT/ CBCAP/PSSF programs and child abuse and neglect prevention. The needs assessment provided critical information in order to:

- 1) Achieve shared child abuse and neglect prevention goals and objectives.
- 2) Identify needed services, gaps in services and priority needs.
- 3) Make recommendations for reducing barriers that impede families from receiving prevention services.

A draft community survey was developed by Parents Anonymous, Inc. under the direction of the Riverside County Needs Assessment Advisory Group and PCARC per a timeline set forth by Riverside County DPSS. In April and May 2007, Parent's Anonymous, Inc. developed a survey using scannable solutions software and a complementary Statistical Package for the Social Sciences (SPSS) database for data analysis purposes.

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## Needs Assessment, Continued

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### Process (continued)

The survey instrument was piloted in early June 2007 and a final version in both English and Spanish was revised and approved by the Advisory Group and PCARC in July 2007. The final instrument included a background section (general demographic information) and questions about the prioritization of services, program expansion and barriers to programs/services. Members of the Advisory Group and PCARC regional collaborative councils administered the survey to staff, professionals, consumers of service and other key stakeholders throughout Riverside County from late July through August 10, 2007.

Detailed guidelines were provided to Advisory Group members to ensure high quality survey administration. Surveys in Spanish were provided at the local level to monolingual and bi-lingual respondents to capture input from Spanish-speaking populations. Completed surveys were mailed in or faxed to the scannable solutions software server at Parents Anonymous, Inc.

In addition to the data collected through the community survey, data from the following four (4) comprehensive data sets was also used to inform the Needs Assessment process:

- Substantiated child abuse rates
- 2-1-1 information referral data
- Family Resource Center referral and service data and
- Riverside County's CAPIT/PSSF data.

The needs assessment planning body reviewed the service needs identified in the needs assessment and designated priority services for the CAPIT/CBCAP/PSSF funding. To ensure fair competition, a number of Requests for Proposals (RFPs) were released via the County Purchasing & Fleet Services Department website and current and previous contractors were informed by mail. All proposals received were assessed by a group of independent evaluators selected by Prevent Child Abuse Riverside County (PCARC). Proposals from multiple contractors were selected for contract awards based on the extent to which the services offered would further the goals of reducing the rate of recurrence of abuse and/or neglect and reduce the rate of foster care reentry.

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### Findings

Participants in the 2007 Riverside County Needs Assessment were in agreement that while the County offers a wide variety of services, current funding levels are insufficient to meet all of the needs identified in the needs assessment process. The PCARC planning body reviewed the service needs identified in the 2007 Riverside County Needs Assessment and designated the following priority services for the CAPIT/CBCAP/PSSF funding, which included Parenting, Home Visitation, Counseling, Anger Management, Domestic Violence, Adoptions Support, Family Preservation Court-Substance Abuse Treatment, Differential Response and Program Evaluator services.

In addition to the priority services identified above, it was also recognized that private, non-profit agencies and community service providers offering additional services or "value added services" such as child care, use of evidence-based models, parent support services, transportation and services provided in underserved areas should receive additional points during the Request for Proposal (RFP) process.

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## Needs Assessment, Continued

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### Conclusion

Riverside County's utilization of a multidisciplinary approach to service planning has supported its efforts to reduce child abuse and neglect and strengthen the lead child abuse council, Prevent Child Abuse Riverside County (PCARC). CAPIT/PSSF fund allocations for priority services were determined by PCARC and were approved by the Riverside County Board of Supervisors. Each identified priority service was targeted toward child abuse and neglect prevention. It is anticipated that the CAPIT/PSSF funded services will improve Riverside County's performance on two (2) child welfare services outcomes measures:

- 1) Reducing the rate of recurrence of abuse/neglect and
- 2) Reducing the rate of foster care reentry.

A description of services provided by Riverside County to assist children and families appears below. The PCARC planning body designated those services noted below with an asterisk (\*) as targeted priorities for CAPIT/CBCAP/PSSF funding based on the 2007 Riverside County Needs Assessment.

- Differential Response\* - community-based services offered to families referred to CSD when the allegations or investigative findings do not warrant an open CSD case.
- Family Resource Centers - four (4) Family Resource Centers (FRCs) located in Riverside County's areas of greatest need provide quality services, information, and referrals at no or low cost to families. FRCs assist in improving family life, particularly for overburdened or disadvantaged families.
- Food and Shelter – referrals to food banks, temporary assistance offices, community pantries, local housing programs (including the Family Unification Program), temporary shelters (for adults and youth) and assistance with rent/mortgage.
- Kinship Support Services – Kinship Support services provide peer counseling, group support, tutoring, transportation, information and referrals, and mentoring services to caregivers/relative families with dependent children.
- Legal Assistance – information, referrals and resources for free and low-cost civil legal assistance and advocacy.
- Anger Management\* - classes are designed to stop abusive and violent incidents, teach alternative methods of expressing emotions, teach how to negotiate differences and hold offenders accountable for their behavior.
- Counseling\* - provision of individual, conjoint, family, or group counseling services to prevent the occurrence or reoccurrence of child maltreatment or domestic violence events. Counseling services help ensure permanency by maintaining or reuniting children with their parents, adoptive parents, kinship providers, or legal guardians.
- Domestic Violence\* - classes and advocacy services for victims of domestic violence to empower them and prevent future incidents of domestic violence. These services also include the provision of shelter and support services as necessary.

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## Needs Assessment, Continued

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### Conclusion (continued)

- In-Home Demonstration – Homemaker services are provided in the client's residence, and may include budgeting and money management, information on proper nutrition, meal planning and preparation, household safety, environmental and personal sanitation, grocery shopping, personal stress management, and linking clients to available community resources.
- In-Home Visitation\*- includes In-Home Parenting/Visitation services. Parent education and support services are provided in the client's residence.
- Independent Living Program (ILP) - works to transition youth from foster care to emancipation by providing an array of support services to foster youth ages 16-18. A contracted vendor provides training, advocacy, mentoring and other support services to aid foster youth at developing competencies in areas of Education, Career Development, Health and Safety, Daily Living and Financial Resources.
- Health Services – various services including the Public Health Nurse Advocates Teaching Child Health and Safety (PATCHS) program, Health Care Program for Children in Foster Care (HCPCFC), Partners In Life Skills (PaLS) program, Inland Empire Health Plan's "Open Access Program," SSI Advocacy, referrals to California Health and Disability Prevention (CHDP), information and referrals for Medi-Cal and Healthy Families and other programs that protect and promote the health status of families and children.
- Interpreter Services - provides interpreters who are professional, confidential and certified in accordance with the law for any individual who needs an interpreter in any language, including American Sign.
- Parent Education\* - classes are intended to enhance parent knowledge, skills, and confidence to improve parental ability to provide a nurturing environment that promotes optimal child development. Classes are intended for adults who need assistance in strengthening their emotional attachment to their children, learning how to nurture their children, and understanding general principles of discipline, care and supervision.
- Substance Abuse Treatment – programs include: Family Preservation Court\* (Drug Court), Residential treatment, Detoxification, Rehabilitation, Sober Living, Outpatient treatment, Aftercare and others designed to assist individuals with substance abuse recovery.
- Tutoring Services – in-home and on-site academic tutoring programs that provide overall support, develop positive study skills, increase confidence and scholastic aptitude for the best possible educational outcomes for children.
- Wraparound - a collaborative between the Department of Mental Health (DMH), CSD, the Department of Public Health, Olive Crest Treatment Centers and the Probation Department. This program provides intensive services (through DMH and/or Olive Crest) to children at risk of group home placement.
- Independent Living Program Aftercare Services – services for former foster youth through the age of 21. Former foster youth are linked to one (1) of six (6) Youth Opportunity Centers, housing programs, employment and education opportunities and other support services to assist them in improving their skills and ability to be independent.

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## Needs Assessment, Continued

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### Conclusion (continued)

- Adoption Support and Stabilization\* - two (2) contracted providers offer services which include crisis intervention, conflict resolution between birth families and adoptive families, counseling for the children, in-home assessments, and services to address other special needs of adoptive children.
- Transitional Housing Program Plus (THP Plus) – a two-year subsidized housing program for post-emancipation youth with fifteen (15) additional supportive services designed to assist youth in becoming self-sufficient by graduation.

The **Riverside County Needs Assessment Report – 2007** was made available to the community in September 2007, and was approved by the Board of Supervisors. The needs assessment can be accessed via the web-link:  
[http://www.pcariverside.org/PCA\\_Needs\\_Assessment.pdf](http://www.pcariverside.org/PCA_Needs_Assessment.pdf).

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## Outcome Measure Review

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### Introduction

This section will provide a brief summary of Riverside County's performance on Federal and State outcomes measures/indicators in the areas of safety, permanency and well being.

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### Process

Each quarter, Riverside County's performance on each of the Federal and State outcomes measures/indicators is evaluated using the Outcome and Accountability Data report generated by the University of California, Berkeley. Analysis of the October 2007 quarterly report coupled with a review of internal data revealed that Riverside County's performance on the following outcome measures/indicators was below the State average:

- C1.4, Reentry within 12 Months of Reunification
- 2B, 10 Day Referrals with a Timely Response and
- 4B, Initial Placement on Least Restrictive Setting-Relative.

Following further review of these three (3) areas, the Riverside County Management Team decided to focus future efforts on positively impacting outcome measure C1.4, Reentry within 12 Months. Based on this decision, Reentry was determined to be the focus of the PQCR, CSA and SIP processes.

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## Outcome Measure Review, Continued

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**Findings:  
Safety**

Overall, Riverside County has maintained its ability to ensure that children are safe in their homes and/or in out of home care. This is reflected in the strong Outcome and Accountability data in the area of safety over the last three quarters. In the area of "no recurrence of maltreatment," Riverside County's performance has remained steady at a 94% success rate. The October 2008 Quarterly report demonstrates that Riverside County has met or exceeded the State average on each of the required safety indicators.

Performance on safety measures is believed to be impacted by Riverside County's use of an out of home investigations (OHI) unit which investigates all allegations of abuse in out of home care. Furthermore the utilization of Family to Family Team Decision Making (TDM) meetings and the standardization of foster parent training continues to positively impact child safety in Riverside County.

Riverside County's performance in measure 2B, 10-day response compliance, has improved over time. Over a 12-month period, Riverside County experienced a significant increase in this process from 76.2% in report period 01/07– 03/07 to 92.8% in report period 01/08–03/08. One significant factor contributing to improved performance on this measure is the County's focus on improving staff education and training regarding time lines. Due to the high performance in this area, Riverside County will not specifically focus on improving safety measures during this cycle.

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**Findings:  
Permanency**

The outcomes in this area measure permanency through reunification, adoption and the number of out of home placements children experience while in care. Overall, Riverside County has maintained its ability to successfully:

- 1) assist families to reunify within one (1) year of the child's removal from home (Composite 1 Reunification, Measures C1.1 – C1.4)
- 2) maintain stability in foster care placements (Composite 4, Measures C4.1-C4.3)
- 3) place children with some or all siblings (Measure 4A) and
- 4) secure adoptive families for children and finalize adoptions within 24 months (Composite 2, Measure C2.1).

Over the last five report periods, Riverside County's rate of reunification has been higher than the State average. In the most recent Outcome and Accountability data report, 71.4% of children that reunified with their parents had been in care less than 12 months, which is higher than the State average of 64.0%.

Performance on measure C4.3 (in foster care 24 months or more with 1-2 placements) has been consistently lower than the State average. During report period 04/07-03/08, 30.3% of Riverside children in care 24 months or more experienced two or less placements in comparison to the 33.3% State average.

Riverside County's rate of children that re-enter foster care following reunification continues to be higher than the State average and the National standard. Riverside County's reentry rate has improved from 14.6% in report period 04/05-03/06 to 12% in report period 04/06-03/07, which was slightly higher than the State average of 11.1% in the same report period.

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## Outcome Measure Review, Continued

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**Findings:  
Permanency  
(continued)**

Riverside County has employed a number of methods to increase performance on permanency outcomes. The use of Structured Decision Making assessment tools assures that all families are assessed to determine if a parent is ready for the return of their child(ren) and if it is safe to return the child(ren) to a parent's care. Additionally, Family to Family Team Decision Making (TDM) meetings, held in targeted communities within the county, ensure that community and family support systems are in place at the onset of a child welfare case and ongoing safety plans are in place for the family. TDM meetings facilitate the placement of children in the least restrictive, most appropriate setting, reduce unnecessary placement moves for children and assist families with needed support to successfully reunify.

Furthermore, Riverside County has implemented an after hours response through the Relative Assessment Unit (RAU). Responding social workers specialize in relative and non-related extended family member (NREFM) home assessments. This has also assisted in ensuring that children are rapidly placed in relative/NREFM homes.

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**Conclusion**

Overall, in the area of well being, Riverside County has maintained its ability to ensure that:

- 1) families have enhanced capacity to provide for their children's needs (Well Being 1) and
- 2) children receive services appropriate to their educational, emotional, mental health and physical needs (Well Being 2 &3).

Riverside County continues its use of Structured Decision Making assessment tools to assist social workers to identify safety and risk issues at the onset of a families contact with the child welfare system and throughout the life of each case. Safety Assessments include the health, safety and protection of each child, along with their physical and emotional well being. Risk Assessments evaluate the likelihood of abuse and neglect occurring in the future and the need for pre-placement preventative services for the child and the parents to address the identified risk factor(s). The use of these tools is a central component in protecting children in Riverside from abuse, neglect and exploitation.

In those cases when abuse and/or neglect has been substantiated, Riverside County policy continues to require developmental screening for all children under age three (3). This screening provides a crucial first step in the process of identifying children who may be in need of special education or other specialized support services. If a child's developmental screening reveals possible delays, the child is referred to Inland Regional Center (IRC) for an assessment to determine if further services are needed. Children suspected of being handicapped or identified as such have an Individual Education Plan (IEP) developed. CSD has also partnered with Professional Tutors of America and Riverside County Office of Education (RCOE) to provide additional educational support for children.

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## Outcome Measure Review, Continued

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### Conclusion (continued)

Providing for the needs of at risk children is further enhanced through the network of social workers and public health nurses who work to ensure that each child is provided timely, quality ongoing medical/dental services and mental health services as needed. To facilitate timely, quality medical and dental services for foster children, CSD coordinates medical and dental treatment for foster children through Inland Empire Health Plan (IEHP). An assessment of each child's medical and dental health is completed within thirty (30) days of placement and every six (6) months thereafter. When children placed in foster care receive well-child exams, State form, PM 160 is filled out by the physician and submitted to the Public Health Nurse (PHN) for entry into the child's Health and Education Passport (HEP) contained within the statewide case management system.

When children placed in foster care exhibit significant behavioral issues, such as suicidal and/or homicidal ideations, they are referred for a mental health assessment through Riverside County Department of Mental Health (DMH), a community provider or the child's insurance provider. Referrals for mental health assessments are coordinated through the Assessment Consultation Team (ACT) clinician or the Riverside County Mental Health Central Access Team (CAT).

Due to efforts already in place to provide for the needs of children and families, Riverside County has decided not to focus its attention in the area of well being. Instead, Riverside County will focus all its attention on effecting better permanency outcomes which support ongoing efforts to improve on well being outcomes.

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### Conclusion

Current data shows that Riverside County continues to improve in overall performance on Federal and State safety, permanency and well being outcome measures/indicators. Despite this overall improvement, children and families reentering the child welfare system in Riverside County continues to exceed the State average. Riverside County's vision that every child in the County will have a safe, permanent home, nurtured by stable families and strong communities continues to serve as a basis for its efforts to improve child welfare services in Riverside. With this in mind, Riverside County will continue to focus on strategies that support the safety, permanency and well being of children and families.

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## Peer Quality Case Review

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### Introduction

This section will provide a brief summary of the Peer Quality Case Review (PQCR) process and data collected regarding child welfare service delivery strengths and areas of need identified by internal stakeholders.

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## Peer Quality Case Review, Continued

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### Process

The Peer Quality Case Review (PQCR) was conducted during the week of March 24 through March 28, 2008 involving a joint process between the Riverside County Department of Public Social Services, Children's Services Division (CSD) and the Riverside County Probation Department. The objective of the PQCR was to identify and analyze case differences between children who reentered foster care and children who did not reenter foster care.

Twenty-four (24) Riverside County social workers and sixteen (16) Riverside County Probation Officers were individually interviewed by one (1) of four (4) PQCR interview teams. Each PQCR interview team was comprised of staff from four (4) neighboring counties with similar service availability, community resources and reunification experience. To facilitate a general understanding of case history, interview teams were given a case summary to review prior to each interview. An Onsite Review Tool was then utilized during the interview process to gather information from each interviewee regarding:

- how case information was managed
- the case planning and decision making process
- the effectiveness of programs and services
- what barriers and motivators affected success and
- the role of the court in the case process.

The information gathered during the case review, as well as the interviews with the social workers, supervisors and youth, were summarized into the following six (6) shared themes:

- Strengths
- Services & Resources
- Staffing
- Training
- Court and
- Structured Decision Making.

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### Findings: Strengths

Enhanced communication and rapport with clients or service providers was the strength most often identified for both CSD and Probation. Likewise, involving clients in the development of their case plan and the use of Team Decision Making (TDM) meetings were also cited as strong practice skills. Lastly, the commitment to connect families to social support networks such as extended family and community partners were described as strengths in the County practice.

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## Peer Quality Case Review, Continued

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**Findings:  
Services and  
Resources**

Service quality, quantity and availability were common areas of focus for both CSD and Probation. Services were described as being both an area of strength and an area for improvement. Both CSD and Probation staff agreed that quality service provision had a direct and positive impact on the ability to successfully reunify children with their parents. Similarly, it was repeatedly noted that the lack of services in some areas, poor quality services in other areas, long waiting lists, lack of age specific services, lack of in home services, lack of Spanish speaking services, inflexible service delivery times and non-existent aftercare programs to support families after case closure, all hampered the ability for social workers and Probation Officers to successfully return children to their parents.

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**Findings:  
Staffing**

PQCR participants identified staffing issues and high caseloads as a consistent theme throughout the PQCR process. Though it was recognized that caseload size has fallen over the last year for CSD, the participants noted that high caseloads and staff turnover have a negative effect on the ability to successfully reunify dependents with their parents and return wards to their communities. Similarly, more consultation time with supervisors and the need for increased case conferencing opportunities was identified. Lastly, the need for more flexible work schedules was identified as a way to ensure clients' needs are met.

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**Findings:  
Training**

Training was identified as a major need in both departments. Case workers reported being under-trained for their respective jobs. Both CSD and Probation staff cited the need for additional training in cultural sensitivity, case plan development and risk/safety assessment. Case workers also indicated support for a mentoring program and a work environment focused on supporting their ongoing need for training. Staff in both departments identified their ability to dedicate portions of their time to attend training sessions as a barrier to participating in available training opportunities.

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**Findings:  
Juvenile Court**

Both CSD and Probation staff described the legal process as needing improvement. CSD staff noted the need for consistent representation by County Counsel at all hearings, rigid legal time frames and pressure from the Juvenile Court to return children prior to the completion of the case plan as areas of concern. Likewise, children being returned against the social worker's recommendation and a perceived lack of parental accountability were reported to negatively impact successful reunification.

Probation staff indicated a need to hold parents accountable and for the Juvenile Court not to send children home prematurely as an area of needed improvement.

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## Peer Quality Case Review, Continued

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**Findings:  
Structured  
Decision  
Making**

The Structured Decision Making (SDM) tools were identified by CSD as both an area of strength and concern. Some social workers and supervisors reported the tool to be very helpful in assessing the family's readiness for reunification. More social workers reported the tool was not an aid in the assessment/decision making process of the case. It was reported that the tool is not "user friendly" and could be easily manipulated to agree with what the social worker predetermined prior to the completion of the tool. Although SDM use is high, the value and logic of the model has not been fully embraced by social workers.

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**Conclusion**

Data gathered during the PQCR process suggests that children and their families may be less likely to reenter foster care if adequate supports and services were available to meet the needs of the family. Increased communication between the family, social workers, Probation officers and service providers would ensure the family had consistent support and that quality services are available to meet the needs of clients throughout the County. Well trained social workers and Probation officers versed in addressing safety and risk issues and helping family's to develop extended support networks would also help to ensure client success. Staff who assume an integral role in a family appear to more thoroughly address the needs of both the child and the family, reducing the likelihood of reentry into the child welfare system. Riverside County staff understand the client's need for support and the need to become an integral part of the family's progress, whether through mentoring, nurturing, correcting, or another form of support.

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## County Self Assessment

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**Introduction**

The County Self Assessment (CSA) was conducted during the months of May through September 2008 and involved a joint process between the Riverside County Department of Public Social Services (DPSS) Children's Services Division (CSD) and the Riverside County Probation Department.

The purpose of this section is to provide a brief summary of Riverside County's County Self Assessment (CSA) process. The summary will provide information on child welfare service delivery strengths, areas needing improvement and strategies to improve the child welfare system.

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**CSA Process**

On May 15, 2008, the Children's Services Division (CSD) in partnership with the Probation Department and PCARC launched the County Self Assessment process. Over 115 Riverside County community partners and CSD staff joined together to discuss the impact that children and youth re-entering the foster care system have on the community. Immediately following the reentry impact discussion, partners were asked to consider the possible causes of child reentry.

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## County Self Assessment, Continued

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### **CSA Process** (continued)

Feedback collected from the initial CSA meeting was used to develop eight (8) focus areas. These focus areas were used to collaboratively examine strengths, resources, gaps and needs as they relate to child reentry into foster care. Meeting thirteen (13) times throughout the County, CSD staff and community partners spent the month of July working towards comprehensively evaluating Riverside County's child welfare system.

On July 14, 2008, over 75 community partners and CSD staff met to hear presentations on the preliminary findings from each of the eight (8) workgroups. All participants were afforded the opportunity to comment on the findings of each work group and to present each work group with recommendations for additional group discussion and analysis.

On September 15, 2008, over 70 community partners, Probation and CSD staff met to conclude the CSA process and launch the System Improvement Plan (SIP) process. During this meeting community partners were provided the final draft of the CSA to review and provide input on. In addition, partners were asked to review the strategies developed during the CSA process and to develop rationales to support those strategies.

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### **Findings: Safety Strengths**

Overall, Riverside County has maintained its ability to ensure children are safe in their homes and/or in out of home care. This increased focus on safety has resulted in less children entering the child welfare system, a decrease in recurrence of maltreatment (S1.1 – No Recurrence of Maltreatment 94.3%) and continued success in keeping children safe in foster homes (S2.1 – No Maltreatment in Foster Care 99.56%).

The improved results in this outcome area can be attributed to an increase in social worker staffing, the Differential Response program, Family to Family Team Decision Making (TDM) meetings, Pre-Filing Family Preservation Court and Youth Accountability Boards for pre-delinquency and delinquency prevention.

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### **Findings: Permanency Strengths**

Riverside County has maintained its ability to ensure that children have permanency and stability in their living situations, while working to preserve family relationships and connections. When children are removed from their homes, CSD makes every effort to assist parents with reunifying with their children in a timely manner and to place with relatives while the children are in out of home care. When children cannot be safely returned, Riverside County works to establish safe permanent relationships through adoption.

On average, Riverside County social workers are able to assist families to successfully reunify within seven (7) months of a child's removal from home. In 2007, 73.1% of children reunified with their parents had been in care less than 12 months, performing above the State average of 64.2%.

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## County Self Assessment, Continued

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**Findings: Permanency Strengths**  
(continued)

While in care, Riverside County makes every effort to place with relatives or non-related extended family members (NREFMs). Since 2004, the percentage of children placed in relative homes has increased from 13.9% in 2004 to 18.8% in 2007. This can largely be attributed to the development of CSD's four (4) Relative Assessment Units (RAUs). RAU conducts and completes relative and non-related extended family member (NREFM) background checks and certifications of caregiver homes.

When reunification is not in the best interest of the child, Riverside County makes efforts to ensure permanency for the child. Since 2004, Riverside County has performed above the State average in finalizing adoptions within 24 months. This can be attributed to CSD's commitment to concurrent planning by having both prospective foster and adoptive parents go through the same training and home study processes. This means that all foster homes now have approved adoption level home studies, preventing delays in permanency when foster parents are able to adopt children placed in their care.

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**Findings: Well Being Strengths**

Since 2004, Riverside County has made some significant programmatic improvements to ensure the well being of children and youth in the child welfare system. One significant improvement has been the increase in timely medical visits for children in foster care. As of 10/8/08, Safe Measures compliance data shows that 83.4% of children in an open Family Reunification or Permanency Placement case have a current medical exam. This has been accomplished through collaboration with the Health Care Program for Children in Foster Care (HCPC) Public Health Nurses and Inland Empire Health Plan (IEHP).

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**Findings: Well Being Strengths**  
(continued)

The implementation of the Family to Family Initiative and Team Decision Making (TDM) meetings have contributed to the County's improved success in this area. TDM meetings help to ensure that children are placed in the least restrictive, most appropriate setting at the time of initial removal. This has helped to reduce unnecessary placement moves for children. Riverside County has performed better than the State average and the National standard in this area.

In addition to the implementation of TDM meetings, CSD has developed a specialized Independent Living Program (ILP) region to continue its efforts to improve outcomes for foster and Probation youth as they transition out of care. This region will work in collaboration with Riverside Community College (RCC) who provides ILP services to emancipating foster youth.

Another effort aimed at ensuring successful emancipation is the implementation of 16 plus emancipation case conferences. CSD conducts emancipation case conferences for all youth ages 16 years and over to ensure that foster youth have transition plans for independent living that are individualized for all youth prior to leaving foster care.

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## County Self Assessment, Continued

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**Findings: Areas  
Needing  
Improvement**

Although the County has many strengths, the CSA process revealed some areas needing improvement. The Children's Services Division (CSD) has experienced a decrease in performance on measure C1.4 – Reentry within 12 Months of Reunification and the Probation Department has fallen below the State average and National standard on measures C1.1 and C1.3 – Reunification within 12 Months. Overtime, CSD's rate of child reentry into foster care has increased from 13.4% in 2004 to 14.6% in quarter 3 of 2007. The Probation Department's rate of reunification within 12 months has decreased from 33.6% in report period 04/05-03/06 to 25.2% in report period 04/07-03/08.

In order to ensure successful reunification for children and youth involved in Riverside County's child welfare and probation systems, several areas of improvement have been identified.

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**Findings: Areas  
Needing  
Improvement  
(continued)**

Structured Decision Making (SDM) assessment tools are utilized by CSD social workers to help them in assessing current and potential risk and safety issues impacting families brought to the attention of the child welfare system. Despite the standardized use of these tools by all workers, staff need additional training on the appropriate use of the tools and the timelines in which the tools are to be completed. Coupled with additional training on SDM is the need to continuously track and monitor the appropriate use of these tools through relevant management information systems such as Safe Measures.

With the initiation of Team Decision Making (TDM) meetings CSD has improved collaboration with both community partners and service providers. TDM meetings help to ensure that services identified to enhance safety and stability for children and parents are available and accessible. There is a need, however, to expand the Family to Family Initiative and the use of TDM meetings. TDM meetings should be expanded for all children entering placement and for placement changes in targeted communities. TDMs should also be expanded for all children being reunified and moving from Family Reunification to Family Maintenance services.

Additionally, the implementation of Ice Breaker meetings between foster parents and birth parents will help to further expand the Family to Family Initiative in Riverside. Ice Breaker meetings promote mentoring relationships between birth parents and foster parents, helping to alleviate birth parent fears regarding foster care. The utilization of Ice Breaker meetings will increase collaboration and enhance discussions about child likes, dislikes and needs while placed in out of home care. These collaborative efforts will help to reduce placement moves and resolve issues that arise when children transition from foster care back into their parental home, where parenting styles and household rules may differ.

Increased services through Wraparound, Family Preservation Court and Differential Response are all needed to further assist Riverside County in meeting its goals. Riverside County will need to expand its collaborative efforts with community partners, service providers and families to assure that services are available and accessible to those in need, especially in remote areas of the County. While service accessibility and availability is important, the quality of those services is equally important for success. Expanding quality assurance (QA) activities to better track, monitor and report on service quality, results and outcomes will require the County to improve and expand upon management information systems and QA activities.

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## County Self Assessment, Continued

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**Findings: Areas  
Needing  
Improvement**  
(continued)

The transition of children between schools and school districts is a significant challenge that needs to be addressed in the out of home placement and the reunification planning processes to stabilize children and families. To ease educational transitions and assure that children continue to receive needed Individualized Education Program (IEP) services, counseling and other supportive services offered through the Student Assistance Program (SAP), CSD must increase collaboration with the local school districts. Increased collaboration will result in further enhancing transition and reunification processes. CSD will need to track and measure the results through expanded quality assurance and management information systems such as the Foster Youth Services Information Systems (FYSIS), which is a collaboration between the 23 Riverside County School Districts, Riverside County Office of Education, CSD, Probation and the Department of Mental Health.

Increased collaboration and communication with the Courts will assist Riverside County to better develop and obtain support for successful reunification and to communicate appropriate transition plans for clients. Reunification transition plans will need to encompass a graduated approach for the return of large sibling sets so that parents are not overwhelmed with renewed parenting responsibilities. This will ensure that children and parents each have an opportunity to reestablish their relationship with each other. In order to ensure that transition plans are thorough, plans should include services and resources needed to sustain success. Plans should also include input from foster parents through collaborative meetings and the JV-290 Caregiver Information Form, regarding children placed in their care.

Additionally, increased collaborative efforts will need to be undertaken so that staff are adequately trained on effective court report writing and that youth are provided opportunities to express their needs in court. Community partners and service providers must participate in the transition planning process to ensure service provision will take place and the Court must be informed of the transition plan. Further the transition process will need to be tracked through management information and quality assurance systems to measure the effect on familial stability.

Cultural competence, in conjunction with the needs identified above, must be improved. Fostering increased collaboration with faith based organizations and local tribes is needed to augment the number of Native American and African American foster homes in Riverside County. CSD must work to maintain cultural and community connections for children in order to better address the cultural needs of Tribal children and the disproportionality of African American children in foster care.

Training for staff must be improved to enhance the provision of culturally relevant services and the quality and accuracy of data entered into management information systems, such as CWS/CMS. In particular staff must be trained to accurately and consistently enter into the CWS/CMS system demographic information such as Native American heritage and primary language(s) spoken.

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## County Self Assessment, Continued

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**Findings: Areas  
Needing  
Improvement**  
(continued)

Staff and provider training, improved quality assurance and management information systems, expanded foster parent recruitment and increased agency collaborations cannot be achieved unless adequate levels of funding are available to sustain programs and services in Riverside County. Recent budget cuts and the uncertainty of the economic future has re-emphasized the need to expand collaborations with community providers. Increased staff and provider training on funding sources and the availability of funding will help to assure services in Riverside County are sustained.

Streamlining and improving current management information systems will help foster parents, staff and providers become more aware of services throughout the County and how to access those services. Simultaneously, the County has a responsibility to track and monitor services and funding through its management systems to ensure quality and accessibility. Finally, the County must gauge overall performance on child welfare indicators and measure performance as it relates to the success of each individual family.

Currently children, families and services provided are tracked through CWS/CMS and Safe Measures. The need to expand monitoring beyond supervisors was identified and the use of the Safe Measures application is being expanded to include social workers so that each worker has the opportunity to track and monitor his/her own caseload.

The needs identified above were reviewed and prioritized by stakeholders during the September 15, 2008 final CSA meeting and the November 5, 2008 SIP Community Partners Forum. Priority needs identified for inclusion in the 2009-2012 SIP included:

- better use of SDM risk and safety assessment tools
  - expansion of Family to Family TDM meetings
  - increased collaboration with the Faith Based organizations, the community, Courts, tribes and service providers
  - better service quality, accessibility and availability
  - enhanced cultural competency and
  - enhanced tracking and monitoring of the quality and accuracy of data.
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# Executive Summary & Strategies for the Future

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## Introduction

This section will provide a brief recap of the integrated process undertaken to develop the 2009-2012 System Improvement Plan (SIP). In addition, this section will review the findings obtained during the integrated process and how these findings were developed into prioritized areas of needed improvement. Finally, this section will justify the overarching strategies and strategy rationales developed that will promote the successful reunification of children and families and support the 2009-2012 System Improvement Plan (SIP) goal of reducing reentry.

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## Process

Since 2004, the Department of Social Services (DPSS) and the Probation Department have worked to increase collaboration with local schools, law enforcement agencies, the Juvenile Court, and the community. These efforts have resulted in Riverside County's increased ability to achieve positive results in child safety, permanency and well being outcomes.

Collaborative efforts supporting the development of the 2009-2012 integrated System Improvement Plan (SIP) started in 2007 with the Needs Assessment process. This process prepared Riverside County for the 2008-2012 funding cycle by examining CAPIT/CBCAP/PSSF contracted service strengths, needs and gaps. As a result, CAPIT/CBCAP/PSSF fund allocations were targeted toward child abuse and neglect prevention with the goal of improving Riverside County's performance on two (2) child welfare service outcomes:

- 1) Reducing the rate of recurrence of abuse/neglect and
- 2) Reducing the rate of foster care reentry.

Upon completion of the Needs Assessment, the Riverside County Management Team again reviewed the outcome measure performance, paying special attention to the outcomes targeted for improvement during the Needs Assessment process. Of greatest concern for the Management Team was Riverside's performance on outcome measure C1.4 – Rate of Foster Care Reentry. While performance on other measures had remained stable or was moving in a positive direction, performance on Measure C1.4 appeared to be worsening. The Management Team's review of Q2 2007 State Outcomes System data covering period 04/05-03/06 showed that performance on Measure C1.4 was at 14.6%, significantly higher than the State Average of 11.9%. Due to this the Riverside County Management Team made Reentry the focus of the Peer Quality Case Review (PQCR) processes.

The PQCR process was conducted in March 2008, as a joint effort between the Children's Services Division and the Probation Department. Focusing on further understanding how to promote successful reunification and reduce reentry, Probation Officers and social workers were interviewed on:

- how case information is managed
- case planning and decision making
- the effectiveness of programs and services
- what barriers and motivators affected success and
- the role of the Court in the case process.

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## Executive Summary & Strategies for the Future, Continued

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### Process (continued)

The findings obtained during the PQCR process indicated the need for increased communication between foster parents, social workers, probation officers and service providers. Further it was found that children and families may be less likely to reenter foster care if adequate supports and services were available to meet the needs of the family. Additionally, well trained social workers and Probation Officers, versed in addressing safety and risk issues and helping families develop extended support networks were identified as a need to help assure client success.

Compiling the information learned through the Needs Assessment process, outcome measure performance review and PQCR process, Riverside County launched its first integrated County Self Assessment process. Internal and external partners and stakeholders were asked to look at the data gathered and provide a comprehensive assessment of functionality of the County's Child Welfare System. While numerous strengths were identified, such as the County's partnerships with various agencies throughout the community, a number of needs were also identified. Over 200 Partners and Stakeholders were asked to help focus child welfare system improvement efforts for the 2009-2012 cycle by prioritizing the needs identified during the CSA process. Based on the priorities identified, Riverside County developed the 2009-2012 SIP which will focus on helping families successfully reunify with the ultimate goal of reducing reentry to foster care. The following five (5) overarching strategies were developed based on the priority needs identified to improve child welfare service provision in Riverside County:

- 1) Improving relevant management information systems (MIS)
  - 2) Improving foster/relative caregiver training, recruitment and retention
  - 3) Improving quality assurance systems
  - 4) Improving staff and provider training and
  - 5) Improving agency collaboration
- 

### Findings

Partners and Stakeholders developed the five (5) overarching strategies previously mentioned to promote successful reunification and reduce reentry. In addition to developing the strategies, partners and stakeholders developed rationale statements for each strategy which outline how the strategy will function to support the overall goal of reducing reentry. The strategies and their corresponding rationale statements are as follows:

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## Executive Summary & Strategies for the Future, Continued

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### Findings (continued)

- 1) Improving relevant management information systems (MIS) will support successful reunification and assist in the reduction of reentry through the development of comprehensive, integrated data systems that track client outcomes through services provided. MIS must be improved to track the efficiency and effectiveness of TDMs, services delivered, the accuracy of demographic information, the transition of children between schools and school districts and the appropriate use of funding streams.
- 2) Improving foster/relative caregiver training will support successful reunification and help reduce reentry by encouraging mentoring relationships between caregivers and biological parents through TDM meetings and Ice Breakers. Training will also facilitate a better understanding of family needs and local resources.  
  
Improving foster/relative caregiver recruitment and retention will support successful reunification and help reduce reentry by having foster parents who are familiar with local resources, willing to facilitate visitation and who are willing to support biological parent and child relationships after dependency has been terminated. Improved recruitment efforts are also needed to expand the number of homes to meet the needs of Native American and African American children and to keep children in their communities of origin.
- 3) Improving quality assurance systems is a fundamental need in order to measure both quantitatively and qualitatively the effectiveness of programs and services. The accuracy and appropriate use of SDM tools, outcomes of TDM meetings, effectiveness of reunification transition plans and the appropriate use of available funding can all be measured through enhanced quality assurance systems.
- 4) Improving staff and provider training will support successful reunification and reduce reentry by ensuring consistent training of staff/providers thereby providing consistency in service delivery across the County and in the Courts. Staff/provider training must be expanded so that all available tools, such as SDM, Safe Measures, court reports, the Family to Family Initiative, JV-290 Caregiver Information Forms are used to their fullest capacity. Providing staff training will increase cultural competence, awareness of services available, improve court report writing and transition planning.
- 5) Improving agency collaboration will support successful reunification and reduce reentry by creating better communication which will assist clients by reducing barriers and providing more appropriate services in a timely manner. Agency collaboration will also help to ensure the success of TDM meetings, increase services in remote areas, improve the development of transition plans for families, enhance culturally competent service delivery, enhance communication with local schools and the Juvenile Court and improve sustainability through shared funding.

Supporting each of these strategies will be specific milestones outlined in the attached SIP Component template. These milestones will serve as benchmarks for ongoing analysis of the progress toward the system improvement goal of successful reunification for children and families.

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## Executive Summary & Strategies for the Future, Continued

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### Conclusion

Riverside County again expresses its deep gratitude to all those individuals who participated in the development of the 2009-2012 System Improvement Plan (SIP). The commitment of all parties towards continued improvement of outcomes for children and families in Riverside is evident in the amount of time and energy committed to this project. Working collaboratively with partners and stakeholders has resulted in a comprehensive assessment of child welfare services and a clear, concise plan to focus efforts to improve service delivery over the next several years.

The Q2 2008 Outcomes Report illustrates the efforts already undertaken by the County and its collaborative partners to improve reentry rates in Riverside. Since the initiation of this integrated process, reentry rates in Riverside County have dropped from 14.6% in Q1 2007 to 11.9% in Q2 2008. Despite improvements during the last several quarters, the 2009-2012 SIP will continue to focus on successfully reunifying families and reducing reentry to foster. The strategies and milestones developed are geared to support not only the goal of reducing reentry but overall systematic improvements that will sustain and/or increase Riverside County's performance on multiple outcome measures.

The implementation plan for the five (5) SIP strategies listed above is included in the attached SIP Component Plan. Support for each strategy is in the form of milestones or planned activities that will be undertaken to reach the overarching SIP goal of reducing reentry. Support for this plan continues to be a joint effort between CSD, Probation and the community and includes pledges of ongoing support from community agencies and individuals.

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## System Improvement Plan Components

<b>Outcome/Systemic Factor:</b>		Outcome Indicator: C1.4 – Rate of Foster Care Reentry			
<b>County's Current Performance:</b>		Riverside 11.9% (Current State Average – 12.0%) <sup>2</sup>			
<b>Improvement Goal 1.0</b>		Reduce Reentry to Foster Care from 14.6% <sup>3</sup> to State Average			
<b>Strategy 1.1</b>		<b>Strategy Rationale<sup>1</sup></b>			
<b>IMPROVE MANAGEMENT INFORMATION SYSTEMS (MIS)</b>		<input type="checkbox"/> CAPIT	Improving relevant management information systems (MIS) will support successful reunification and assist in the reduction of reentry through the development of comprehensive, integrated data systems that track client outcomes through services provided.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> OTHER			
<b>Milestone</b>	<b>1.1.1</b>	<b>Timeframe</b>	<b>Assigned to</b>	06/01/2009	Department of Public Social Services (DPSS)
	<b>1.1.2</b>			07/01/2010	Department of Public Social Services (DPSS)
	<b>1.1.3</b>			07/01/2010	Department of Public Social Services (DPSS)
	<b>1.1.4</b>			01/01/2010	Department of Public Social Services (DPSS)
	<b>1.1.5</b>			06/01/2009	Department of Public Social Services (DPSS) Office of Education Local School Districts Probation Department

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<sup>2</sup> County and State performances based on Q2 2008 data for period 07/07-06/07

<sup>3</sup> County baseline performance based on Q1 2007 data for period 04/05-03/06

### System Improvement Plan Components, (cont.)

<b>Strategy 1.2</b> IMPROVE FOSTER/RELATIVE CAREGIVER TRAINING, RECRUITMENT & RETENTION		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale <sup>1</sup></b> Improving foster/relative caregiver training will support successful reunification and help reduce reentry by encouraging mentoring relationships between caregivers and biological parents through TDM meetings and Ice Breakers.  Improving foster/relative caregiver recruitment and retention will support successful reunification and help reduce reentry by having foster parents who are familiar with local resources, willing to facilitate visitation and who are willing to support biological parent and child relationships after dependency has been terminated.	
		<input type="checkbox"/>	CBCAP		
		<input checked="" type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	OTHER		
<b>Milestone</b>	1.2.1 Expand the Family to Family Initiative in Riverside by initiating the use of Ice Breaker meetings to foster mentoring relationships between biological parents and out of home caregivers.	<b>Timeframe</b>	06/01/2009	<b>Assigned to</b>	Department of Public Social Services (DPSS) Out of Home Caregivers Caregiver Associations
	1.2.2 Enhance Foster Parent Recruitment and Retention efforts by collaborating with community partners, such as faith based organizations.		06/01/2009		Department of Public Social Services (DPSS) Out of Home Caregivers Caregiver Associations Community Partners
	1.2.3 Expand education for out of home caregivers, to include instruction that will assist caregivers to develop strategies for parenting children exposed to abuse and neglect and instruction on how to utilize the JV 290 Caregiver Information Form.		06/01/2009		Department of Public Social Services (DPSS) Out of Home Caregivers Caregiver Associations Riverside Community College (RCC) Service Providers
	1.2.4 Educate out of home caregivers on how to access available services to meet the needs of children in their care.		06/01/2009		Department of Public Social Services (DPSS) Out of Home Caregivers Caregiver Associations

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<sup>2</sup> County and State performances based on Q2 2008 data for period 07/07-06/07

<sup>3</sup> County baseline performance based on Q1 2007 data for period 04/05-03/06

### System Improvement Plan Components, (cont.)

<b>Strategy 1.3</b> IMPROVE THE QUALITY ASSURANCE (QA) SYSTEM		<input checked="" type="checkbox"/> CAPIT	<b>Strategy Rationale</b> <sup>1</sup> Improving quality assurance systems is a fundamental need in order to measure both quantitatively and qualitatively the effectiveness of programs and services.
		<input type="checkbox"/> CBCAP	
		<input checked="" type="checkbox"/> PSSF	
		<input checked="" type="checkbox"/> OTHER	
<b>Milestone</b>	<b>1.3.1</b> Develop a monitoring system to ensure that Team Decision Making (TDM) meetings are being held for all children in targeted communities prior to initial placement and prior to all placement changes.	<b>Timeframe</b>	06/01/2009  Department of Public Social Services (DPSS) Out of Home Caregivers Associations Service Providers
	<b>1.3.2</b> Expand Quality Assurance activities to assess the proper use of Structured Decision Making (SDM) assessment tools on all cases.	01/01/2010  Department of Public Social Services (DPSS)	
	<b>1.3.3</b> Expand Quality Assurance activities to ensure that demographic data in the Child Welfare Services Case Management System (CWS/CMS) and the Juvenile and Adult Management System (JAMS) is accurate and routinely updated.	07/01/2010  Department of Public Social Services (DPSS) Tribes/Tribal Alliance Staff Development Department	
	<b>1.3.4</b> Expand the tracking, monitoring and reporting of quality and effectiveness of services provided by both CAPIT/CBCAP/PSSF and CWS funded service providers.	07/01/2010  Department of Public Social Services (DPSS) Service Providers Community Partners Parents Anonymous	

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<sup>2</sup> County and State performances based on Q2 2008 data for period 07/07-06/07

<sup>3</sup> County baseline performance based on Q1 2007 data for period 04/05-03/06

### System Improvement Plan Components, (cont.)

<b>Strategy 1.4</b> IMPROVE STAFF/PROVIDER TRAINING		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> <sup>1</sup> Improving staff and provider training will support successful reunification and reduce reentry by ensuring consistent training of staff/providers thereby providing consistency in service delivery across the County and in the Courts.	
		<input checked="" type="checkbox"/>	CBCAP		
		<input type="checkbox"/>	PSSF		
		<input checked="" type="checkbox"/>	OTHER		
<b>Milestone</b>	<b>1.4.1</b> Increase staff cultural competence by enhancing cultural awareness training for staff.	<b>Timeframe</b>	01/01/2010	<b>Assigned to</b>	Department of Public Social Services (DPSS) Probation Department Tribes/Tribal Alliance Indian Child and Family Services (ICFS) Public Child Welfare Training Academy (PCWTA) Office on Aging Gay/Lesbian
	<b>1.4.2</b> Enhance staff training on the Family to Family Initiative, Structured Decision Making, Safe Measures, Court Report writing, transition planning, the Child Welfare Services Case Management System (CWS/CMS) and Juvenile and Adult management System (JAMS), to further enhance the provision of effective child welfare services.		01/01/2010		Department of Public Social Services (DPSS) Staff Development Department Public Child Welfare Training Academy (PCWTA)
	<b>1.4.3</b> Hold Bi-Annual Meetings with Community Partners and Stakeholders, out of home caregivers, service providers, staff, parent partners and youth to review data on SIP progress and provide a forum for collaboration on continued quality improvement of child welfare service provision.		11/30/2009		Department of Public Social Services (DPSS) Probation Department Community Partners Service Providers

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<sup>2</sup> County and State performances based on Q2 2008 data for period 07/07-06/07

<sup>3</sup> County baseline performance based on Q1 2007 data for period 04/05-03/06

### System Improvement Plan Components, (cont.)

<b>Strategy 1.5</b> IMPROVE AGENCY COLLABORATIONS		<input type="checkbox"/> CAPIT <input checked="" type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> OTHER	<b>Strategy Rationale</b> <sup>1</sup> Improving agency collaboration will support successful reunification and reduce reentry by creating better communication which will assist clients by reducing barriers and providing more appropriate services in a timely manner.		
<b>Milestone</b>	<b>1.5.1</b> Increase communication with local schools and the Juvenile Court to enhance transition planning for families when children move between schools or school districts, or when children return to their parental home.	<b>Timeframe</b>	01/01/2010	<b>Assigned to</b>	Department of Public Social Services (DPSS) Office of Education Local School Districts
	<b>1.5.2</b> Continue to improve collaborative relationships with service providers to ensure services are available and accessible throughout the county.		11/30/2009		Department of Public Social Services (DPSS) Service Providers Community Partners
	<b>1.5.3</b> Hold Bi-Annual Meetings with Community Partners and Stakeholders, out of home caregivers, service providers, staff, parent partners and youth to review data on SIP progress and provide a forum for collaboration on continued quality improvement of child welfare service provision.		11/30/2009		Department of Public Social Services (DPSS) Probation Department Community Partners Service Providers
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>					
<b>Identify roles of the other partners in achieving the improvement goals.</b>					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>					

<sup>1</sup> Describe how the strategy will build on progress and improve this program/outcome area.

<sup>2</sup> County and State performances based on Q2 2008 data for period 07/07-06/07

<sup>3</sup> County baseline performance based on Q1 2007 data for period 04/05-03/06

150



**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**

**FROM: DEPARTMENT OF PUBLIC SOCIAL SERVICES**

**SUBMITTAL DATE:**  
September 15, 2009

**SUBJECT:** Approval of the Submission of the Revised System Improvement Plan (SIP) to the California Department of Social Services (CDSS) for the period of 2009-2012.

**RECOMMENDED MOTION:** That the Board of Supervisors approve and:

Authorize the Department of Public Social Services to submit the attached Revised System Improvement Plan (SIP) to the California Department of Social Services (CDSS) for the period of SFY 2009-2012.

**BACKGROUND:**

The 2009-2012 SIP was originally approved by the Board on March 17, 2009 (Agenda # 3.54). Upon submission to the State, CDSS Office of Child Abuse Prevention requested revisions to the narrative to ensure compliance with new formatting guidelines and federal language mandates. The SIP did not include this requested information because CDSS did not release instructions until after the SIP was submitted. In order to ensure that the revised SIP meets all requirements, DPSS requested a preliminary State review. CDSS has provided Riverside County with a "Conditional Approval" of the Revised SIP pending the attainment of Board approval and resubmission to the State prior to September 30, 2009.

*Alan M. Crogan*  
Alan M. Crogan, Chief Probation Officer

*Susan Loew*

(CONTINUED - 2 PAGES IN TOTAL)

Susan Loew, Director

<b>FINANCIAL DATA</b>	Current F.Y. Total Cost:	\$0	In Current Year Budget:	N/A
	Current F.Y. Net County Cost:	\$0	Budget Adjustment:	N/A
	Annual Net County Cost:	\$0	For Fiscal Year:	2009/2012

<b>SOURCE OF FUNDS:</b>	Positions To Be Deleted Per A-30	<input type="checkbox"/>
	Requires 4/5 Vote	<input type="checkbox"/>

**C.E.O. RECOMMENDATION:** APPROVE

BY: *Debra Cournoyer*  
Debra Cournoyer

**County Executive Office Signature**

Policy

Consent

Dept Recomm.:   
Per Exec. Ofc.:

**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Stone, seconded by Supervisor Buster and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Buster, Tavaglione, Stone and Ashley  
Nays: None  
Absent: None  
Date: September 15, 2009  
xc: DPSS, Probation

Kecia Harper-Ihem  
Clerk of the Board  
By: *[Signature]*  
Deputy

**Prev. Agn. Ref.:** 8/23/05 (3.70); 6/5/07 (3.52); 9/16/08 (3.35); 11/4/08 (3.35); 3/17/09 (3.54)

**District:** All

**Agenda Number:**

ATTACHMENTS FILED WITH THE CLERK OF THE BOARD

3.36

**TO: BOARD OF SUPERVISORS**

**DATE: 9/15/09**

**Page: 2**

**SUBJECT: Revised 2009-2012 System Improvement Plan (SIP)**

**BACKGROUND:**

Following is a brief history about the SIP. Our focal area and strategies for 2009-2012 remain unchanged.

In 2001 the California Legislature passed AB 636 (Chapter 678) enacting the Child Welfare Outcomes and Accountability Act. The Act requires counties to focus on efforts to improve outcomes. As part of the continual review process, AB 636 requires counties to provide a tri-annual System Improvement Plan (SIP).

In 2005 the County SIP identified three (3) outcomes for improvement: 1. A reduction in abuse in out-of-home care; 2. A reduction in abuse when children are not removed from their homes; and 3. A reduction in re-entry into foster care. During the 2005-2008 SIP cycle, the number of children who are not maltreated while in out of home care improved from 98.6% to 99.6%. Additionally, the number of children remaining home who are not further maltreated improved from 88.6% to 94.6%. Although considerable effort was also directed to reducing child reentry into foster care, the data indicates that we experienced an increase in reentry from 11.4% to 14.6% during this same time frame.

As such, the 2009-2012 County System Improvement Plan (SIP) focuses on reducing child reentry to foster care.

The 2009-2012 SIP, now integrated with the Child Abuse Prevention Intervention and Treatment, Community Based Child Abuse Prevention and Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) Three Year Plan, was developed in collaboration with the Department of Probation and Prevent Child Abuse Riverside County (PCARC), with input from more than 200 community stakeholders.

The strategies in the attached plan to improve successful reunification of children and families and reduce child reentry to foster care include:

1. Improving relevant management information systems
2. Improving foster/relative caregiver training, recruitment and retention
3. Improving quality assurance systems
4. Improving staff and provider training, and
5. Improving agency collaboration

The Department will provide annual reports on our progress in implementing these strategies and the impacts to the children and families we serve.

CAPIT/CBCAP/PSSF Service Goals/Outcomes and Expenditure Plan Summary COUNTY Riverside

**INSTRUCTIONS:** Please provide the following requested information.  
 Check box designating a report for CAPIT, CBCAP, or PSSF.  
 A combined report must state a percentile by program, equal to the county's allocation.

Liaison Phil Breitenbucher  
 Phone No. (951) 358-6522  
 Co-Liaison Monica Mathis  
 Phone No. (951) 358-7150  
 Date August 19, 2008

CAPIT  CBCAP   
 PSSF

SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/ Percent of funding	PROJECTED GOALS					ACTUAL OUTCOMES						
		Total Number of Clients to be served					Total number of clients completing services						
		Children			Adults	Families	Children			Adults	Families		
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities				
<b>Alternatives to Domestic Violence</b> Domestic Violence (Support Services) (Primary Prevention)	\$18,259/ 3.0% of CAPIT				8								
<b>Catholic Charities San Bernardino/Riverside</b> Anger Mgmt/ Counseling/Parenting Education (Preservation Services) (Primary Prevention)	\$252,479/ 45.0% of CAPIT				1410	564							

ATTACHMENT C1

		PROJECTED GOALS					ACTUAL OUTCOMES						
SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/ Percent of funding	Total Number of Clients to be served					Total number of clients completing services						
		Children			Adults	Families	Children			Adults	Families		
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities				
<b>Family Services Association of Western Riverside County</b> Parenting Education/ Differential Response (Primary Prevention)	\$141,176/ 25.0% of CAPIT	76	125	6		338	218						
<b>JFK Memorial Foundation</b> Differential Response (Preservation Services) (Primary Prevention)	\$80,000/ 14.0% of CAPIT	77	13	13		116	88						
<b>Shelter From the Storm</b> Counseling/Parenting	\$17,232/ 3.0% of CAPIT	15	50			1543	782						
<b>Parents Anonymous, Inc.</b> Program Evaluation (Program Evaluation)	\$50,000/ 9.0% of CAPIT												
<b>TOTALS</b>	559,146/ 100% CAPIT												

\* Equal to County's annual CAPIT/CBCAP allocation less administrative costs (up to 10%).

CAPIT/CBCAP/PSSF Service Goals/Outcomes and Expenditure Plan Summary COUNTY Riverside

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CAPIT  CBCAP   
 PSSF

SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/ Percent of funding	PROJECTED GOALS					ACTUAL OUTCOMES						
		Total Number of Clients to be served					Total number of clients completing services						
		Children			Adults	Families	Children			Adults	Families		
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities				
Prevent Child Abuse Riverside County Community Outreach (Primary Prevention)	\$96,582/ 100% CBCAP					55,000							
<b>TOTALS</b>	96,582/ 100% CBCAP												

\* Equal to County's annual CAPIT/CBCAP allocation less administrative costs (up to 10%).

CAPIT/CBCAP/PSSF Service Goals/Outcomes and Expenditure Plan Summary COUNTY Riverside

**INSTRUCTIONS:** Please provide the following requested information.  
 Check box designating a report for CAPIT, CBCAP, or PSSF.  
 A combined report must state a percentile by program, equal to the county's allocation.

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 Date August 19, 2008

CAPIT  CBCAP   
 PSSF

SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/ Percent of funding	PROJECTED GOALS					ACTUAL OUTCOMES					
		Total Number of Clients to be served					Total number of clients completing services					
		Children			Adults	Families	Children			Adults	Families	
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities			
Alternatives to Domestic Violence Anger Management/ Domestic Violence	\$46,369/ 3% of PSSF	4	8		39							
Catholic Charities of San Bernardino & Riverside Anger Mgmt./Counseling/ Parenting Education (Preservation Services) (Primary Prevention)	\$267,725/ 17% of PSSF	150	275		946	548						

		PROJECTED GOALS					ACTUAL OUTCOMES						
SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/Percent of funding	Total Number of Clients to be served					Total number of clients completing services						
		Children			Adults	Families	Children			Adults	Families		
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities				
<b>Family Services Association of Western Riverside County</b> Adoption Promo. & Support/In-Home Visitation (Parenting Education)/ Differential Response (Preservation Services) (Primary Prevention)	\$375,589/ 23% of PSSF	73	130	37		491	197						
<b>Family Services of the Desert</b> Adoption Promo. & Support/Anger Management, Counseling, Parenting Education, (Primary Prevention)	\$199,500/ 12% of PSSF					4778							
<b>JFK Memorial Foundation</b> Differential Response/ Transportation (Preservation Services) (Primary Prevention)	\$80,000/ 5% of PSSF	77	13	13		116	88						
<b>Mental Health Systems</b> Substance Abuse	\$324,250/ 20% of PSSF												

ATTACHMENT C1

SERVICES and SERVICE PROVIDER(S):	*Funding(\$)/ Percent of funding	PROJECTED GOALS						ACTUAL OUTCOMES					
		Total Number of Clients to be served						Total number of clients completing services					
		Children			Adults	Families	Children			Adults	Families		
		0-5	6-18	w/disabilities			0-5	6-18	w/disabilities				
MFI Recovery Center Counseling (Preservation Services) (Primary Prevention)	\$9,120/ 1% of PSSF	3	10	2		12	11						
Parents Anonymous, Inc. Program Evaluation	\$99,940/ 6% of PSSF												
Perris Valley Recovery Program, Inc. Anger Management (Program Evaluation)	\$31,087/ 2% of PSSF					74							
Shelter From the Storm, Inc. In Home Visitation (Preservation Services) (Primary Prevention)	\$34,139/ 2% of PSSF	15	50			1543	617						
Riverside County Department of Public Social Services Administration Overhead	\$152,130/ 9% of PSSF												
<b>TOTALS</b>	\$1,620,197 100% PSSF												

\* Equal to County's annual CAPIT/CBCAP allocation less administrative costs (up to 10%).

NOTICE OF INTENT REGARDING CAPIT/CBCAP/PSSF PLAN CONTRACTS FOR RIVERSIDE COUNTY

STATE FISCAL YEARS: 2009 THROUGH 2012

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

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

The County Board of Supervisors designates Department of Public Social Services as the public agency to administer the combined CAPIT, CBCAP and PSSF Plan. Note: W&I Code, Section 16602 (b) requires that the local Welfare Department shall administer the PSSF program.

Please check the appropriate box.

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

In order to receive funding, please sign and return the Notice of Intent by September 30, 2008 to:

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

Jeff Stone
County Board of Supervisors Authorized Signature

3-17-09
Date

Jeff Stone
Print Name

Chairman - Board of Supervisors
Title

ATTEST:
NANCY ROMERO, Clerk
By C. [Signature]
DEPUTY

FORM APPROVED COUNTY COUNSEL
BY Larisa R-Mckenna 3/17/09
LARISA R-MCKENNA DATE

**BYLAWS**

**OF**

**PREVENT CHILD ABUSE - RIVERSIDE COUNTY**  
A California Nonprofit Public Benefit Corporation

**ARTICLE I. NAME AND OFFICES**

**1.1 Name.** The name of this Corporation is: PREVENT CHILD ABUSE - RIVERSIDE COUNTY.

**1.2 Offices of the Corporation.**

**1.2.1 Principal Office.** The principal office for the transaction of the activities and affairs of the corporation (principal office) is located at 3387 Chicago Avenue, Riverside, California 92507. The board of directors ("**Board**") may change the principal office from one location to another. Any change of location of the principal office shall be noted by the Secretary on these Bylaws opposite this Section, or this Section may be amended to state the new location.

**1.2.2 Other Offices.** The board may at any time establish branch or subordinate offices at any place or places where the Corporation is qualified to conduct its activities.

**ARTICLE II. PURPOSES AND LIMITATIONS**

**2.1 General Purposes.** This Corporation is a non profit public benefit corporation and is not organized for private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes.

**2.2 Specific Purposes.** Promote stronger families, positive parenting, and safe children through advocacy, public awareness, and coordination of community programs and services.

**2.3 Limitations.**

**2.3.1** No substantial part of the activities of this corporation shall consist of lobbying or propaganda, or otherwise attempting to influence legislation, except as provided in section 501(h) of the Internal Revenue Code of 1986, and this Corporation

shall not participate in or intervene in (including publishing or distributing statements) any political campaign on behalf of or in opposition to any candidate for public office.

**2.3.2** The Corporation's assets are irrevocably dedicated to public benefit purposes. No part of the net earnings, properties, or assets of the Corporation, on dissolution or otherwise, shall inure to the benefit of any private person or individual, or to any director or officer of the Corporation. On liquidation or dissolution, all properties and assets remaining after payment, or provision of repayment, of all debts and liabilities of the Corporation shall be distributed to a nonprofit fund, foundation, or corporation that is organized and operated exclusively for charitable purposes and that has established its exempt status under Internal Revenue Code §501(c)(3).

**2.3.3** This Corporation is further subject to limitations on distribution of income and prohibited activities as set forth in its Articles of Incorporation.

### **ARTICLE III. MEMBERS**

**3.1 Members.** This Corporation shall have no voting members within the meaning of the Nonprofit Corporation Law. The Corporation's Board may, in its discretion, admit individuals to one or more classes of nonvoting members (e.g., Regional Collaboratives and Regional Members); the class or classes shall have such rights and obligations as the Board finds appropriate. The Board may rely on input and advice from these nonvoting members in carrying out its duties.

**3.2 Honorary Members.** This Corporation may refer to the nonvoting members of the Regional Collaboratives and the Regional Members or other persons or entities associated with either as "members," even though those persons or entities are not voting members of the Corporation's Board, but no such reference shall constitute anyone as a member within the meaning of the Corporations Code section 5056 unless that person or entity shall have qualified for a voting membership under **Article V** of these bylaws. References in these bylaws to "members" shall mean members as defined in Corporations Code section 5056, i.e., the members of the Board of Directors of the Corporation.

### **ARTICLE IV. MEETINGS**

**4.1 Place of Meetings.** Meetings of the Board shall be held at any place within or outside California that has been designated by resolution of the Board or in the notice of the meeting or, if not so designated, at the principal office of the Corporation.

**4.2 Meetings by Telephone or Electronic Equipment.** Any meeting may be held by conference telephone, electronic video screen communication, or other communication equipment, as long as all directors participating in the meeting can

communicate with all other directors concurrently and each director is provided the means of participating in all matters before the Board, including capacity to propose, or to interpose and object, to a specific action to be taken by the Corporation. All such directors shall be deemed to be present in person at such a meeting. If these methods are to be used, the Corporation must adopt and implement some means of verifying both of the following: **(a)** a person communicating by telephone, electronic video screen, or other communications equipment is a director entitled to participate in the board meeting; and **(b)** all statements, questions, actions, or votes were made by that director and not by another person not permitted to participate as a director.

**4.3 Annual Meeting.** An annual meeting of the Board shall be held each calendar year the month of January. The Board has the responsibility of fixing a date and time. At the meeting, directors shall be elected and other proper business may be transacted.

**4.4 Regular Meetings.** Regular meetings of the Board may be held without notice at such time and place as the Board may fix from time to time.

**4.5 Special Meetings.** Special meetings of the Board for any purpose may be called at any time by the Chairman of the Board, if any, the President or any vice President, the Secretary or any two directors.

**4.6 Notices.** Notice of the time and place of special meetings shall be given to each director by **(a)** personal delivery of written notice; **(b)** first-class mail, postage prepaid; **(c)** telephone, including a voice messaging systems or other system or technology designed to record and communicate messages, either directly to the director or to a person at the director's office who would reasonably be expected to communicate that notice promptly to the director **(d)** facsimile; **(e)** electronic mail; or **(f)** other electronic means. All such notice shall be given sent to the director's address or telephone number as shown on the corporation's records.

Notices sent by first-class mail shall be deposited in the United States mail at least four days before the time set for the meeting. Notices given by personal delivery, telephone, or telegraph shall be delivered, telephoned, or given to the telegraph company at least 48 hours before the time set for the meeting.

The notice shall state the date, time and place of the meeting. In addition, for the annual meeting, the notice shall state the matters that the Board, at the time notice is given, intends to present for action. Notices for special meetings need not specify the purpose of the meeting.

**4.7 Waiver of Notice.** Notice of a meeting need not be given to any director who, either before or after the meeting, signs a waiver of notice, a written consent to the holding of the meeting, or an approval of the minutes of the meeting. The waiver of notice or consent need not specify the purpose of the meeting. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the

(REVISED (07/01/05)

minutes of the meetings. Notice of a meeting need not be given to any director who attends the meeting and does not protest, before or at the commencement of the meeting, the lack of notice to him or her.

**4.8 Quorum.** A majority of the authorized number of directors shall constitute a quorum for the transaction of business, except to adjourn. Every action taken or decision made by a majority of the directors present at a duly held meeting at which a quorum is present shall be the act of the Board, subject to the more stringent provisions of the California Nonprofit Public Benefit Corporation Law, including, without limitation, those provisions relating to **(a)** approval of contracts or transactions in which a director has a direct or indirect material financial interest, **(b)** approval of certain transactions between corporations having common directorships, **(c)** creation of and appointments to committees of the Board, and **(d)** indemnification of directors. A meeting at which a quorum is initially present may continue to transact business, despite the withdrawal of directors, if any action taken or decision made is approved by at least a majority of the required quorum for that meeting.

**4.9 Adjournment.** A majority of the directors present, whether or not a quorum is present, may adjourn any meeting to another time and place.

**4.10 Notice of Adjourned Meeting.** Notice of the time and place of holding an adjourned meeting need not be given unless the original meeting is adjourned for more than twenty-four (24) hours. If the original meeting is adjourned for more than twenty-four (24) hours, notice of any adjournment to another time and place shall be given, before the time of the adjourned meeting, to the directors who were not present at the time of the adjournment.

**4.11 Action Without a Meeting.** Any action that the Board is required or permitted to take may be taken without a meeting if all members of the Board consent in writing to the action; *provided, however,* that the consent of any director who has a material financial interest in a transaction to which the Corporation is a party and who is an "interested director" as defined in section 5233 of the California Corporations Code shall not be required for approval of that transaction. Such action by written consent shall have the same force and effect as any other validly approved action of the Board. All such consents shall be filed with the Minutes of the proceedings of the Board.

## ARTICLE V. DIRECTORS

**5.1 General Powers.** Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, the Corporation's activities and affairs shall be managed and all corporate powers shall be exercised by or under the direction of the Board.

**5.2 Specific Powers.** Without prejudice to the general powers set forth in **Section 5.1** above, but subject to the same limitations, the Board shall have the power to:

(a) Appoint and remove, at the pleasure of the Board, all corporate officers, agents, and employees; prescribe powers and duties for them as are consistent with the law, the articles of incorporation, and these bylaws; fix their compensation, and require from them security for faithful service.

(b) Change the principal office or the principal business office in California from one location to another; cause the Corporation to be qualified to conduct its activities in any other state, territory, dependency, or country; conduct its activities in or outside California; and designate a place in or outside California for holding any meeting of members.

(c) Borrow money and incur indebtedness on the Corporation's behalf and cause to be executed and delivered for the Corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages pledges, hypothecations and other evidences of debt and securities.

**5.3 Number and Qualification of Directors.** The Board of Directors shall consist of at least five but no more than twenty-one directors unless changed by amendment to these bylaws. The authorized number of directors shall be fixed, within those limits, by a resolution adopted by the Board of Directors.

**5.3.1 Qualifications.** All directors shall be residents of the State of California.

**5.3.2 Geographic Criteria.** The directors shall be selected from the geographic areas served by the Corporation. Candidates should live, work or volunteer in the region which they will represent.

**5.4 Restriction on Interested Persons as Directors.** No more than 49 percent of the persons serving on the Board may be "interested persons". An "interested person" is (a) any person compensated by the Corporation for services rendered to it within the previous 12 months, whether as a full-time or part-time employee, independent contractor, or otherwise, excluding any reasonable compensation paid to a director as director; and (b) any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in-law, daughter-in-law, mother-in-law, or father-in-law of such person. However, any violation of the provisions of this paragraph shall not affect the validity or enforceability of any transaction entered into by the Corporation.

**5.5 Election, Designation, and Term of Offices.** Directors shall be elected by the Board at each annual meeting of directors in numbers sufficient to fill the vacancies created by directors whose terms are expiring. The term of elected directors shall be three years, except that, to provide for staggered terms, the initial terms for the first directors elected pursuant to these bylaws, will be as follows: two directors will have

(REVISED (07/01/05)

three year terms; two directors will have two year terms and one director will have a one year term. Each elected director, including any director elected to fill a vacancy, shall hold office until expiration of the term for which elected and until a successor has been elected and qualified or until their earlier resignation, withdrawal or removal. A Board Member cannot be elected to more than two (2) consecutive terms.

## **5.6 Vacancies on Board.**

**5.6.1 Occurrence.** A vacancy or vacancies on the Board shall exist on the occurrence of the following: **(a)** the death or resignation of any director; **(b)** the declaration by resolution of the Board of a vacancy in the office of a director who has been declared of unsound mind by an order of court, convicted of a felony, or found by final order or judgment of any court to have breached a duty under Article 3 of Chapter 2 of the California Nonprofit Public Benefit Corporation Law; or **(c)** the failure of a director to attend four consecutive regular meetings of the Board. In addition, any director may be removed without cause by the vote of a majority of all directors then in office.

**5.6.2 Resignations.** Except as provided below, any director may resign by giving written notice to the Chairman of the Board, if any, or to the President or the Secretary of the Board. The resignation shall be effective when the notice is given unless it specifies a later time for the resignation to become effective. If a director's resignation is effective at a later time, the Board may elect a successor to take office as of the date when the resignation becomes effective. Except on notice to the Attorney General of California, no director may resign if the Corporation would be left without a duly elected director or directors.

**5.6.3 Filling Vacancies.** Vacancies on the Board may be filled by a majority of the directors then in office, whether or not less than a quorum, or by a sole remaining director.

**5.6.4 No Vacancy On Reduction of Number of Directors.** No reduction of the authorized number of directors shall have the effect of removing any director before that director's term of office expires.

**5.7 Compensation and Reimbursement.** Directors and members of committees shall receive no compensation for their services. They shall, however, be entitled to receive such reimbursement of expenses as may be determined by resolution of the Board of Directors to be just and reasonable.

**5.8 Self-Dealing.** In the exercise of voting rights by members of the Board, an individual shall not vote on any issue, motion or resolution which directly or indirectly inures to his or her benefit financially except that such individual may be counted in order to qualify a quorum and, except as the Board may otherwise direct, may

participate in the discussion of such an issue, motion or resolution if he or she first discloses the nature of his or her interest, subject to Section 5230 et seq. of the California Corporations Code of any successor stature.

Under California law in effect at the time these bylaws were drafted, the directors are required to exercise their duties in good faith, in a manner they believe to be in the best interests of the Corporation and with such care, including reasonable inquiry as an ordinarily prudent person in a like position would use under similar circumstances. In addressing any proposal to approve any transaction in which the Corporation is a party where one or more of the directors has a material financial interest, the determinations of the Board should include, but not be limited to the following:

(a) The Corporation is entering into the transaction for its own benefit; and

(b) The transaction is fair and reasonable as to the Corporation at the time the Corporation enters into the transaction; and

(c) Prior to consummating the transaction or any part thereof, the Board authorized or approved the transaction in good faith by a vote of a majority of the directors then in office without counting the vote of the interested director or directors, and with knowledge of the material facts concerning the transaction and the director's interest in the transaction; and

(d) Prior to authorizing or approving the transaction, the Board considered, and in good faith determined, after reasonable investigation under the circumstances that the Corporation could not have obtained a more advantageous arrangement with reasonable effort under the circumstances, or the Corporation, in fact, could not have obtained a more advantageous arrangement with reasonable effort under the circumstances.

In the event the Board considers any "self-dealing transaction" (as that term is defined in Section 5233 of the California Corporations Code or any successor laws or provisions hereinafter adopted) relating to leases for shelter care for foster children, the Board shall specifically consider, make determinations and take actions as required under Subsection 11462.06 of the California Welfare and Institutions Code and the rules and regulations promulgated thereunder, in effect from time to time, including but not limited to obtaining consent to such transaction from the California Attorney General.

## ARTICLE VI. COMMITTEES

**6.1 Appointment of Committees of the Board.** The Board, by resolution adopted by a majority of the directors then in office, provided a quorum is present, may create one or more committees to serve at the pleasure of the Board. The general provisions for such Board committees shall include:

**6.1.1** Committees of the Board shall be standing or special. Each committee shall exercise such power and carry out such functions as are designated by these bylaws or as delegated by the Board from time to time.

**6.1.2** Except as otherwise expressly provided by the Board or these bylaws, committees shall be advisory only and subject to the control of the Board.

**6.1.3** Chairpersons of all committees shall be members of the Board. Members of advisory committees (as opposed to the executive committees described below) need not be members of the Board unless required by these bylaws.

**6.1.4** Each committee shall keep, at the office of Corporation, records or minutes of its meetings and shall report to the Board no less than annually, or more frequently as provided herein or by resolution of the Board.

**6.1.5** All committee members shall serve at the pleasure of the Board and any committee member may be removed at the pleasure of the Board.

**6.2 Establishment of Committees with Executive Powers.** Appointments to executive committees of the Board shall be by majority vote of the authorized number of directors. The Board may appoint one or more directors as alternate members of any such committee, who may replace any absent member at any meeting. The Board may empower any executive committee with the power to exercise all the authority of the Board, or may limit the authority of such committee, provided that no committee, regardless of Board resolution, may:

(a) Take any final action on any matter that, under the California Nonprofit Public Benefit Corporation Law, also requires approval of the members or approval of a majority of all members (if any);

(b) Fill vacancies on the Board or on any committee that has the authority of the Board;

(c) Fix compensation of the directors for serving on the Board or on any committee;

(d) Amend or repeal bylaws or adopt new bylaws;

(e) Amend or repeal any resolution of the Board that by its express terms is not so amendable or repeal able;

(f) Create any other committees of the Board or appoint the members of committees of the Board;

(g) Expend corporate funds to support a nominee for director after more people have been nominated for director than can be elected; or

(h) Approve any contract or transaction to which the Corporation is a party and in which one or more of its directors has a material financial interest, except as special approval is provided for in Section 5233(d)(3) of the California Corporations Code.

**6.3 Meetings and Actions of Committees.** Meetings and actions of committees of the Board shall be governed by, held, and taken in accordance with the provisions of these bylaws concerning meetings and other Board actions, except that the time for regular meetings of such committees and the calling of special meetings of such committees may be determined either by Board resolution or, if there is none, by resolution of the committee of the Board. Minutes of each meeting of any committee of the Board shall be kept and shall be filed with the corporate records. The Board may adopt rules for the government of any committee provided they are consistent with these bylaws or, in the absence of rules adopted by the Board, the committee may adopt such rules.

**6.4 Regional Collaboratives.** The Corporation shall have regional collaboratives to represent each of the geographical regions served by the Corporation.

**6.4.1 Composition.** The Regional Collaboratives shall be composed of volunteers from the geographic areas which are served by the Regional Collaborative. Each collaborative shall elect a governing council. The governing council shall consist at minimum of a Chairperson, Secretary and Treasurer.

Each of the regional collaboratives shall have at least 1 (one) representative that is active in their local collaborative on the Prevent Child Abuse Riverside County Board of Director's, preferably the Chairperson.

The Secretary of each local collaborative shall keep minutes of every meeting and submit a copy of the approved prior minutes to the Executive Offices of Prevent Child Abuse Riverside County, one week following its monthly meeting. In addition, original sign-in sheets and volunteer in-kind work logs shall be submitted to the Executive Office of Prevent Child Abuse Riverside County two (2) weeks following its monthly meeting.

The Treasurer of each local collaborative will work closely with Prevent Child Abuse Riverside County for all budgetary transactions. All reimbursable expenses shall be submitted to Prevent Child Abuse Riverside County within sixty (60) days.

**6.4.2 Authority.** The Regional Collaboratives, as advisory collaboratives, shall be advisors to the Board and shall have no authority to enter into contracts on behalf of the Corporation or to bind the Corporation, except to the extent expressly provided by Board resolution.

**6.4.3 Committee Meetings/Reports.** The Regional Collaboratives shall meet regularly. Special meetings of a Regional Collaborative may be called at any time by its Chairperson or on the request of any two Collaborative members. Each Regional Collaborative shall report on its actions and recommendations to the Board at the next occurring meeting of the Board.

**6.4.4 Committee Meeting Notices.** Notice of the time and place of all regular and special meetings of the Regional Collaboratives shall be given to each committee member in the event of a regular meeting, by postpaid first-class mail, mailed at least one week prior to the meeting or personally or by telephone, electronic mail or other similar means of communication not less than forty-eight hours prior to such meeting. Notice need not specify the purpose of the meeting.

## ARTICLE VII. OFFICERS

**7.1 Officers of the Corporation.** The officers of the Corporation shall be a President, a Vice-President, a Secretary, and a Chief Financial Officer/Treasurer. The Corporation may also have, at the Board's discretion, a Chairman of the Board, one or more assistant secretaries, one or more assistant treasurers, and such other officers as may be appointed in accordance with **Section 7.2** of these Bylaws. Any number of offices may be held by the same person, except that neither the Secretary nor the Chief Financial Officer/Treasurer may serve concurrently as either the President or Chairman of the Board.

**7.2 Election of Officers.** The officers of the Corporation shall be elected annually by the Board and shall serve at the pleasure of the Board, subject to the rights, if any, of any officer under any contract of employment.

**7.3 Other Officers.** The Board may appoint and may authorize the Chairman of the Board, the President, or other officer, to appoint any other officers that the Corporation may require. Each officer so appointed shall have the title, hold office for the period, have the authority, and perform the duties specified in the Bylaws or determined by the Board.

**7.4 Removal of Officers.** Without prejudice to any rights of an officer under any employment contract, the Board may remove any officer with or without cause. An officer who was not chosen by the Board may be removed by any other officer on whom the Board confers the power of removal.

**7.5 Resignation of Officers.** Any officer may resign at any time by giving written notice to the Corporation. The resignation shall take effect on the date the notice is received or at any later time specified in the notice. Unless otherwise specified in the notice, the resignation need not be accepted to be effective. Any resignation shall be without prejudice to any rights of the Corporation under any contract to which the officer is a party.

**7.6 Vacancies in Office.** A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these bylaws for normal appointments to that office, *provided, however*, that vacancies need not be filled on an annual basis.

**7.7 Responsibilities of Officers.**

**7.7.1 President.** The President shall, if present, preside at all meetings of the Board, the Executive Committee and other Board committees.

**7.7.2 Executive Director.** Subject to such supervisory powers as the Board may give to the President, if any, and subject to the control of the Board, the Executive Director shall be the general manager of the Corporation and shall supervise, direct, and control the Corporation's activities, affairs, and officers. In the absence of the President, or if none, the Executive Director shall preside at all board meetings. The Executive Director shall have such other powers and duties as the Board or the Bylaws may prescribe. The Executive Director shall be an ex-officio (non-voting) member of the Board and its committees, including the Executive Committee and the Regional Collaboratives.

**7.7.3 Vice President.** If the President is absent or disabled, the vice President, if any, in order of their rank as fixed by the Board, or if not ranked, a vice President designated by the Board, shall perform all duties of the President. When so acting, a vice President shall have all powers of and be subject to all restrictions on the President. The vice President shall have such other powers and perform such other duties as the Board or the Bylaws may require.

**7.7.4 Secretary.** The Secretary shall keep or cause to be kept a book of minutes at the principal office or at such other place as the Board may order of all meetings of the Directors and any committees.

**7.7.5 Chief Financial Officer/Treasurer.** When requested by the President or the Board, the Treasurer shall render an account of the financial condition

of the Corporation and shall perform all other duties required of him or her by the President, the Board and committees pertaining to the office of Treasurer.

## ARTICLE VIII. INDEMNIFICATION

**8.1 Right of Indemnity.** To the fullest extent permitted by law, this Corporation shall indemnify its directors and officers, employees and other persons described in Corporations Code §5238(a), including persons formerly occupying any such positions, against all expenses, judgments, fines, settlements and other amounts actually and reasonably incurred by them in connection with any "proceeding", as that term is used in that section, and including an action by or in the right of the Corporation, by reason of the fact that the person is or was a person described in that section. "Expenses" as used in this Bylaw, shall have the same meaning as in that section of the Corporations Code.

**8.2 Approval of Indemnity.** On written request to the Board by any person seeking indemnification under §5238(b) or §5238(c) of the California Corporations Code, and provided that the Board is not prevented from authorizing indemnification because the number of directors who are parties to the proceeding with respect to which indemnification is sought prevents the formation of a quorum of directors who are not parties to that proceeding, the Board shall promptly determine under §5238(e) of the California Corporations Code whether the applicable standard of conduct set forth in §5238(b) or §5238(c) has been met and, if so, the Board shall authorize indemnification.

**8.3 Advancement of Expenses.** To the fullest extent permitted by law and except as otherwise determined by the Board in a specific instance, expenses incurred by a person seeking indemnification under **Sections 9.1 and 9.2** of these Bylaws in defending any proceeding covered by those Sections shall be advanced by the Corporation before final disposition of the proceeding, on receipt by the Corporation of an undertaking by or on behalf of that person that the advance will be repaid unless it is ultimately determined that the person is entitled to be indemnified by the Corporation for those expenses.

## ARTICLE IX. INSURANCE

**9.1 Insurance.** The Corporation shall have the right to purchase and maintain insurance to the full extent permitted by law on behalf of its officers, directors, employees, and other agents, against any liability asserted against or incurred by any officer, director, employee, or agent in such capacity or arising out of the officer's, director's, employee's, or agent's status as such.

## ARTICLE X. RECORDS AND REPORTS

**10.1 Maintenance of Corporate Records.** At its principal office in California, the corporation shall keep:

- (a) Adequate and correct books and records of account;
- (b) Written minutes of the proceedings of its Board and committees of the Board; and
- (c) The original or a copy of the Articles of Incorporation and Bylaws, as amended to date.

**10.2 Inspection by Directors.** Every director shall have the absolute right at any reasonable time to inspect the Corporation's books, records, documents of every kind, physical properties, and the records of each of its subsidiaries. The inspection may be made in person or by the director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents.

**10.3 Annual Report.** The Board shall cause an annual report to be sent to the directors within 120 days after the end of the Corporation's fiscal year. That report shall contain the following information, in appropriate detail, for the fiscal year:

- (a) The assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year.
- (b) The principal changes in assets and liabilities, including trust funds.
- (c) The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes.
- (d) The expenses or disbursements of the Corporation for both general and restricted purposes.
- (e) Any information required by **Section 10.4** of these Bylaws.

The annual report shall be accompanied by a report of independent accountants or, if there is no such report, by the certificate of an authorized officer of the Corporation that such statements were prepared without audit from the Corporation's books and records.

This requirement of an annual report shall not apply if the Corporation receives less than \$25,000 in gross receipts during the fiscal year, *provided, however*, that the

information specified above for inclusion in an annual report must be furnished annually to all directors.

**10.4 Annual Statement of Certain Transactions and Indemnifications.** As part of the annual report, or as a separate document if no annual report is issued, the Corporation shall annually furnish to each director a statement of any transaction or indemnification of the following kind within 120 days after the end of the corporation's fiscal year:

(a) Any transaction (i) in which the Corporation, its parent, or its subsidiary was a party, (ii) in which an "interested person" had a direct or indirect material financial interest, and (iii) which involved more than \$50,000, or was one of a number of transactions with the same interested person involving, in the aggregate, more than \$50,000. For this purpose, an "interested person" is either of the following:

(1) Any director or officer of the Corporation, its parent, or subsidiary (but mere common directorship shall not be considered such an interest); or

(2) Any holder of more than 10 percent of the voting power of the Corporation, its parent, or its subsidiary.

The statement shall include a brief description of the transaction, the names of interested persons involved, their relationship to the Corporation, the nature of their interest in the transaction and, if practicable, the amount of that interest, provided that if the transaction was with a partnership in which the interested person is a partner, only the interest of the partnership need be stated.

(b) Any indemnifications or advances aggregating more than \$10,000 paid during the fiscal year to any officer or director of the corporation under **Article VIII** of these bylaws.

## **ARTICLE XI. CONSTRUCTION AND DEFINITIONS**

**11.1 Construction and Definitions.** Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural, the plural includes the singular, and the term "person" includes both a legal entity and a natural person.

## **ARTICLE XII. AMENDMENTS**

**12.1 Amendment by Board.** Subject to the limitations set forth below, the Board may adopt, amend, or repeal bylaws.

**12.2 High Vote Requirement.** If any provision of these bylaws requires the vote of a larger proportion of the Board than is otherwise required by law, that provision may not be altered, amended, or repealed except by that greater vote.

**CERTIFICATE OF SECRETARY**

I certify that I am the duly elected and acting Secretary of PREVENT CHILD ABUSE RIVERSIDE COUNTY, a California nonprofit public benefit corporation; that these Bylaws are the Bylaws of this Corporation as amended by the Board on \_\_\_\_\_, 2005.

Executed on \_\_\_\_\_, 2005 at Riverside, California.

\_\_\_\_\_  
Gayle Hepner  
Secretary