



Madera County System Improvement Plan May 2010

**California-Child and Family Services Review (C-CFSR)
AB636 Outcomes and Accountability**

**Department of Social Services
Kelly Woodard, Director**

**Probation Department
Rick Dupree, Chief Probation Officer**



BOARD OF SUPERVISORS COUNTY OF MADERA

MADERA COUNTY GOVERNMENT CENTER
200 WEST FOURTH STREET / MADERA, CALIFORNIA 93637
(559) 675-7700 / FAX (559) 673-3302 / TDD (559) 675-8970
agendas available: www.madera-county.com/supervisors

MEMBERS OF THE BOARD

FRANK BIGELOW
VERN MOSS
RONN DOMINICI
MAX RODRIGUEZ
TOM WHEELER

TANNA G. BOYD, Chief Clerk of the Board

File No: 10035

Date: July 27, 2010

In the Matter of COUNTY SELF ASSESSMENT (CSA) AND SYSTEM IMPROVEMENT PLAN (SIP), SOCIAL SERVICES DEPARTMENT.

1. Consideration of approval to authorize the Departments of Social Services and Probation, to formally submit the 2010 County Self Assessment (CSA) Plan to the California State Department of Social Services.
APPROVE
2. Consideration of approval to authorize the Departments of Social Services and Probation, to formally submit the 2010 System Improvement Plan (SIP) to the California State Department of Social Services.
APPROVE
3. Consideration of approval to authorize release of a Request for Proposal (RFP) for development and implementation of a Parent Support and Advocacy Program.
APPROVE

Upon motion of Supervisor Bigelow, seconded by Supervisor Rodriguez, it is ordered that the attached be and it is hereby adopted as shown.

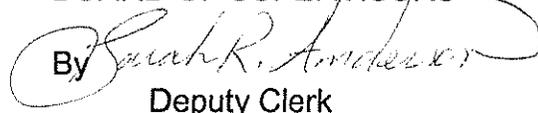
I hereby certify that the above order was adopted by the following vote, to wit:

AYES: Supervisors Bigelow, Moss, Dominici, Rodriguez and Wheeler.
NOES: None.
ABSTAIN: None.
ABSENT: None.

Distribution:

✓ Social Services
Probation (via-Social Services)
Granicus

ATTEST: TANNA G. BOYD, CLERK
BOARD OF SUPERVISORS

By 
Deputy Clerk

Madera County 2010 System Improvement Plan Table of Contents

A. System Improvement Plan Narrative.....	5
SIP Process.....	7
Outcomes Needing Improvement	7
Improvement Goals	13
Literature Review	15
Current Activities and Affect to Outcomes.....	17
New Activities and Affect to Outcomes.....	19
Logic Models	20
Integration of PQCR, CSA, and Planning Process with CAPIT/CBCAP/PSSF Plan	21
PQCR Executive Summary.....	23
County Self Assessment Summary.....	24
 B. PART ONE	
Child Welfare Services/Probation Cover Sheet.....	30
Child Welfare Services/Probation Narrative	31
Outcome Measures.....	35
 C. CWS/Probation SIP Matrix	40
 D. CWSOIP Narrative	50
 E. PART TWO CAPIT/CBCAP/PSSF	
CAPIT/CBCAP/PSSF Cover Sheet	52
 CAPIT/CBCAP/PSSF Plan	
CAPIT/CBCAP/PSSF SIP Team Composition.....	53
Child Abuse Prevention Council (CAPC).....	54
PSSF Collaborative.....	55
CCTF Commission, Board, or Council.....	55
Parent.....	55
The Designated Public Agency.....	56
The role of the CAPIT/CBCAP/PSSF Liaison	56
Fiscal Narrative.....	56
Local Agencies – Request for Proposal	57
CBCAP Outcomes	58
Peer Review	58
Service Array	58
CAPIT/CBCAP/PSSF Services and Expenditure Summary	59

ATTACHMENTS

Board of Supervisors Resolution Approving the SIP2

BOS Resolution Identifying the Council for Administration
Of The Counties Children’s Trust Fund (CCTF).....Attachment....A

Board of Supervisors Resolution Establishing
A Child Abuse Prevention Council (CAPC)..... Attachment...B

Interagency Roster..... Attachment...C

CAPC Board of Directors..... Attachment...D

Program DescriptionAttachment E

A. Madera County 2010 System Improvement Plan Narrative

This System Improvement Plan (SIP) was prepared by Madera County CWS/Probation in compliance with the California Child and Family Services Review (C-CSFR). The System Improvement Plan is the third component of the C-CSFR and represents an operational agreement between the county and the state for the improvement of the Madera County Child Welfare and Probation systems. In 2001, Assembly Bill 636 (AB 636), the Child Welfare System Improvement and Accountability Act, was enacted. AB 636 provides the legal framework for measuring and monitoring the performance of county child welfare systems. This framework shifts the focus of child welfare reviews from process-measured compliance to an outcome-based review system and is based on the philosophy that each county will have continuous improvement, interagency partnerships, community involvement and public reporting of outcomes. County performance is tracked and allows the State to gauge state performance against national standards. Data in support of the following outcome indicators is reported quarterly to state and county officials:

CHILD WELFARE SERVICES PARTICIPATION RATES

- Number of children < 18 in population
- Number and rate of children with referrals
- Number and rate of children with substantiated referrals
- Number and rate of entries
- Number and rate of children in care

SAFETY OUTCOMES

- S1.1 No Recurrence Of Maltreatment
- S2.1 No Maltreatment in Foster Care
- 2B. Percent of child abuse/neglect referrals with a timely response (Immediate)
- 2B. Percent of child abuse/neglect referrals with a timely response (Ten Day)
- 2C. Percent of timely social worker visits with child

PERMANENCY OUTCOMES

(C1) Length of Time to Exit Foster Care to Reunification

- C1.1 Reunification Within 12 Months (Exit Cohort)
- C1.2 Median Time To Reunification (Exit Cohort)
- C1.3 Reunification Within 12 Months (Entry Cohort)
- C1.4 Reentry Following Reunification (Exit Cohort)

(C2) Length of Time to Exit Foster Care to Adoption

- C2.1 Adoption Within 24 Months (Exit Cohort)
- C2.2 Median Time To Adoption (Exit Cohort)
- C2.3 Adoption Within 12 Months (17 Months In Care)
- C2.4 Legally Free Within 6 Months (17 Months In Care)
- C2.5 Adoption Within 12 Months (Legally Free)

(C3) Exits to Permanency

- C3.1 Exits To Permanency (24 Months In Care)
- C3.2 Exits To Permanency (Legally Free At Exit)
- C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)

(C4) Placement Stability

- C4.1 Placement Stability (8 Days To 12 Months In)
- C4.2 Placement Stability (12 To 24 Months In Care)
- C4.3 Placement Stability (At Least 24 Months In)

WELL-BEING OUTCOMES

(4A) Siblings Placed Together in Foster Care

- 4A. Percent of children in foster care that are placed with ALL siblings
- 4A Percent of children in foster care that are placed with ALL siblings

(4B) Foster Care Placement in Least Restrictive Settings

- Initial Placement (Entry Cohort)
- Point in Time Placement (All Placements)

(4E) Rate of ICWA Placement Preferences

- 4E (1) Percent of Indian Child Welfare Act eligible children placed in foster care settings
- 4E (2) Percent of children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.

(5B)Rate of Timely Health or Dental Exams

- (5B) (1) Rate of Timely Health Exams
- (5B) (2) Rate of Timely Dental Exams

(5F) Authorized for Psychotropic Medication

(6B) Individualized Education Plan

(8A) Children Transitioning to Self-Sufficient Adulthood

- 8A. Completed High School or Equivalency
- 8A. Obtained Employment
- 8A. Have Housing Arrangements
- 8A. Received ILP Services
- 8A. Permanency Connection with an Adult

1. SIP PROCESS

In May 2009, Madera County conducted its third Peer Quality Case Review (PQCR) followed by the County Self-Assessment (CSA). The System Improvement Team convened over several sessions to develop the county's System Improvement Plan (SIP). Through the PQCR and CSA meetings, as well as System Improvement planning meetings, outcome improvement areas were reviewed. Strengths, barriers and potential system approaches were identified throughout the process, while strategies and activities for improvement were developed for the county's plan, as required by AB 636. Representatives from the community, foster parents, foster children, child-care providers, education, law enforcement, probation, behavioral health, public health, ICWA Representatives, community based organizations, parents, and Child Welfare Staff were involved and participated in these efforts. Additional participants included representatives from the Madera County Child Abuse Prevention Council and the Madera County Interagency Children and Youth Services Council.

Data from the University of California, Berkeley, Center for Social Services Research' website was used along with Safe Measures and CWS/CMS, so the county's performance could be reviewed and assessed. These discussions and data analysis provided an arena for stakeholders and internal CWS staff to engage in dialogue, addressing system improvement areas and developing community approaches and system strategies to improve outcomes for children and families in both the CWS and Probation systems.

As noted in previous reports, the fact that Madera County has an intimate collaborative of community resource partners, the conversations held in each component of the C-CSFR has provided a continuum of the same participants. As such, we are uniquely positioned to afford changes without the need for significant loss of time communicating process changes to partners as they have been involved in these decision making efforts.

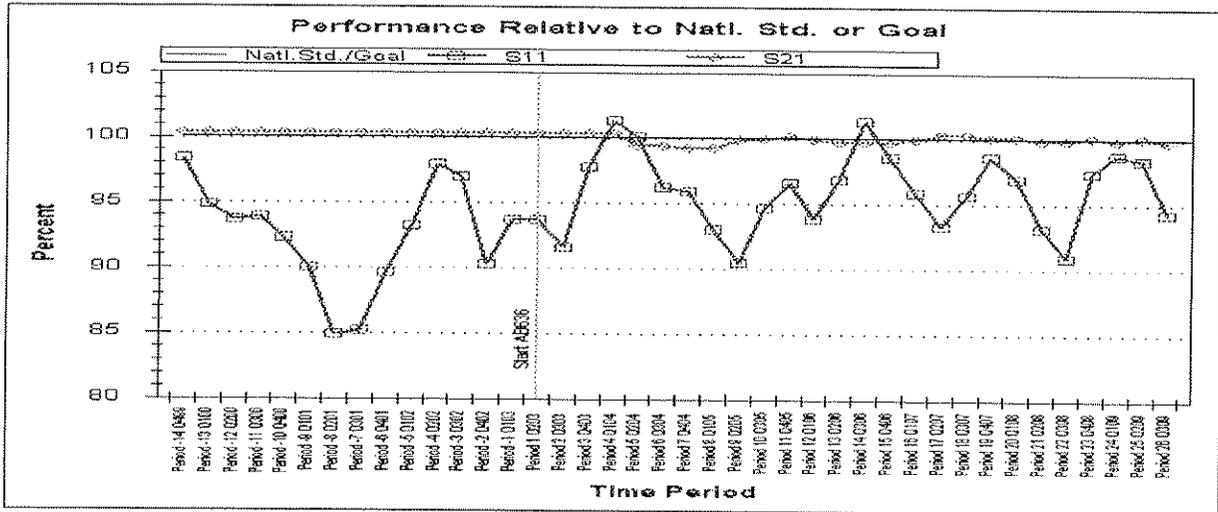
This report represents the continued collaborative efforts of Madera County Child Welfare Services and Probation with Behavioral Health Services, Public Health, California Work Opportunity and Responsibility to Kids (CALWORKS), Temporary Assistance to needy Families, First 5 Madera County Children and Families Commission, Madera County Office of Education, California Department of Social Services Adoptions, Madera County Community Action Agency, Madera Work Force Investment Board and Youth Council, the Housing Authority of the City of Madera, Madera County Local Planning Council, CASA, and the Interagency Children and Youth Services Council in developing our priority improvement goals and processes for achieving improvements in the provision of services for youth and their families.

2. OUTCOMES NEEDING IMPROVEMENT

Madera County gathered data from the University of California, Berkeley, Center for Social Services Research' website, along with Safe Measures and CWS/CMS, so the county's performance could be reviewed and assessed. The **CWS Outcomes and Accountability Data Summary** provides a brief organized synopsis of the January 2010 data report published by the State @ <http://www.childsworld.ca.gov/PG1379.htm>.

In the county's CSA process, data from Quarter 2 2009 was utilized to review outcomes and performance trends. However, since this time, more recent data is now available, representing outcome performances for Quarter 3 2009. The following charts represent Madera County's most recent performance outcomes available:

Safety Outcomes



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

As noted on page 12 of the county's CSA,

Madera County has diligently utilized the Structured Decision Making tool, which has allowed for sound assessments of risk and safety, and guided objective decisions for children and families served, resulting in good outcomes for child maltreatment. This practice continues to provide positive outcomes and the county will continue to utilize SDM to guide its decision making process.

Furthermore, Madera County's area of focus for our Peer Quality Case Review was the area of "No Recurrence of maltreatment," S1.1. As noted in the longitudinal graph from data obtained from CSSR Berkeley, Madera County's performance has experienced some slight variances, although not falling below an 85% performance rating. Overall, Madera County's performance has shown a steady progress toward the National Standard Goal.

Madera County reported Timely Response and Social Worker Contacts in the CSA. The following tables represent the most recent reported performance outcomes:

Measure 2B - 10 Day Time to Investigation

	(10/2008 to 9/2009)	(07/2009 to 9/2009)
Compliant	93.5	97.6%
State Goal		90%

Measure 2B - Timely Response to Immediate Referrals

	(10/2008 to 9/2009)	(07/2009 to 9/2009)
Compliant	100%	100%
State Goal		90%

Measure 2C - Timely Social Worker Contacts

	(10/2008 to 9/2009)	Sept 2009
Compliant	94.3%	92.6
State Goal		90%

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

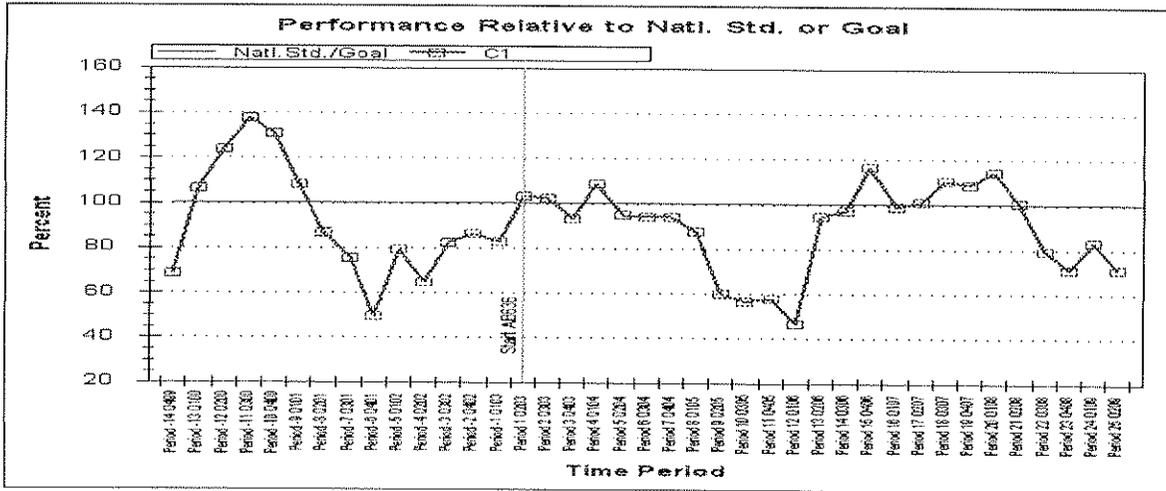
As noted on page 15 of the CSA,

The county has assessed its compliance with timely contacts, which have shown a noticeable improvement. Child Welfare is at 100% compliance with Immediate referral investigations, 93.5% compliance with 10-Day referral investigations and 94.3% compliance with the required monthly face to face contacts. The county has worked diligently in targeting compliance of timely contacts. The referrals are date stamped and logged and the supervisor provides a control to ensure timely response. These efforts have shown positive results as noted in the outcomes. The county has implemented weekly report out of compliance in these areas during Program Integrity meetings.

Overall, the data on Timely Response and SW Contacts demonstrates a continued trend of meeting the State Goal of at least 90% compliance. Madera County will continue with its practice of diligently targeting this workload to maintain positive compliance outcomes.

Permanency Outcomes

Madera County has continued to utilize strategic efforts to impact the performance outcomes for Permanency, included Structured Decision Making, Team Decision Making Meetings and intensifying Family Maintenance Services. These efforts appear to have affected outcomes C1.1, C1.2 and C1.3, increasing the rate of reunification.



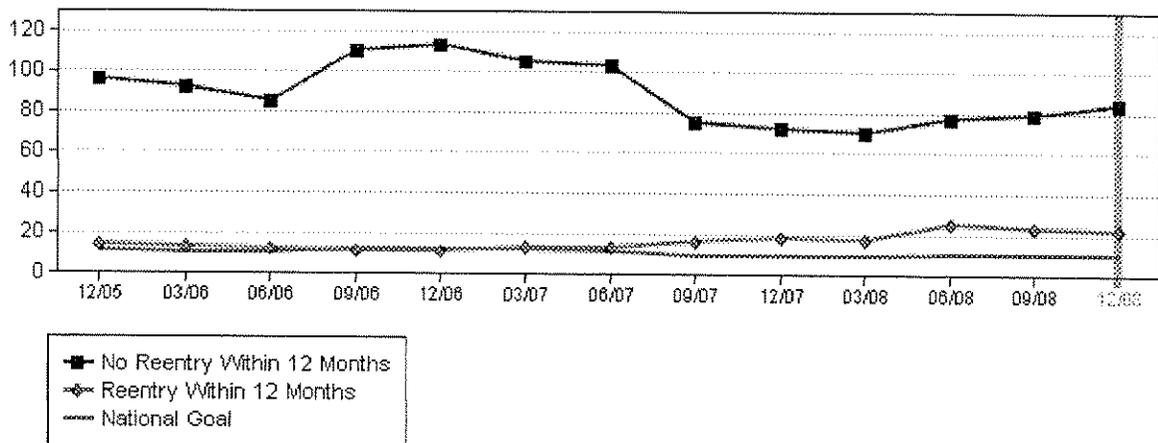
Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

As noted in the CSA on page 18,

Madera County's efforts toward successful reunification shows good outcomes in the amount of time youth are discharged from foster care.

However, Madera County did not perform as well for those youth who re-entered care after reunification.

RE-ENTRY FOLLOWING REUNIFICATION MEASURE C1.4



Children's Research Center Safe Measures data Madera C1.3 Retrieved March 10, 2010, from www.safemeasures.org/ca/safemeasures

The four composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weights for each element in the Composite 1 domain are as follows:

Composite 1: Timeliness of Reunification

- Individual Measure C1.1: 22%
- Individual Measure C1.2: 21%
- Individual Measure C1.3: 12%
- Individual Measure C1.4: 46%

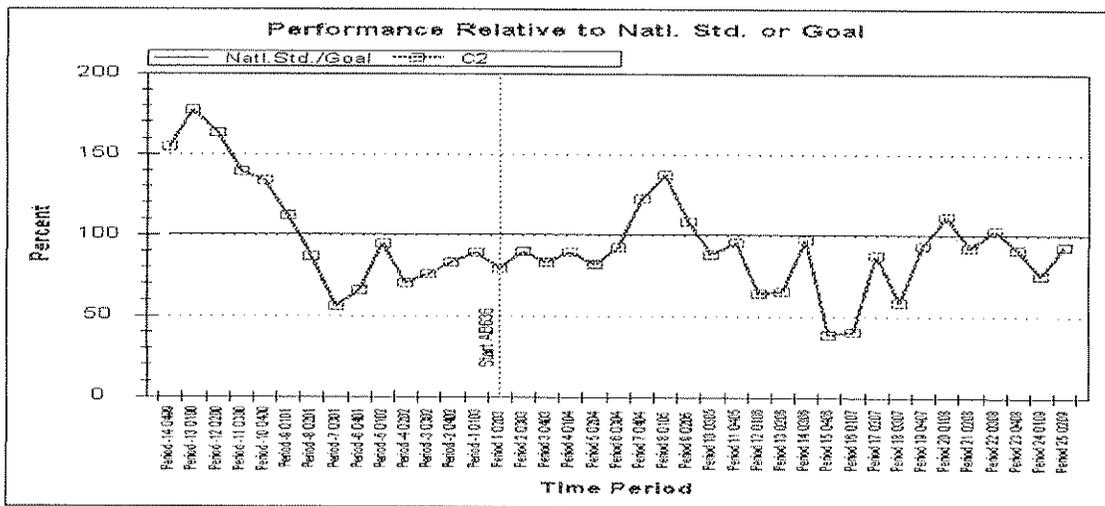
In the individual measure for C1.4, it carries the highest "weight" then any of the other individual elements. This will be a challenge for Madera County's improvement efforts. As noted on page 20 in the County Self Assessment:

An additional area that impacts this outcome is that Madera County works with families who have large sibling groups. This further impacts the outcomes of children who re-enter foster care, such that if one family with 6 children re-enter, it significantly impacts the percentage as Madera County's out of home population is fairly low.

Madera County found that of those children who re-entered foster care from the period of July 2007 through June 2008, approximately 93% were from a multiple sibling group family.

Adoption Outcomes C2

Madera County identified strengths in the Adoption composite, which include a positive relationship with the Department of Social Services Adoption's Office and Madera County.



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Homstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

As noted in the outcomes for C2 in the CSA,

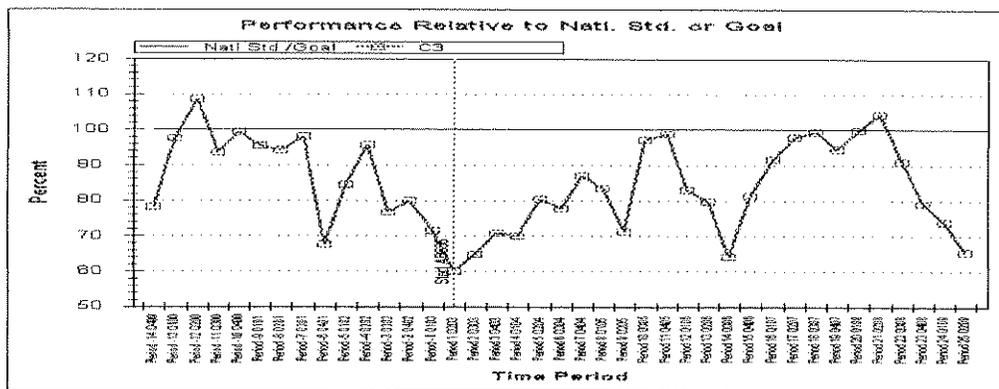
Madera County will continue in its efforts toward working closely with State Adoptions so as to impact the expected outcome performances at or above the National Standard Goal.

Long Term Care Outcomes C3

Madera County has worked on their permanency outcomes through the efforts of the California Permanency for Youth Project since 2008. In addition, the county has adopted the philosophy that all youth should have a permanent connection prior to leaving foster care.

Madera County has seen an increase in the performance for measures C3.1 and C3.2 as noted in the CSA on page 25.

Longitudinally, the county has seen an overall increase in their performance outcomes for both areas, with a slight decrease in C3.1, but an upward trend over the last 2 reporting periods.



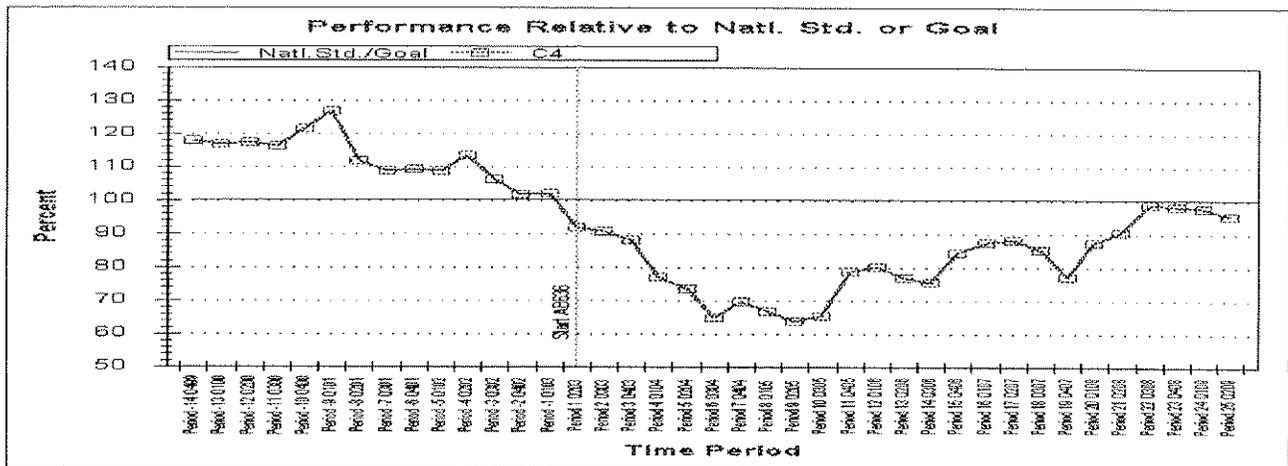
Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

However, the county is not performing well in measure C3.3, youth in foster care for 3 years or more who emancipate or are discharged. Through the CSA process (noted on page 27 of the CSA report), this information was analyzed and found that:

there were 10 youth who emancipated from foster care and had been in foster care for 3 years. Of these youth, their permanent plan was reviewed and it was found that 82% of the youth requested that they not to be adopted.

Placement Stability C4

Madera County performs fairly well in placement stability for those children in care 24 months or less, but outcomes decrease when a child remains in care longer than 24 months.



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

As noted in the CSA on page 26:

frequent placement moves point to the need for intensive services for youth in RCL 9 and above. Madera County's performance with placement stability for those youth who are in care for 24 months or more, does not meet the National Standard Goal. This further strengthens the need to provide intense services to meet these youth's needs.

3. IMPROVEMENT GOALS

Based on the information obtained throughout the collaborative process, as well as the data obtained from the CSSR Berkeley data website, CWS/CMS, and Safe Measures, the outcomes selected to be addressed in the SIP include:

- 1) C1.4 - Reentry Following Reunification, of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year? (Child Welfare),
- 2) C3.3 - In Care 3 Years or Longer (emancipation/age 18) - of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer? (Child Welfare)
- 3) Safely returning youth home and deterring recidivism (Probation)

As noted in the data outcomes reported, Madera County falls short in meeting the National Standard Goal in the Measure C1.4, the rate at which children re-enter care. The county's performance has declined, increasing the number of children who re-enter foster care after successful reunification. In contrast, Madera County shows improvement in the areas of C1.1 – C1.3, reunifying children back home quickly, but subsequently shows an increase in those children

returning back into foster care. Issues found to impact the county's performance outcomes include the following:

- 1) Lack of frequent communication between the case manager, foster parents and clients,
- 2) A high portion of parents, who are methamphetamines users,
- 3) Frequent change of case managers (case transfers) and attorneys,
- 4) Lack of community resources for families to strengthen and maintain reunification and family maintenance efforts
- 5) Lack of parenting education programs for parenting teenagers or adolescents,
- 6) Limited child care resources
- 7) Lack of transportation, hindering the ability of families to access services and
- 8) A lack of understanding by the parents on what they need to accomplish for reunification.
- 9) Multiple sibling groups

The county's current performance for Quarter 3 2009 is 22.5 (National Goal: Less than or equal to 9.9%). This represents 102 children who reunified of which 23 children re-entered care. In order to improve in this area, Madera would need to reduce the number of children re-entering by 15% to reach the national Goal of 9.9%.

In regards to Madera County's performance measure on C3.3, all children in foster care who were either discharged to emancipation or turned 18 while still in care, and who were in foster care for 3 years or longer, the county is not performing at the National Standard goal, but is above the State level. This performance outcome is concerning for Madera County. The county has focused much of their efforts on their permanency outcomes through the efforts of the California Permanency for Youth Project. The county will continue to provide permanency efforts for youth through search and engagement of families for all youth whose permanency efforts are other than adoptions or guardianship. Furthermore, the county will focus on early concurrent planning efforts for youth utilizing intensive family finding efforts at the onset of dependency actions. Through these efforts, the county expects to see an increase in those youth exiting out of the foster care system into a permanent plan of adoption, guardianship, or in some cases, a return to their parents. The county will develop training specifically addressing the adoption of older youth to integrate the message that all youth are adoptable, even older youth. This messaging will be consistently delivered in all services provided by CWS and our collaborative partners, so all those who are involved with the child know the optimal concurrent permanent goal for the youth is adoption.

The county's current performance for Quarter 3 2009 is 59.1 (National Goal: Less than or equal to 37.5%). This represents 22 youth who emancipated from care, of which 13 were in care 3 years or longer. In order to improve in this area, Madera County will need to reduce the number of children in care 3 years or longer who emancipate, by 22% to reach the national Goal of 37.5%.

The improvement outcome for Probation is to safely return youth to their homes and deter recidivism. This focus area targets youth who have returned home and avoid reentry into the system. This performance outcome identifies the youth's readiness to return home and maintain in a stable home environment without committing new crimes, incarceration and re-entering into the system. The county will continue to provide safety efforts for our youth by assisting in building stable homes with the youth and families that we serve. The county envisions the youth safely returning to their homes without commission of new crimes.

Probation's focus to overcome the challenge of safely returning children home is to target goals that include concurrent planning and early engagement including all relevant individuals involved from the on-set of the case plan. In home and out patient counseling to parents, substance abuse or mental health assist with transportation, ILP services transitional housing, and reunification after care plan. Improvement will be realized through training, supervisor monitoring, compliance review process and formalized policy and procedure.

4. LITERATURE REVIEW

Madera County has reviewed current research on evidenced based practices, utilizing the Evidenced Based Clearing House (<http://cachildwelfareclearinghousetest.org>), which provides vital information about selected child welfare related programs, as well as initiatives and practices utilized in other counties with promising results. As identified in the PQCR, the CSA and the SIP stakeholder's meetings, a consistent theme on improving services and outcomes were identified, which included an increase in parent and youth engagement, parent support and advocacy, reunification services to children and families, including substance abuse and intensity of services following reunification. Of these service and practice needs that have been identified, targeted activities have been discussed and proposed that are believed to impact the performance outcomes for C1.4, re-entry into foster care after reunification, C3.3, all children in foster care who were either discharged to emancipation or turned 18, who were in care for 3 years or longer, and for probation's improvement goal, safely returning youth home and deterring recidivism.

The following services and practices were reviewed and determined to have potential positive effects on improving outcomes in the identified performance areas.

C1.4 Reduce the number of children who re-enter foster care after reunification

1. Provide a parent support group
2. Have AOD person on site for assessments & services
3. Train on "Motivational Interviewing Skills"
4. Multi-Disciplinary Teams
 - o Create communication
 - o Sharing meetings
5. Have a mentor for families
6. Engagement through staffings (early engagement)
7. Parent Wellness
8. Parent Hotline (24 hrs) information on available resources
9. Parent/child activities
 - o Observe
 - o Model/mentor
 - o Teachable moments
10. Implementation of Wrap Services

C3.3 Reduce the number of children who are in foster care 3 years or more and are discharged/emancipated

1. Provide a concurrent planning training for staff to implement into practice

2. Provide training “Every child is adoptable” – shift in practice for staff
3. Enter relatives into CMS as a collateral -
 - Include relatives staffings for permanency planning
 - Mail letters asking family about permanency
 - Invite extended family to staffings
4. Have more families in East Madera/North Madera become foster parents
5. 3 day holding home to maintain youth in their own community
6. Child advocate for the youth
7. Therapeutic foster homes
8. Implementation of Wrap Services

Safely return youth to their home and deterring recidivism

1. Provide a parent support group
2. Have AOD person on site for assessments & services
3. Train on “Motivational Interviewing Skills”
4. Multi-Disciplinary Teams
 - a. communication
 - b. Sharing meetings
5. Have a mentor for families
6. Engagement through staffings (early engagement)
7. Parent Wellness
8. Parent Hotline (24 hrs) information on available resources
9. Parent/child activities
 - a. Observe
 - b. Model/mentor
 - c. Teachable moments
10. Recruitment of probation homes
11. Therapeutic foster home
12. Implementation of Wrap Services

Services and practices researched to affect these areas include Motivational Interviewing, Intensive Reunification Services, Parent Child Interactive therapy, Safe Care, Alcohol and Drug Counselor and Supporting Father Involvement. The following are descriptions of such programs:

Motivation Interviewing – training for CWS and Probation staff members to enhance communications between staff and clients. This training is supported by the California Evidence-Based Clearinghouse (CEBC) rated as a 1 (meaning well supported by research evidence). The Motivational Interviewing is a client-centered, directive method designed to enhance client motivation for behavior change. It focuses on exploring and resolving ambivalence by increasing intrinsic motivation to change. Motivational Interviewing has been shown to be effective in improving substance abuse outcomes by itself, as well as in combination with other treatments

Intensive Reunification Program (IRP) has been reviewed by the CEBC in the area of Reunification, but lacks the necessary research evidence to be given either a Scientific Rating or a Child Welfare Relevance Rating. ***IRP*** consists of intensive reunification group work with

biological parents and their children. This program was developed from the evidence on correlates of reunification. It is intensive, home-based, and incorporates an innovative twice-weekly support group for birth parents

PCIT - Parent-Child Interaction Therapy (PCIT) has been rated by the CEBC in the areas of Infant and Toddler Mental Health (0-3) and Parent Training. *PCIT* was developed for families with young children experiencing behavioral and emotional problems. Therapists coach parents during interactions with their child to teach new parenting skills. These skills are designed to strengthen the parent-child bond; decrease harsh and ineffective discipline control tactics; improve child social skills and cooperation; and reduce child negative or maladaptive behaviors. *PCIT* is an empirically supported treatment for child disruptive behavior and is a recommended treatment for physically abusive parents. Since *PCIT* is highly rated on the Scientific Rating Scale, information on available pre-implementation assessments, implementation tools, and fidelity measures was requested from the program representative.

The *Supporting Father Involvement (SFI)* organization uses an Organizational Self-Assessment Scale that they adapted from the original version by The National Center for Strategic Nonprofit Planning and Community Leadership (NPCL), in partnership with the National Head Start Association (NHSA), the U.S. Dept. of Health and Human Services Administration for Children and Families, Region V, and the Illinois Department of Public Aid, Division of Child Support Enforcement.

Safe Care has been rated by the CEBC in the areas of Home Visiting, Interventions for Neglect, Parent Training, and Prevention (Secondary). *Safe Care* is an in-home parenting model program that provides direct skill training to parents in child behavior management and planned activities training, home safety training, and child health care skills to prevent child maltreatment.

On Site Alcohol Other Drug (AOD) counselor. This person would be responsible for on-site AOD assessments and treatment planning with Child Welfare Services (CWS) clientele. The idea is to streamline the assessment process in hopes to get clients connected to services sooner and to decrease the relapse or returning to substance abuse as a primary coping mechanism.

PRIDE (Parent Resources for Information, Development, and Education) has been reviewed by the CEBC in the areas of Placement Stabilization and Resource Parent Recruitment and Training. *PRIDE* was developed with the Child Welfare League of America (CWLA) through a collaboration of 14 state child welfare agencies, two national resource centers, and several universities and colleges. It is a model for the development and support of foster care families that is used by private and public child welfare agencies in 30 states and 19 other countries. *PRIDE* is designed to strengthen the quality of foster care and adoption services by providing a standardized, structured process for recruiting, training, and selecting foster parents and adoptive parents. This 14-step model for delivering foster care services includes instructions and tools on how to implement the steps of the model and is described in the *PRIDE* Practice Handbook.

5. CURRENT ACTIVITIES AND AFFECT TO OUTCOMES

Madera County continues to work on effecting positive outcomes in all the required areas. Child Welfare has diligently worked on a robust quality assurance (QA) system by using a program integrity model. The model currently being used includes a dedicated weekly meeting including the Deputy Directors, Program Manager, administrative staff, quality assurance worker and child welfare supervisors. The meeting covers a review of compliance mandates, targeted reviews,

creation and development of a Quality Assurance review system. This team further is able to redirect resources in order to target areas needing support in order to meet compliance mandates.

Madera County embraced the California Permanency for Youth Project (CPYP) philosophy over the last 2 years. Staff have attended trainings and meetings on CPYP and have also attended sessions held by regional counties in order to observe how different county systems operate and deliver services. CPYP focuses on working with youth and establishing a lifelong connection to a caring adult so youth do not exit out of foster care with out a permanent connection. The county maintains regular case consultation meetings for identified youth to discuss the permanent connection efforts and is inclusive of the youth and his/her support systems. It is anticipated that these efforts will continue to effect efforts toward permanency outcomes for youth.

Madera County's Independent Living Program (ILP) services offer education and training programs to aid youth 15 ½ to 18 years old that have been or are currently in out of home placement in Madera County. In addition, Madera County has convened an Out of Home Youth advisory committee that focuses on services to youth in out of home care. Through this committee, such programs as the Transitional Housing Program Plus and Resource Fairs have been guided and supported. The committee also provides input on the development of competencies, skills and abilities of services provided to foster care or kinship youth.

Madera County strives to provide a forum for family engagement in the case planning process. Upon initial contact with the family, they are provided with a rights and responsibilities pamphlet. In addition, families and their support systems are included in case staffings to discuss the family's strengths, concerns, and possible safety plans for the child(ren). This process follows the Family Group Decision Making process. The child is included when age appropriate. The tribe is included when it is determined the possibility of Indian Child Welfare Act (ICWA) eligibility. The parents' willingness and ability to participate in services to address any identified concerns or risk factors are discussed. The Social Workers complete a thorough risk and safety assessment utilizing Structured Decision Making as part of the measurement for both immediate and future safety for the child.

Child Welfare utilizes the Lake Street Center for mental health screening and services for identified youth. In 2009, additional assessments were made that included the bio parent of the youth who was referred. Behavioral Health communicates the outcomes of the assessment and recommendation for treatment, while providing written documentation for the court review. Furthermore, cases are staffed with Behavioral Health services to determine further services efforts. This allows Child welfare to provide a more integrated approach toward service delivery.

The Healthy Beginnings Program (funded with PSSF dollars) is a partnership with the following agencies: Department of Social Serves, Department of Public Health, Department of Behavioral Health Services and Madera County Office of Education. The client families served have children 0-5 and are extremely resource-challenged, previously they were often interacting with multiple agencies with minimal coordination among service providers. The members identify families in crisis who are in need of: alcohol and drug counseling services; early mental health and intervention services; assessment and treatment of high risk medical needs and developmental delays; and intervention in the areas of domestic violence, immigration, housing, economic assistance and education. This allows Child welfare to provide a more integrated approach toward service delivery.

The Linkages program is a coordinated effort between Cal Works and Child Welfare Services. Calworks/CWS often provide income maintenance, employment services and Child Welfare Services to the same families. The department implemented a linkages model to improve efficiencies; reduce duplication of services and ensure that families receive well coordinated services that balance family risk when developing case plans. The Linkages Team Approach provides an opportunity for common goals and objectives to be reviewed and more realistic family case plans to be developed for mutual clients. Collaboratively, the Linkages team develops joint case plans which have many positive outcomes:

- Improved screening and assessments
- Coordinated services for families – less competing timelines and conflicting goals
- Identification and alleviation of unnecessary yet significant stressors on the families
- An opportunity for the program personnel to learn and appreciate the services each provides

Through this program, duplication of services and work are reduced, while the process is smoother for the client. It is not the intention of MCDSS to overload clients but rather to make sure they are meeting their case plan goals

6. NEW ACTIVITIES AND AFFECT TO OUTCOMES

Madera County is implementing the Safe Kids California Project (SKCP), which is an evidenced based program that provides intensive in-home behavioral modification and targets prevention of child neglect. Family Maintenance cases are the targeted population for this program and though not all families will be eligible for participation due to pilot status of the program, there is a unique opportunity for comparison of outcomes for this sample of cases.

With the development of a quality assurance system, the county will be utilizing a new tool that will allow for tracking, monitoring and identifying trends for performance outcomes. This will allow for swift action planning should our performance trends be either system wide, through out a division, or individually.

Probation has begun the Aggression Replacement Training (ART) for our youth, which is based on social learning and cognitive behavioral theories and effectiveness research. ART targets youth showing or at-risk of aggressive or antisocial behavior. There are 3 components: Skill streaming-Behavioral Component, Anger Control-Emotional Component, and Moral Reasoning-Cognitive Component.

Probation is also implementing the Proud Parenting Program (PPP) designed to break the inter-generational cycle of violence and delinquency among the children of participants by 1) increasing the participants parenting knowledge, 2) improving attitudes about being responsible parents, 3) improving self-esteem, and 4) strengthening family relationships by improving relationships between the participants and their children and co-parents. The project has 3 key components: classroom instruction, family events that create an environment where parents and their children are engaged together in teachable interactions that reinforce what is taught in the classroom, and mentor who reinforce what is taught in the classroom and guide participants in establishing a healthy lifestyle. These activities will assist youth remaining in their homes with their families and deter recidivism.

7. Logic Model

The CWS/Probation Matrix identifies goals and strategies intended to impact the experience of families and children in the Child Welfare or Probation systems. The following describes how resources used in organized activities will lead to specific outputs that impact a particular outcome.

Outcome C1.4 – Re-Entry into Foster Care following Reunification

Goal: Decrease by 10% the number of children who re-enter foster care within 12 months after reunifying with their parents.

Data: As of quarter 3 2009, Madera County's re-entry rate is 22.5%.

Program Activities

- Training, technical support and implementation of:
 - Intensive family maintenance which will include increased home visitation and hands on parenting.
 - Motivational interviewing.
- Increase coordination level of linkage services.
- Early engagement of participants including youth parents, substitute care providers and service delivery partners.
- Appropriate funding including CAPIT/CBCAP/PSSF
- Develop integrative plan for provision of parent services designed to strengthen and support families.
- Establish AOD services on site to participate in family team meetings and provide initial screening for parents.

Outputs:

- Staff gain additional knowledgeable and skills to apply motivational interviewing techniques and delivery intensive family maintenance services.
- Services to linkages clients are increased.
- Increase in family team meetings at the onset of the case.
- Increase Community MDT's
- Engage through Staffings (Early Engagement)
- Hire on site AOD staff

Expected Outcomes: Fewer than 15% of children re-enter foster care following reunification.

Outcome C3.3 – Children in care three years or longer (emancipated/discharged)

Goal: Decrease by 16% the number of children in foster care 3 years or more who are discharged or emancipated with out a permanent plan.

Data: As of quarter 3 2009, Madera County's children in care three years or longer, emancipate or discharge from care at a rate of 59.1%.

Inputs:

- Training, technical support and implementation of:
 - Concurrent Planning Refresher .
 - Family Finding and Engagement
 - Adoption of older youth
- Include youth in Staffings.
- Early engagement of participants including youth parents, substitute care providers and service delivery partners.

Outputs:

- Staff gain additional knowledgeable and skills to apply: older youth are adoptable, finalizing the youth's concurrent plan, and increasing family finding and engagement efforts.
- Youth's participation in staffings increase.
- Increase in family and partner participation in staffings and concurrent planning.

Expected Outcomes: Fewer than 43.5% children in care for 3 years or longer emancipate or discharge.

8. INTEGRATION OF PQCR, CSA, AND PLANNING PROCESS WITH THE CAPIT/CBCAP/PSSF PLAN

The System Improvement Plan is the third component required by California Child and Family Services Review (C-CSFR) and incorporates the use of both quantitative data available from reports available from the Child Welfare Services/Case Management System and qualitative data gleaned from focus group discussion during the Peer Quality Case Review component of the C-CSFR process that was further refined during the county Self Assessment Process. The PQCR involved conducting interviews to gather information on the areas of focus. The interviews were conducted individually, as well as in focus groups. After the completion of the interviews and the focus groups, the information gathered was analyzed and summarized into our PQCR report submitted in August of 2009. Child Welfare Services and Juvenile Probation had concurrent but separate review processes. Neither Child Welfare Services nor Juvenile Probation observed any unique county issues during the PQCR process. During the County Self Assessment process, the stakeholders identified and provided valuable input on the county's strengths, barriers and potential strategies as a continuum of similar issues identified in the PQCR. The collaborative conversations with local partners have been used to develop a plan that specifies priorities, improvement goals and activities for the System Improvement Plan. Completion will concentrate on the information captured during the PQCR and CSA processes that have already taken place. Additionally, these collaborative conversations help plan for the use of the CAPIT/CBCAP/PSSF funds to streamline duplicative processes, maximize resources, and further improve the collaborative partnerships and communication. As noted in previous reports the fact that Madera County has an intimate collaborative of community resource partners, the conversations held in each component of the C-CSFR have provided a continuum of the same participants and as such

we are uniquely positioned to afford changes without the need for significant loss of time communicating process changes to partners as they have been involved in these decision making efforts.

As identified in the PQCR, the CSA and the SIP stakeholders meeting, a consistent theme on improving services and outcomes were identified, which included an increase in reunification services to children and families, including substance abuse treatment and intensity of services following reunification. In addition, there is a need for youth and parent engagement, as well as parent support and advocacy. Many of the Stakeholders voiced concerns of the lack of or limited services available and potential for duplication of agency requirements and the impact to local resources.

Through compiling and organizing all the information gathered in the CSA, PQCR and SIP convenings, program activities and strategies have been identified. In addition, use of the CAPIT/CBCAP/PSSF plan will assist in meeting the funding of some of the strategies in order to improve and achieve our goals.

PQCR Executive Summary Assessment

Madera County Department of Social Services Child Welfare Services and Juvenile Probation Department began preparations for the 2009 PQCR through a concerted team effort in December 2008. The county scheduled regular meetings and established a conference call calendar with CDSS. This engagement included weekly meetings, wherein the team endeavored to plan and map out our process. The process was to have included a member of CDSS who was to serve as the county's consultant. The economic down fall, coupled with staff coverage issues at CDSS resulted in this aspect of the process being fractured and disjointed. Nevertheless, the team, which included Probation, Child Welfare Services and CDSS, pulled the process together, had excellent community engagement, and participation of peer counties. Vital information was gleaned from consumers, parents, colleagues, and community partners. This information is included in this report.

Overall, the PQCR provided a valuable forum for evaluation of current practice and an opportunity to share information to improve outcomes. The lessons learned from the last PQCR underscored the importance of facilitating as a county with both Child Welfare and Probation as active participants. The planning process was filled with phone conferences, multi-disciplinary approaches and coordination among both Child Welfare and Juvenile Probation staff. Madera County will utilize the information gathered from this process to assist in the development and implementation of both the Self Assessment and System Improvement Plan.

Child Welfare's Focus Area: Recurrence of maltreatment. This focus area involves children who were victims of a subsequent substantiated maltreatment allegation during the six month time period of 7/1/2007 – 12/31/2007.

Probation's Focus Area: Youth transitioning to self-sufficiency for reunification purposes during the time period of 7/1/2007 – 6/30/2008.

CSA Executive Summary Assessment

The County Self Assessment allowed both Child Welfare and Probation to thoroughly review outcome areas, while bringing Stakeholders to the table for input. The core representatives and additional identified participants were invited and engaged in the working meetings that ran over a 6 week period. Together, outcomes were reviewed and the agencies strengths, needs, and strategies for the future were identified.

SAFETY

The Safety outcomes assessed demonstrated that Madera County is performing at a rate consistent with the State average or higher. For Safety Outcome S1.1, Madera County's rate of maltreatment recurrence is 93.5% which is slightly better than the State's average of 93.1%. Madera County has diligently utilized the Structured Decision Making tool, which has allowed for sound assessments of risk and safety, and guided objective decisions for children and families served, resulting in a strong outcome for preventing child maltreatment.

For Safety Outcome S2.1, the county's rate of no maltreatment in foster care is 99.51%, which is only slightly under that of the State's average of 99.61%. Madera County staff consistently assesses children on a monthly basis. Child Welfare staff are required to check the child's placement binder in the placement home to ensure that child's CHDP, dental, physical, and vision exams are done timely. Child Welfare staff collaborate with the child's counselor, doctor, and other professional service providers who are involved in minor's life so further assessments of the child's safety and needs can be addressed on an ongoing basis.

In addition, the county has assessed its compliance with timely contacts, which have shown a noticeable improvement. Child Welfare is at 100% compliance with Immediate referrals, 93.5% compliance with 10-Day investigations and 94.5% compliance with the required monthly face to face contacts. The county has worked diligently in targeting compliance of timely contacts and the efforts have shown positive results.

Strengths identified in the Safety outcomes include the fact that Madera is a smaller county, allowing for engagement in collaborative discussions and activities less cumbersome.

In regard to barriers in meeting the Safety Outcomes, the county has identified the need to further increase home visit for youth in out-of-home placements, while also further engaging the foster youth in staffings and the decision making process as it pertains to their development or change in their case plan.

PERMANENCY

The county's overall composite score for reunification efforts (C1) is at 109.5, which falls below the National Standard of 122.6. The individual composite scores vary in regards to their comparison with the State average and National Standard. For the county's reunification efforts within 12 months, Exit Cohort (C1.1), the county performs at 68.5%, which is above the State average of 62.4%, yet below the National Standard of 75.2%. The county's performance for the Median Time to Reunification (C1.2) is at 6.9, which is a better than the State's average of 8.4, yet below the National Standard of 5.4. The county's performance for Reunification within 12 months, Entry Cohort (C1.3) reaches to 54.7%, which is better then both the State average of 45% and the National Standard rate of 48.4%. However, for the Re-entry following Reunification, the county does not fare as well, jumping to 19.5%, which is higher than both the State average of 11.3% and National Standard of 9.9%.

The county is doing well in the area of reunification within 12 months, as well as the median time to reunify, but falls short in the rate that children re-enter care. The county's is able to engage and collaborate with all parties early on in the process, assisting in the efforts toward reunification for the clients we serve. However, the ability to continue this intensity, as well as maintain the level of services in the community with the limited resources available, continues to pose challenges.

Madera County's Adoption Composite (C2) is 92.3, which is below the National Standard of 106.4. Yet the individual composite scores vary in regards to their comparison with the State average and National Standard. For children adopted in 24 months (C2.1), the county scored 16.2%, which is significantly below than the National Standard/Goal of 36.6%, as well as below the State at 30.0%. For the Median time to adoption (C2.2), the county again scored lower at 34.6%, compared to the National Standard/Goal of 27.3 and the State outcome of 30.5. Yet for adoption within 12 months (C2.3), the county scored at 24.4%, which is above both the National Standard/Goal of 22.7% and the State's of 18.5%. For children legally free within 6 months (C2.4), the county scored 9.9%, which is just below the National Standard of 10.9% and well above the State's average of 7.1%. Lastly, for Adoptions within 12 months, the county scores at 45%, falling below both the National Standard at 53.7% and the State average of 55.7%.

A strength identified in the Adoption composite is the positive relationship with the Department of Social Services Adoptions Office and Madera County. In addition, the county has implemented process and procedures so that roles and responsibilities are clearly identified. Madera County is committed to ensuring that adoptions are finalized within the required timeframes. However, challenges and barriers have been identified that impact the county's performance, which include: 1) Late referrals to the Adoptions District Office, 2) incomplete referrals that do not have all the needed information and/or documents and 3) delays in court orders and placement changes.

Madera County's Long Term Care Composite at 103 is below the National Standard of 121.7, yet the county has moved in a positive direction to increase this performance area. The county's efforts in Exits to Permanency (C3.1) at 23.1%, is similar to that of the State average of 23.0%, yet below the National Standard of 29.1%. The county's efforts toward Exits to Permanency - legally Free at exit (C3.2) is at 94.9, and is just below the State average of 96.6% and below the National Standard of 98.0%. The county's performance toward children in care 3 years or longer (C3.3) climbs to 60.0%, yet is under that of the State average of 61.0%, but is significantly higher than the National Standard of 37.5%.

As noted earlier, the strengths identified in the Long Term Care Composite are those programs that effectively assist in the permanency and transition of foster youth, which include California Permanency for Youth Project (CPYP), Independent Living Program (ILP) and the Transitional Housing Program (THP). However, challenges and barriers have been identified that impact the county's performance, which were identified as 1) service providers have little to no personal experience in foster care which effectives their ability to sympathize, 2) Foster youth feel a lack of inclusion for their input in services 3) There are limited timeframes to work within and limited resources for services offered to youth and families with a variety of special needs.

The county's performance toward Placement (C4) at 99.4 is just below the National Standard of 101.5. Yet some of the individual composites have better outcomes. Whereas Placement Stability 12 months in care (C4.1) Madera performs at 84.9%, which is better than the State average of 82.9% and slightly below the National Standard of 86%. For Placement Stability (C4.2), 12 to 24 months in care, the county score is 74.4%, exceeding both the State average of 62.5%, as well as the National Standard of 65.4%. Yet Placement Stability (C4.3), at least 24 months in care, the county scores at 28.9%, falling below the State average of 33.4%, as well as below the National Standard of 41.8%. These composites show that Madera County performs fairly well in placement stability for those children in care 24 months or less, but the outcomes decrease when a child remains in care longer then 24 months. As noted earlier, the strengths identified are that the county tries to keep youth within the same school of origin and within the county lines so that reunification efforts or connections are maintained. Collaborative agencies and various programs assist in the recruitment and training of foster parents, utilization of Court Appointed Special Advocates (CASA) and the Heart Gallery to try to obtain a connection/mentor with youth with little to no familial contact. The barriers identified regarding placement stability are that maintaining siblings in the same placement are at times difficult, and not asking the age appropriate youth the type or location of placement they would prefer and assessing the compatibility with placement providers. Furthermore, there needs to be an increase in engagement with the Court Appointed Special Advocates and increased intensity of services for youth in RCL 9 and above.

WELLBEING

The well being measures were designed to ensure the provision of Child Welfare services necessary for children in out-of-home care while providing for their health and educational needs. Although there is no Standard or Goal set for these measures, there is always a need to improve in these areas to assure that foster children receive health care when needed, as well as meeting their educational needs. Madera County currently provides the Health and Education Passport to children in out of home care at a score of 76%. CHDP Physical Examinations are in compliance at 91.6% and CHDP Dental examinations at 86.3%. Of the children in out of home care, 13.2% are authorized for psychotropic medications, which is slightly above the State average of 12.9%.

Strengths identified in this area are the county's utilization of the Public Health Nurse, the use of the child's placement binder, and the county's participation in committees and other agency boards that creates a forum to address these needs, such as the Out of Home Youth Advisory Board, made up of representatives from the following organizations: Behavioral Health Services, Public Health, Probation, and Madera County Office of Education (MCOE), Madera Unified School District (MUSD), Workforce Development, AspiraNNet FFA, Y.E.S. (Fresno City College and the Madera Center), Housing Authority, Job Corps/AmeriCorps, and Foster Kinship Care Education.

The Department also works closely with Madera County Office of Education and Madera Unified School District to discuss ongoing educational issues of foster children and develop mechanisms to address problems and allow for more seamless service delivery for these disadvantaged youth.

Efforts are underway by Department staff to focus on ensuring that all CHDP medical care is timely provided for youth and documented.

Describe overall findings

In reviewing the outcome measures, Madera County has made considerable strides in the areas of Safety and continues to maintain those standards. The county utilizes the Structured Decision Making tools for Safety and Risk Assessment, as well as the Family's Strengths and Needs Assessments to ensure that accurate and thorough assessments of the families' needs are completed.

Individual composite areas that present challenges for the county are the following:

- 1) Reunification efforts that occur quickly, but subsequently result in re-entry following reunification
- 2) The time frame that the county and California State Adoption discharges a child to adoption (C2.1, C2.2, and C2.3)
- 3) The number of emancipated children who were in care for 3 years or longer
- 4) Placement stability for youth in care more than 24 months.

The county has already begun to address these issues through several different venues, including the following:

- 1) Staff training on Concurrent Planning, which begins from the moment a case is initiated, through out the case management process.
- 2) Staff training on timelines of the Adoption Referral process
- 3) Implementation of the California Permanency for Youth Project.

In addition, Family Engagement Efforts have also begun to ensure that the parents and children participate in the development of their service plan. These efforts include:

- 1) Having cases staffed at the onset in order to develop the initial service plan and again at a minimum of 6 months thereafter until the close of the case
- 2) Inviting families for Family Case Conferencing, Healthy Beginnings (for families with children ages 0-5) and Cal Works (Linkages) meetings.

Meeting participants include, but are not limited to: community partners, service providers, family, family supports (i.e. church members or neighbors), along with parents, and when appropriate, children.

The Probation Department has an excellent working relationship with various agencies, including the Department of Social Services, Mental Health department, Facility Medical Staff, Courts, Schools, and other Law Enforcement agencies. These agencies offer welcomed advice about regulatory and/or statutory provisions, which assist in providing effective services to our special needs families. For those youth who need an environment with a higher level of accountability,

the Probation department recommends the Court Day School Program, which provides intense supervised services. In addition, the minor and parents are also referred to counseling services.

Furthermore, Madera County has made great strides in establishing relations and collaborative efforts with other service agencies. As outlined in this report, these efforts and local initiatives enhance the continued development of a more robust system that allows for prevention, intervention, and treatment services to children and families of Madera County.

Strategies for the Future

The overwhelming presence of high risk factors such as unemployment, substance abuse, the lack of affordable housing, and insufficient financial resources impacts the county's capacity to respond adequately to the needs of its citizens. County service providers have taken the lead in expanding the county's capabilities through partnership in service provision and financial leveraging. The county has worked diligently in establishing those partnerships and will continue to strengthen those working relationships in order to serve the children and families of Madera County. These factors have to be considered and included in the county's future strategic planning.

During the County Self Assessment process, the stakeholders identified and provided valuable input on the county's strengths, barriers and potential strategies. The outcomes for the System Improvement Plan will be concentrating on those continued efforts that have already taken place.

Some of the reoccurring themes that came up were the need for parent and youth engagement and inclusion at all levels of case planning and decision making. Both foster parents and parents communicated the need to be actively involved with the decision making process, the court process, and further education on the Child Welfare and Probation process. Youth presented the need to be involved in the decision making process, notification and involvement in the court hearing and decisions, involvement in the placement planning, and plans for permanency sooner. Many of the Stakeholders voiced concerns of the lack of services and agency requests that duplicate one another, such as drug testing.

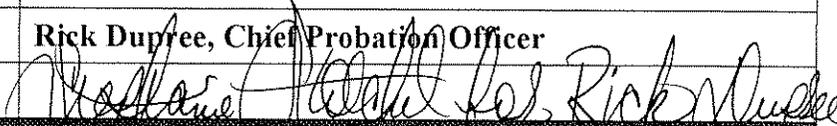
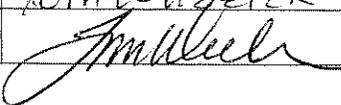
The county's strategies for the future that will enhance and improve outcomes will include, but are not limited to the following:

- Earlier Family/service delivery provider/partner engagement
- Need to engage earlier on in the process
- Include youth, parent, substitute care provider and service delivery partners
- Expansion and refining of the Program Integrity Model through Quality Assurance System.
- Placement Binder
- Increased training for care givers, FFA's, Group Homes and staff for a more universal understanding
- Training, documentation and review of HEP compliance
- Efforts tied to our program integrity efforts
- AB 490
- Universal county understanding and adherence
- Efforts tied to our program integrity efforts to ensure consistency

In addition, Madera County will be implementing the Safe Kids California Project (SKCP), which is an evidenced based program that provides intensive in-home behavioral modification and targets prevention of child neglect, while providing a venue to cascade the service delivery across the county child welfare system.

The above strategies are anticipated to show positive results toward the county's Child Welfare performance measures, while addressing the identified needs of the children and families being served. The county shall continue in its efforts toward community and agency partnerships and collaboration so as to maximize service delivery and utilize future leveraging.

B. Part I

California's Child and Family Services Review System Improvement Plan	
County:	Madera County
Responsible County Child Welfare Agency:	Madera County Department of Social Services
Period of Plan:	May 20, 2010 to May 19 2013
Period of Outcomes Data:	Quarter 3 2009 Data extract reports:
Date Submitted:	May 20, 2010
County System Improvement Plan Contact Person	
Name:	Donna Lutz, MS
Title:	Program Manager
Address:	629 E. Yosemite, Madera CA 93637
Fax:	559 675-7829
Phone & E-mail:	559 662-8368 donna.lutz@co.madera.ca.us
Submitted by each agency for the children under its care	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Kelly Woodard, MSW, Director
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Rick Dupree, Chief Probation Officer
Signature:	
Board of Supervisors (BOS) Approval	
BOS Approval Date:	July 27, 2010
Name:	JOHN WHEELER, CHAIRMAN
Signature:	

RECEIVED AUG 11 2010

2. Narrative

Madera County was able to identify the outcomes needing improvement through both the PQCR and CSA process, as well as the convenings held for the SIP planning. There continues to be open dialogue between partnering agencies, as well as the ability to provide constructive feedback on system strengths and areas identified as needing improvements.

During the PQCR, CSA and SIP meetings, a common theme from these collaborative forums was the need for intensive services, early family engagement, and a willingness to continue the dialogue and activities that would increase and resolve service provisions throughout the county to meet the needs of our families and children. All the representatives agreed that these areas will be prioritized and included in the SIP. In addition, improving the county's practice will provide our Social Workers and Probation Officers the tools and resources to improve in our permanency outcomes.

The collaborative forums were provided with the data outcomes of Madera County's current performance as well as the expected standard goals. Through discussions and identification of county needs, the team was able to logically select those improvement areas that were not meeting the standard goals where activities and service provision would improve and/or resolve the performance deficits.

Madera County's CWS/Probation Focus areas are:

- 1) C1.4 - Reentry Following Reunification, of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year? (Child Welfare),
- 2) C3.3 - In Care 3 Years or Longer (emancipation/age 18) - of all children in foster care during the year who were either discharged to emancipation or turned 18 while still in care, what percent had been in foster care for 3 years or longer? (Child Welfare)
- 3) Safely returning youth home and deterring recidivism (Probation)

In regards to **C1.4 Re-entry Following Reunification**, a growth target of 10% improvement using the composite planner shows an achievement of 15.0, compared to the National Standard Goal of 9.9.

As noted earlier, the four composite data indicators developed by the Administration for Children and Families (ACF) for the Federal Child and Family Services Reviews consider a broader view of outcomes relevant to each domain and then "weights" them and sets a performance goal or standard. The weights for each element in the Composite 1 domain are as follows:

Composite 1: Timeliness of Reunification

Individual Measure C1.1: 22%

Individual Measure C1.2: 21%

Individual Measure C1.3: 12%

Individual Measure C1.4: 46%

In the individual measure for C1.4, it carries the highest “weight” then any of the other individual elements. Madera County’s goal of improving in this individual measure by 10% will further impact the composite as a whole as long as the other individual elements remain constant or increase. This will give the results of a composite score of 120.6, which is an achievement of 93.7%. The National Standard Goal is 122.6 and the State’s PIP goal is 110.2.

In regards to outcome measure **C3.3, In Care 3 Years Or Longer (Emancipated/Age 18)**, an improvement target of 16% using the composite planner shows an achievement of 43.5, compared to the National Standard Goal of 37.5. This would mean that the 13 youth who either emancipated or turned 18 while in care would need to decrease to 10.

The weights for each element in the Composite 3 domain are as follows:

Composite 3: Achieving Permanency

Individual Measure C3.1: 33%

Individual Measure C3.2: 25%

Individual Measure C3.3: 42%

In the individual measure for C3.3 carries the highest “weight” then any of the other individual elements. Madera County’s goal of improving in this individual measure by 16% will further impact the composite as a whole as long as the other individual elements remain constant or increase. This will give the results of a composite score of 126.6, which is an achievement of 111.1%. The National Standard Goal is 121.7 and the State’s PIP goal is 110.

The State Performance Improvement Plan (PIP) provided to the **Administration for Children and Families (ACF)** identifies 6 strategies:

- **PIP Strategy One:** Expand the use of participatory case planning strategies.
- **PIP Strategy Two:** Sustain and enhance permanency efforts across the case life.
- **PIP Strategy Three:** Enhance and expand caregiver recruitment, retention, training and support efforts.
- **PIP Strategy Four:** Expand options and create flexibility for services and supports to meet the needs of children and families.
- **PIP Strategy Five:** Sustain and expand staff/supervisor training.
- **PIP Strategy Six:** Strengthen implementation of the statewide safety assessment system.

Madera County's SIP will contribute to the achievement of each of the State’s PIP strategies as follows:

- **PIP Strategy One:** Family Team Meetings will support all of the SIP focus areas and are based on engagement and case planning with families.
- **PIP Strategy Two:** With Permanency as an identified focus area, it is intended that permanency will be a focus from the very beginning. Further efforts will focus on concurrent planning and even when reunification fails, there will be continual efforts toward establishing permanency options.

- **PIP Strategy Three:** The role of the substitute care provider is crucial in achieving concurrent planning efforts, both in supporting reunification as well as the permanent plan. The recruitment and training of caregivers will continue and is essential in the success of improvement strategies.
- **PIP Strategy Four:** Madera County is exploring creative options that will help meet the needs of the children and families served such as Wrap services and parent advocacy.
- **PIP Strategy Five:** Training around Concurrent Planning, Motivational Interviewing, Adoption, Family Finding Efforts, are essential elements that support improvement in the identified focus areas.
- **PIP Strategy Six:** Madera County utilizes SDM and embraces the assessments and decision making process along the whole spectrum in support of reunification and permanency efforts. Safety must always be assessed at the forefront.

The county's strategies for outcome improvements will include, but are not limited to the following:

- Earlier family engagement and service delivery and provider/partner engagement
 - Need to engage all participants earlier on in the process at the point of contact with the family
 - Include youth, parent, substitute care provider and service delivery partners in the assessment and service planning activities
- Development of an Intensive Family Maintenance Model after successful reunification
 - Intensive home visitation
 - Parenting
 - Substance abuse treatment and testing.....
- Expand and refine the Program Integrity Model through the Quality Assurance System utilizing for on-going monitoring of outcome improvement
- Implement Intensive Family Preservation concurrent with the provision of Family Maintenance Services
- Increase the level of coordination on identified Linkage cases to enhance and increase services to families in order to assist them with necessary resources and support.
- Include an AOD counselor as part of the Family Team Meetings to provide initial screening substance abuse for parents
- Improve the county's early initiation of concurrent planning.
- The county will increase their practice towards family finding efforts.
- The county will develop training specifically addressing the adoption of older youth to integrate the message that all youth are adoptable, even older youth. This messaging will be consistently delivered in all services provided by CWS and collaborative partners, so all

those who are involved with the child know the optimal concurrent permanent goal for the youth is adoption.

- Develop a Parent Support and Advocacy (PSA) center that will provide resources, linkages and support for Madera County parents. This will include parent education, development of adolescent parent training, in-home training and parent mentoring.

As noted during the PQCR, CSA and SIP meetings, a common theme from these collaborative was the need for intensive services, early family engagement, and a willingness to continue the dialogue and activities that would increase and resolve service provisions throughout the county to meet the needs of our families and children. By improving the county's practice, Social Workers and Probation Officers will have the tools and resources to improve our permanency outcomes.

The above strategies are anticipated to show positive results toward the county's Child Welfare performance measures, while addressing the identified needs of the children and families being served. The county shall continue in its efforts toward community and agency partnerships and collaboration so as to maximize service delivery and utilize future leveraging

Madera County gathered data from the University of California, Berkeley, Center for Social Services Research' website, along with Safe Measures and CWS/CMS, so the county's performance could be reviewed and assessed.

OUTCOME MEASURES

The following represents Madera County's Compliance thresholds for each outcome measure. Madera County has indicated those measures to be included in the System Improvement Plan. The county's performance is compared to that of the National Standard Goal, as well as the State's performance for Quarter 3 2009.

.INDICATORS	INCLUDED IN PLAN	NOT INCLUDED	Prior data from 2008 SIP Update	Current Data	Standard	State
S1.1 No Recurrence of Maltreatment		X	90.5%	Q3 2009 89.2%	94.6%	93.0%
S2.1 No Maltreatment in Foster Care		X	100%	Q3 2009 99.48%	99.68%	99.6%
2B Child abuse and neglect referrals by time-to-investigation		X	Immediate 95% 10 Day 85.1%	Q3 2009 Immediate 100% 10 Day 92.8%	N/A	Immed. 96.8% 10 Day 94.7%
Indicator 2C Timely Social Work Visits with Child		X	81.2%	Q3 2009 92.6%	N/A	92.9%

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

INDICATORS	INCLUDED IN PLAN	NOT INCLUDED	Prior data from 2008 SIP Update	Current Data	Standard	State
C1 Reunification Composite				Q3 2009	122.6	115.1
C1.1 Reunification within 12 Months (exit cohort)		X		104.8		
C1.2 Median Time to Reunification (exit cohort)		X	74.1%	Q3 2009 73.4%	75.2%	63.4
C1.3 Reunification within 12 Months (entry cohort)		X		Q3 2009 8.1	5.4	8.2
C1.4 Reentry Following Reunification The percentage of children re-entering foster care within a year of reunification has increased since the last review period.	X		35.8%	Q3 2009 60.0%	48.4%	43.3
C2 Adoption Composite				Q3 2009		
C2.1 Adoption within 24 Months (exit cohort)		X		111.0	106.4	102.6
C2.2 Median Time to Adoption (exit cohort)		X	25.5%	Q3 2009 18.4%	36.6%	28.7
C2.3 Adoption within 12 Months (17 months in care)		X	None	Q3 2009 33.1 mos	27.3 mos	31.0
C2.4 Legally Free within 6 Months (17 months in care)		X	None	Q3 2009 33.6%	22.7%	19.7
			None	Q3 2009 14.1%	10.9%	6.8

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

INDICATORS	INCLUDED IN PLAN	NOT INCLUDED	Prior data from 2008 SIP Update	Current Data	Standard	State
C2.5 Adoption within 12 Months (legally free)		X	None	Q3 2009 45.7%	53.7%	56.8
C3 Long Term Care Composite				Q3 2009 113.9	121.7	105.6
C3.1 Exits to Permanency (24 months in care)		X		Q3 2009		
C3.2 Exits to Permanency (legally free at exit)		X	None	30.4%	29.1%	23.3
C3.3 In Care 3 Years or Longer (emancipation/age 18) Children are leaving foster care without a permanent plan at a higher rate than the National Standard. Even though Madera County has adopted and is applying the practices of the CPYP efforts, our performance outcomes still need improvement.	X		None	98%	98%	96.9
C4 Placement Stability Composite				Q3 2009 99.9	101.5	94.5
C4.1 Placement Stability (8 days to 12 months in care)		X	87.2%	Q3 2009 87.3%	86%	83.4
C4.2 Placement Stability (12 to 24 months in care)		X	None	Q3 2009 69.2%	65.4%	62.3

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putham-Hornstein, E., Freer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/tueb_childwelfare

INDICATORS	INCLUDED IN PLAN	NOT INCLUDED	Prior data from 2008 SIP Update	Current Data	Standard	State
C4.3 Placement Stability (at least 24 months in care)		X	None	Q3 2009 31.4%	41.8%	33.2
4A Siblings Placed Together in Foster Care		X	All - 53.5% All or Some -- 78.1%	Q3 2009 All - 62.9% All or Some -- 75.7%		53.5 73.0
4B Least Restrictive (Entries First Plc.: Relative)		X		9.7		18.8
4B Least Restrictive (Entries First Plc.: Foster Home)		X		12.9		19.3
4B Least Restrictive (Entries First Plc.: FFA)		X		74.2		45.8
4B Least Restrictive (Entries First Plc.: Group/Shelter)		X		3.2		12.5
4B Least Restrictive (Entries First Plc.: Other)		X		0		3.5
4B Least Restrictive (PIT Placement: Relative)		X		18.3		32.9
4B Least Restrictive (PIT Placement: Foster Home)		X		6.3		9.5
4B Least Restrictive (PIT Placement: FFA)		X		52.7		29.3
4B Least Restrictive (PIT Placement: Group/Shelter)		X		6.7		6.9
4B Least Restrictive (PIT Placement: Other)		X		16.1		21.5

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, F., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year]. from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/uec_childwelfare

INDICATORS	INCLUDED IN PLAN	NOT INCLUDED	Prior data from 2008 SIP Update	Current Data	Standard	State
4 E Rate of ICWA Placement Preferences		X	Relative -33%	1) ICWA eligible Relative - 25% Non Rel/Non Ind SCP - 50% Group - 2.5% 2) Amer. Indian Relative - 20% Non Rel/Non Ind SCP - 70% Group - 10%		
4E Multi Ethnic Placement Status		X				
5B Timely Medical Exams		X		Medical - 88%		87.2
5B Timely Dental Exams		X	None	Dental - 76.9%		63.2
5F Foster Care Children Authorized for Psychotropic Medications		X	None			13.2
6B Individualized Education Plan		X	None	13.5% Q3 2009 3.8%		7.3
8A Children Transitioning to Self Sufficiency Adulthood						
8A Completed High School or Equivalency*		X		80		65.2
8A Obtained Employment*		X		20		32.3
8A Have Housing Arrangements*		X		100		89.1
8A Received ILP Services*		X		100		87.8
8A Permanency Connection with an Adult*		X		100		89.7

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved [month, day, year], from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

C. SIP Matrix

Outcome/Systemic Factor: C1.4 Rate of Re-Entry into Foster Care Following Reunification																								
<p>County's Current Performance: Madera County falls short in the Measure C1.4, the rate that children re-enter care, at a performance level of 22.5%, compared to the National Standard Goal of 9.9%. The county's CWS performance has declined, increasing the number of children who re-enter foster care after successful reunification. In contrast, Madera County shows improvement in the areas of C1.1 – C1.3, reunifying children back home quickly, but subsequently shows an increase in those children returning back to foster care.</p> <p>Improvement Goal 1.0 The Rate of Re-Entry into foster care following reunification will be reduced by 10%, improving the county's performance to 15.0 and impacting the Timely Reunification Composite score to 120.6. The National Standard Goal is 122.6 and the State's PIP goal is 110.2.</p>																								
<p>Strategy 1.1 Develop a Parent Support and Advocacy (PSA) center that will provide resources, linkages and support for Madera County parents. This will include parent education, development of adolescent parent training, in-home training and parent mentoring.</p>	<p>Strategy Rationale: Parents who have access to necessary resources and support are more likely to be successful in safely parenting their children.</p>																							
	<table border="1"> <tr> <td><input checked="" type="checkbox"/> CAPIT</td> </tr> <tr> <td><input checked="" type="checkbox"/> CBCAP</td> </tr> <tr> <td><input checked="" type="checkbox"/> PSSF</td> </tr> <tr> <td><input type="checkbox"/> N/A</td> </tr> </table>	<input checked="" type="checkbox"/> CAPIT	<input checked="" type="checkbox"/> CBCAP	<input checked="" type="checkbox"/> PSSF	<input type="checkbox"/> N/A																			
<input checked="" type="checkbox"/> CAPIT																								
<input checked="" type="checkbox"/> CBCAP																								
<input checked="" type="checkbox"/> PSSF																								
<input type="checkbox"/> N/A																								
<p>Milestone</p>	<table border="1"> <tr> <td>1.1.1 Develop Request for Proposal for PSA Center</td> <td>05/01/2010</td> <td rowspan="2">Assigned to</td> <td>Program Manager, Program Analyst</td> </tr> <tr> <td>1.1.2 Issue Request for Proposal</td> <td>05/30/2010</td> <td>Program Manager, CAPIT Liaison</td> </tr> <tr> <td>1.1.3 Develop Integrated Plan for Provision of Parent Services</td> <td>07/01/2010</td> <td></td> <td>CAPIT Liaison, Contractor</td> </tr> <tr> <td>1.1.4 Provide Parent Services</td> <td>10/01/2010</td> <td></td> <td>Contractor</td> </tr> <tr> <td>1.1.5 Track and monitor services delivered</td> <td>10/01/2010 and On-going</td> <td></td> <td>CAPIT Liaison and Contractor</td> </tr> <tr> <td>1.1.6 Increase Parent Services and engagement of service partners.</td> <td>07/01/2011 and On-going</td> <td></td> <td>CAPIT Liaison and Contractor</td> </tr> </table>	1.1.1 Develop Request for Proposal for PSA Center	05/01/2010	Assigned to	Program Manager, Program Analyst	1.1.2 Issue Request for Proposal	05/30/2010	Program Manager, CAPIT Liaison	1.1.3 Develop Integrated Plan for Provision of Parent Services	07/01/2010		CAPIT Liaison, Contractor	1.1.4 Provide Parent Services	10/01/2010		Contractor	1.1.5 Track and monitor services delivered	10/01/2010 and On-going		CAPIT Liaison and Contractor	1.1.6 Increase Parent Services and engagement of service partners.	07/01/2011 and On-going		CAPIT Liaison and Contractor
	1.1.1 Develop Request for Proposal for PSA Center	05/01/2010	Assigned to		Program Manager, Program Analyst																			
	1.1.2 Issue Request for Proposal	05/30/2010		Program Manager, CAPIT Liaison																				
	1.1.3 Develop Integrated Plan for Provision of Parent Services	07/01/2010		CAPIT Liaison, Contractor																				
	1.1.4 Provide Parent Services	10/01/2010		Contractor																				
	1.1.5 Track and monitor services delivered	10/01/2010 and On-going		CAPIT Liaison and Contractor																				
1.1.6 Increase Parent Services and engagement of service partners.	07/01/2011 and On-going		CAPIT Liaison and Contractor																					

<p>Strategy 1. 2 Include an AOD counselor as part of the Family Team Meetings to provide initial screening substance abuse for parents.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale: By streamlining an initial AOD screening for parents with substance abuse issues up front, they can be connected to services and support quicker, decreasing the potential for relapse, while strengthening the prognosis for successful reunification.</p>		
		07/01/2010			Director, Deputy Director	
		Timeframe			Assigned to	Program Manager, Supervisors
		1.2.1 Develop a MOU with Behavioral Health Services for an AOD counselor.			10/01/2010	All CW Staff
		1.2.2 Create policy on roles and responsibilities of AOD counselor			01/01/2011	All CW Staff
1.2.3 Implement addition of AOD Counselor to CWS Staffings.		01/01/2011 and On-going	All CW Staff			
1.2.4 Track clients served through the initial screening process and outcomes of sobriety.		01/01/2012 and On-going	Program Integrity Social Worker, Supervisors, PM, and Deputy Director			
1.2.5 Review and monitor outcomes utilizing Rushmore Program Integrity Model.						
<p>Strategy 1. 3 Utilize Motivational Interviewing Practice to enhance communication between staff and clients to promote behavior change, especially with substance abuse clients. Families, youth and service providers will be engaged early-on in the process to develop the family's case plan.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale: Preliminary analysis shows the majority of children who re-enter foster care during the Family Maintenance services stage, were with parents who showed a recurrence of their substance use issues. Motivational interviewing is an evidenced based practice shown to be effective in improving substance abuse outcomes and other behavioral changes, effecting and reducing re-entry into care.</p>		
		10/30/2010			All CW Staff	
		Timeframe			Assigned to	PM, Supervisors, and Social Workers
		1.3.1 Social Workers will receive Motivational Interviewing skill and technique training.			03/01/2011	
		1.3.2 All Social Workers will utilize Motivational Interviewing skills with families receiving Family Reunification and Family Maintenance services to effect client's behavioral changes.				
Milestone						

	<p>1.3.3 Implement focused program activities to review and monitor compliance utilizing Rushmore Program Integrity Model</p>		01/01/2012		<p>Program Integrity Social Worker, Supervisors, PM, and Deputy Director</p>
	<p>Strategy 1.4 Increase the level of coordination on identified Linkages cases to enhance and increase services to families in order to assist them with necessary resources and support.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale: Families reunifying face challenges when several demands are placed on them. Through coordinated case planning efforts and frequent review of the families progress, service adjustments can be made to alleviate any barriers, assisting in the family's success</p>	<p>All CW Staff</p>
<p>Milestone</p>	<p>1.4.1 Social Workers will have refresher training on Linkages and services available to the families.</p>	<p>Timeframe</p>	01/30/2011		
	<p>1.4.2 Collaborative partners will be trained on Linkages and the available services for families for implementation of coordinated efforts.</p>		04/01/2011	<p>Assigned to</p>	<p>PM, Supervisors</p>
	<p>1.4.3 Implement focus program activities to review and monitor compliance utilizing Rushmore Program Integrity Model</p>		10/01/2011 and On-going		<p>Program Integrity Social Worker, Supervisors, PM, and Deputy Director</p>
<p>Strategy 1.5</p>	<p>Implement Intensive Family Preservation concurrent with the provision of Family Maintenance Services</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale: Preliminary analysis shows the majority of children who re-enter foster care during the Family Maintenance services stage occur within a 12 month range. Intensive services provided concurrently with the child's return to the parents under family maintenance services, will reduce re-entry into foster care.</p>	<p>All CW Staff</p>
<p>Milestone</p>	<p>1.5.1 Social Workers will receive necessary training on Intensive Family Preservation.</p>	<p>Timeframe</p>	4/1/2011		
	<p>1.5.2 All families will receive Intensive Family Preservation services to begin concurrently with the on-set of their Family Maintenance Services</p>		07/01/2011	<p>Assigned to</p>	<p>All CW Staff</p>
	<p>1.5.3 Implement focused program activities to review and monitor compliance utilizing Rushmore Program Integrity Model</p>		01/01/2012 and on-going		<p>Program Integrity Social Worker, Supervisors, PM, and Deputy Director</p>

Outcome/Systemic Factor: C3.3 In Care 3 Years or Longer (emancipation/age 18

<p>County's Current Performance: Madera County falls short in the Measure C3.3, not performing at the National Standard goal. Madera's performance outcome is 59.1 as reported in Quarter 3 2009, compared to the National Standard of 37.5.</p>		<p>Strategy 2.1</p>		<p>Strategy Rationale: Preliminary analysis shows that there may have been significant delays in implementing concurrent planning process.</p>	
		<p>Improve the County's early initiation of concurrent planning.</p>		<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	
		<p>2.1.1 Social Workers will receive refresher training on concurrent planning.</p>		<p>07/01/2010</p>	
		<p>2.1.2 The initial detention staffing sheet used by the Emergency Response Social workers will be revised to include concurrent planning status and the need for the continuing unit social worker to continue concurrent planning efforts.</p>		<p>01/01/2011</p>	
		<p>2.1.3 Concurrent planning discussions will be held at all family conferences subsequent to the detention hearings</p>		<p>01/01/2011 and On-going</p>	
<p>Milestone</p>		<p>Timeframe</p>		<p>Assigned to</p>	
<p>Strategy 2.2</p>		<p>The County will increase their family finding and engagement efforts.</p>		<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	
		<p>2.2.1 At the onset of a dependency case, CWS Staff will conduct a due diligence search for all relatives.</p>		<p>07/01/2010</p>	
		<p>2.2.2 CWS Staff and agency partners will be provided training on Family Finding and Engagement efforts</p>		<p>12/01/2010</p>	
<p>Milestone</p>		<p>Timeframe</p>		<p>Assigned to</p>	
		<p>All CW Staff, and CDSS Adoptions</p>		<p>All CW Staff</p>	
		<p>All CW Staff</p>		<p>All CW Staff, CWS Families, Youth</p>	
		<p>All CW Staff, CWS Families, Youth</p>		<p>All CW Staff</p>	
		<p>All CW Staff, CWS Families, Youth</p>		<p>All CW Staff</p>	

	2.2.3 All CW staff will document search efforts used to locate relatives in CWS/CMS as well as efforts to engage families.		01/01/2011 and On-going		All CW Staff
	2.2.4 Referrals to CDSS Adoptions District Office will include all relatives located and will provide updates at all subsequent reviews.		01/01/2012 and On-going		All CW Staff
Strategy 2.3	All CWS staff and community partners will be provided training specifically addressing the adoption of older youth that will integrate a consistent message in all services provided by CWS and the county's collaborative partners.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Based on a preliminary analysis of youth in care 3 yrs or more and emancipated, the majority reported they did not want to be adopted. SW's have accepted this and efforts to pursue adoptions are not made. By changing the philosophy to "all youth are adoptable," the County hopes to support an institutional paradigm shift, resulting in positive permanency outcomes for youth.	
Milestone	2.3.1 All CW staff and community partners will be trained on the Adoption's Kaleidoscope program	Timeframe	01/01/2011		All CW Staff, CDSS Adoptions
	2.3.2 All CW staff and community partners in collaboration with CDSS Adoptions shall support and pursue efforts identified as the child's concurrent plan.		04/01/2011	Assigned to	All CW Staff, Community Partners
	2.3.3 Integrate the philosophy of all youth are adoptable into conversations, activities, and services held with our youth.		07/01/2012		All CW Staff, Community Partners
	2.3.4 Implement focus program activities to review and monitor compliance utilizing Rushmore Program Integrity Model		01/01/2012		Program Integrity Social Worker, Supervisors, PM, and Deputy Director
Strategy 2.4	Foster youth will be included and engaged in discussing permanency strategies, while being informed of permanency options, as well as life long connections.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Through the PQCR and CSA process, youth expressed the desire to be involved in decisions affecting them. Youth who are included in the decision making process and properly educated on their permanency options, will be more open to permanency planning recommendations.	

Milestone	2.4.1 CWS Staff shall invite youth to all case review staffings and engage them in the permanency planning conversation.	01/01/2011 on-going	All CW Staff
	2.4.2 CWS Staff will further work with youth to identify family and life long connections and document these efforts and results in CWS/CMS.	02/01/2011	All CW Staff
	2.4.3 Staffing documents will be used to track youth involved in case staffings and permanency planning efforts. Compliance will be monitored utilizing the Rushmore Program Integrity Model.	01/01/2012	All CW Staff, Program Integrity Social Worker
	Timeframe		Assigned to

Milestone	<p>Outcome/Systemic Factor: Increase the number of Probation youth who Safely Return to their home and reduce recidivism.</p> <p>County's Current Performance The improvement outcome for Probation is to safely return youth to their homes and deter recidivism. This focus area targets youth who have returned home and avoid re-entry into the foster care system. The county's performance in this area showed that several of the probation youth who were returned to their parents' care, subsequently re-offended. As a result, the youth were incarcerated or re-entered foster care and were removed from the care and custody of their parents.</p> <p>Improvement Goal 3.0 Safely Return Probation youth to their home and deter recidivism. This improvement goal will identify a youth's readiness to return home and be maintained in a stable home environment without committing new crimes, leading to incarceration or re-entering the foster care system. The County will provide safety efforts for our probation youth by assisting the family's efforts in building stable homes.</p> <p>Strategy 3.1 Utilize Motivation Interviewing Practice to enhance communication between staff and clients to promote behavior change, especially with substance abusing clients.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Motivational interviewing is an evidenced based practice shown to be effective in improving substance abuse outcomes and other behavioral changes, effecting and reducing re-entry into care.	Probation Officers, Senior and Supervisors. Probation Officers, Seniors & Supervisors.
	3.1.1 Probation Officers will receive Motivation Interviewing skills and technique training	10/30/2010	Probation Officers, Senior and Supervisors.	Assigned to
	3.1.2 Probation Officers will utilize Motivational Interviewing skills with youth and families to do assessments, develop case plans, and deliver services that will effect client's behavioral changes.	03/01/2011	Probation Officers, Seniors & Supervisors.	
	Timeframe		Assigned to	

	<p>3.1.4 Implement program integrity process to monitor use of motivational interviewing in completing case planning activities.</p>		01/01/2012		Probation Officers, Seniors & Supervisors.
<p>Strategy 3. 2</p> <p>Probation Staff will engage youth, families and service providers early on to develop case plan activities that include concurrent planning services.</p>			<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale:</p> <p>The Probation Officer will provide concurrent case planning services that will assist the family in the decision making process to resolve issues to deter delinquent behavior and maintain the youth's safety.</p>	
<p>Milestone</p>	<p>3.2.1 The Probation Officer will attend training specific to concurrent planning to implement process in the case plan.</p>	<p>Timeframe</p>	7/1/10	<p>Assigned to</p>	Probation Officer, Senior, & Supervisor
	<p>3.2.2 The probation officer will develop a case plan with the family and youth that includes a concurrent plan for the youth's permanency, should reunification efforts fail.</p>		10/1/10		Probation Officer
	<p>3.2.3 Senior and Supervisors will conduct monitoring of concurrent planning activities to assure appropriate services are being provided to the minor and the family.</p>		01/01/2011		Senior and Supervisor

Strategy 3.3 Develop and provide a mentoring program for at risk youth that will provide positive social adjustments.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Mentoring will serve as an intervention to provide positive social adjustment, while also deterring recidivism. Youth will be partnered with a role model mentor who will work with and help the youth make positive decisions while developing a life long connection.
Milestone	3.3.1 Implement a mentor program that meets the needs of the families we serve in Madera county. 3.3.2 Train Probation Officers on the mentor program and the benefits of those activities for the youth 3.3.3 Recruit mentors to work with youth and provide positive pro-social activities that will assist in deterring recidivism. 3.3.4 Probation Officer will monitor the mentors and youth to assure they are developing a positive connection.	5/01/2010 05/01/2010 and On-going 06/01/2010 and On-going 06/01/2010 and ongoing	DPO Senior and Supervisors. Probation Officers DPO Senior and Supervisors. And contract provider Probation Officers.
Strategy 3.4 Probation will utilize the CWS/CMS system to monitor and track services for out-of home youth.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: CWS/CMS will provide measures in the areas of permanency, safety and well-being. Performance measures can then be identified and services and resources can be delivered based on the youth and family's need.
Milestone	3.4.1 Attend training to obtain knowledge of CWS/CMS system and enter appropriate information. 3.4.2 Continue to work with Madera County Child Welfare Services and attend CWS/CMS trainings as necessary. 3.4.3 Run performance outcome measures and address areas of concern through adjusting and/or modifying practice and procedures.	5/01/2010 and On-going 08/01/2010 and On-going 01/01/2011	DPO's, Senior and Supervisors. Probation Officers, Seniors and Supervisors Probation Officers, Seniors and Supervisors

Strategy 3. 5 Provide WRAP services targeted to youth and their families who are at imminent risk of removal.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Working in collaboration with service providers allows for intense service provision to our high risk youth, effecting change and promoting stable family units.	
Milestone	3.5.1 The probation officer will attend training on evidence based practices to improve placement outcomes.	6/01/2010	Assigned to DPO's, Senior and Supervisors.	
	3.5.2 Probation officer will learn techniques to use in creating a safe and effective learning environment to train other staff and teach the minor's parents.	01/01/2011 and ongoing		Senior Probation Officers and Supervisors.
	3.5.3 Probation staff will monitor and track performance outcomes and effectiveness of WRAP services	01/01/2012 and On-Going		Senior Probation Officers and Supervisors

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.

There are current on-going efforts to develop and support community –based services organizations (CBO's) in the provision of services. Although Madera County does not have a strong presence of CBO's, the county does have a strong commitment toward a team approach among the service providers. Madera County has in place a Family Resource Center to address 0-5 age youth, but there is a need to have services geared toward older youth, 5 and above.

Further resources are needed to provide support for parents and their children on effective parenting and child rearing.

Probation recognizes the need to provide parents/legal guardians support that will assist them in providing for the youth's safety and well being, such as assistance with transportation to and from appointments that will support the family in successfully completing their case plan goals and activities.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

In the above listed strategies, there is a need for training of Child Welfare and Probation staff as well as among the community partners in the areas of engaging and motivating families, family finding efforts, and increasing the intensity of services in the home.

Lack of post-reunification services have been identified as the most significant factor that contributes to the rate of re-entry into foster care for both probation and child welfare youth.

Cooperation with the Regional Training Academy and State Adoptions will be needed to ensure training on these strategies that can impact and support Concurrent Planning/post reunification efforts.

Identify roles of the other partners in achieving the improvement goals.

The county will rely on collaborative services and identified training to reduce the rate of re-entry into foster care, keep youth safe in their home, and reduce the rate of youth in care more than 3 years who emancipate from care.

Although collaborative partnerships exist within the community, active efforts to combine our resources and service delivery to families must be increased, so as to increase our performance in the areas of child safety, permanence and well-being.

Mental Health will be utilized for further resources and support services to the family, such as alcohol and drug screening, treatment, parenting education and support groups.

Public Health, including the PHN will be utilized to further strengthen safety and risk assessments, as well as linkage to services, such as the child advocacy center and referrals to service specialists.

Additional collaborative agencies will be utilized to support identified service needs of our families, such as further parent education, support groups, and mentors.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals and if they will be supported by CAPIT/CBCAP/PSSF funds.

Additional support to allow for compliance with Family Finding and Engagement.

D. CWSOIP Narrative

Madera County has identified several strategies that will effect and improve performance outcomes. Many of the strategies will occur through internal training and procedural practices.

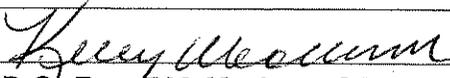
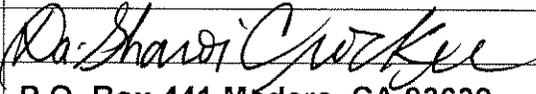
To further implement effective strategies that will impact the county's efforts toward improving safety, permanency and well being for children and families of Madera County, CWSOIP funding support will be utilized to support an on-site Alcohol Other Drug (AOD) counselor.

An onsite AOD counselor is being pursued in order to streamline the screening and assessment process of parents with substance abuse issues at the on-set of Madera County's involvement with the family. By providing an early screening and assessment, the parent can be quickly linked to services and enrolled in treatment and necessary support. By early engagement of treatment, the parents will be on-track for reunification. With early support and guidance, the parent is less likely to relapse or return to substance abuse as a primary coping mechanism, contributing to successful reunification.

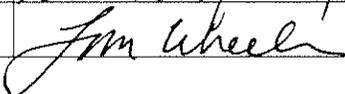
Concurrent to this strategy, the county is interested in implementation of an Intensive Case Management services component for parents who successfully reunify with their child(ren) by providing time-limited family maintenance services. These services may also incorporate the Safe Kids California Program curriculum.

By utilizing CWSOIP funds for these efforts, Madera County will improve their efforts in Safety, Permanence and Well being for children and families. This further supports the county's identified areas of improvement and will have a positive impact on meeting our performance measures.

E. Part II – CAPIT/CBCAP/PSSF

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	May 20, 2010 to May 31, 2013
Date Submitted:	
Submitted by: Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs	
Name & title:	Kelly Woodard, MSW, Director
Signature:	
Address:	P.O. Box 569 Madera, CA 93639
Fax:	559-675-7603
Phone & E-mail:	559-675-7841 / kelly.woodard@co.madera.ca.us
Submitted by: Child Abuse Prevention Council (CAPC) Representative	
Name & title:	DaSharoi Crocker
Signature:	
Address:	P.O. Box 441 Madera, CA 93639
Fax:	
Phone & E-mail:	559-662-1793 / dasharoi@gmail.com
Submitted by: Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)	
Name & title:	Charline Blair
Signature:	
Address:	28722 Ave. 14 1/2, Madera
Fax:	
Phone & E-mail:	

CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

Submitted by:	
Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	N/A
Signature:	N/A
Address:	N/A
Fax:	N/A
Phone & E-mail:	N/A
Submitted by:	
Submitted by:	CAPIT Liaison
Name & title:	Elizabeth Inman, Administrative Analyst II
Address:	P.O. Box 569 Madera, CA 93639
Fax:	559-675-7603
Phone & E-mail:	559-675-7841 / beth.inman@co.madera.ca.us
Submitted by:	
Submitted by:	CBCAP Liaison
Name & title:	Elizabeth Inman, Administrative Analyst II
Address:	P.O. Box 569 Madera, CA 93639
Fax:	559-675-7603
Phone & E-mail:	559-675-7841 / beth.inman@co.madera.ca.us
Submitted by:	
Submitted by:	PSSF Liaison
Name & title:	Elizabeth Inman, Administrative Analyst II
Address:	P.O. Box 569 Madera, CA 93639
Fax:	559-675-7603
Phone & E-mail:	559-675-7841 / beth.inman@co.madera.ca.us
Board of Supervisors (BOS) Approval	
BOS Approval Date:	July 27, 2010
Name:	TOM WHEELER (CHAIRMAN OF THE BOARD)
Signature:	

Part II: CAPIT/CBCAP/PSSF PLAN

May 2010

a. Madera County SIP Planning Team

Madera County Department of Social Services	Donna Lutz Contessa Palmero Nick Cha Jeff Dent Amparo Williams Paige Sambueso Cynthia Suarez Susan Arteaga Debbie Blankenship
Madera County Probation Department	Jose Pantoja Kelly Layne
Madera Community Action Partnership	MJ Nabors
Madera County Public Health Department	Cheryl Edgar
Madera County Behavioral Health Department	Janice Melton Cesar Velasquez
Madera County Office of Education	Dr. Sally Frazier Dana True Kathy Woods
FATHOM Force/CAPC	Da Sharoi Crocker
City of Madera	Nicki LaPlant
First 5	Christina Saucedo
Parent	Charline Blair
ICWA	Orianna Walker Shirley Diaz
Community Representative	Jolinda Thomas

b. Child Abuse Prevention Council

Madera County has one Child Abuse Prevention Council (CAPC) named FATHOM (Families Are the Heart of Madera) Force. Madera County's Child Abuse Prevention Counsel (MCCAPC) is a 501 (c) (3) and is made up of an Executive Director, Board of Directors and Executive Board and general membership. The CAPC is designated by the Interagency for Children and Youth Services Council (ICYSC) to coordinate with a host of agencies to accomplish the following:

- Promote public awareness of the abuse and neglect of children and facilitate community support for intervention and treatment programs;
- Encourage and facilitate trainings of professionals in the detection, treatment and prevention of child abuse and neglect;
- Recommend improvement in services to families and victims via public and non-profit agencies;
- Advise the County Board of Supervisors via the ICYSC on the selection of child abuse and neglect prevention and intervention projects, programs, services and special studies funded through AB2994, Children's Trust Fund, CAPIT and any other monies available. The CAPC is represented on the CAPIT/CBCAP/PSSF three year plan collaborative.

The MCCAPC also promotes public awareness about abuse and neglect of children and facilitates community support via public awareness activities and educational programs. The MCCAPC has been approved to provide the following services and events:

- Public Awareness: Child Abuse Prevention Month Activities
- Education: Day for Children's Conference, Parent Education Workshops("Staying Connected with Your Teens" and "Supporting Children Exposed To Domestic Violence")

MCCAPC is a member of the local Interagency for Children and Youth Services Council which is the Board of Supervisors' designated entity to oversee both the Children's Trust Fund and CAPIT/CBCAP/PSSF funding streams. As indicated above, the CAPC is included in the CAPIT/CBCAP/PSSF three year planning activities and has participated in all the county's California Child and Family Services Review (C-CSFR) activities. (See attachment A, B, C and D)

The MCCAPC has requested \$48,210.00 for fiscal year 2010/2011 to support the MCCAPC operational budget, Public Awareness and Education activities. This budget request is being recommended by the ICYSC for approval to the County Board of Supervisors.

c. PSSF Collaborative

Previous to the current integrated planning process, the Department of Social Services carried out all PSSF functions in a more independent fashion. The PSSF Collaborative is an informal representation of designated members of the Interagency Children and Youth Services Council (ICYSC) partnering with Madera County Department of Social Services (DSS). The integrated SIP has brought with it a new opportunity to formalize linkage of the PSSF. The Interagency Children and Youth Services Council (ICYSC) will be requested to formally designate The ICYSC Executive Committee to assume the role of PSSF Collaborative.

d. CCTF Commission, Board, or Council

The Interagency Children and Youth Services Council (ICYSC) is designated by the Board of Supervisors to perform duties as detailed in the Welfare and Institutions Code 18970 (c) and make recommendations for the distribution of funds from the County Children's Trust Fund. Pertinent information will be collected and published annually for public view in a report to the Board of Supervisors. A membership list is attached.

e. Parent Consumers

Parent consumers have been an integral part of the C-CFSR process and have been included in all aspects of it. Their input is highly valued in identifying parent needs specific to provision of Child Welfare Services and Probation services. Incentives such as snacks, child care and gift cards were provided to support their participation in the process. Specifically, during the SIP process, parents voiced the need for parenting education programs for parents of adolescent youth, for individualized parenting training after successful reunification and for development of a parent leadership/peer/mentorship program. These trainings and activities will be folded into the RFP developed through the C-CFSR process.

These recommendations were embraced by the SIP Collaborative for inclusion in the three year plan. Additionally, the Child Abuse Prevention Council was provided funding in this fiscal year to offer a series of workshops entitled "Staying Connected with Your Teen" that shows parents of preteens and teens ages 12 to 17 how to improve their family management practices and strengthen the bonds between them and their children.

f. Designated Public Agency

The Madera County Board of Supervisors has designated the Madera County Department of Social Services (MCDSS) as the public agency to administer CAPIT and CBCAP funds, as well as PSSF funds. MCDSS is uniquely positioned to continue to effectively take the lead in integration of all the county's prevention and intervention efforts.

g. Role Of the CAPIT/CBCAP/PSSF Liaison

The CAPIT/CBCAP/PSSF Liaison's responsibilities include monitoring subcontractors, integrating local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports, and outcome evaluation. To this end, the Liaison has participated in the workgroup in development of the ACIN I – 42-08 and is familiar with the requirements included therein. MCDSS has assigned an Administrative Analyst II to be the CAPIT/CBCAP/PSSF liaison. The Liaison conducts annual site visits to each program funded by CAPIT/CBCAP/PSSF and reports out on any findings. The Liaison also monitors the contract and handles all processing of budget requests and payment requests. The Liaison has access to all DSS databases to compare data with CWS participation and case information if relevant (i.e. PSSF programs).

In addition to annual on site reviews, CAPIT/CBCAP/PSSF information is collected by each contractor and disseminated to the Liaison throughout the fiscal year. The Liaison keeps hard copies of all data collected by contractors for each program. The Liaison also receives data from the local MCCAPC to include in its annual report. PSSF information is collected internally from DSS and is kept on file for annual reporting purposes. All information is collected and submitted by the Liaison to OCAP through the annual CAPIT/CBCAP/PSSF report. Information such as participation rates, demographics, CWS participation, client satisfaction and service delivery type is kept by both DSS and the contractors.

The Liaison works in conjunction with the Office of Child Abuse Prevention to ensure all reporting requirements are fulfilled and reports having a positive working relationship with OCAP staff.

h. Fiscal Narrative

MCDSS has in place established processes for tracking, storing and disseminating CAPIT/CBCAP/PSSF and Children's Trust Fund fiscal data. Please refer to the Role of the CAPIT/CBCAP/PSSF Liaison item "g." above for further details. Currently, an invoice for each expenditure is required for submission, review and authorization for payment by the CAPIT/CBCAP/PSSF Liaison prior to payment. The Liaison identifies which funding

stream the expenditure is eligible for payment. Instructions for payment are routed to the DSS fiscal accountant for processing of the invoice utilizing the existing Madera County Auditor's approved process. The revenue account (CCTF) is included on payment instructions. The Liaison receives routine updates of CCFT revenue account ledgers to monitor funds disbursed and available balances for comparison against contract budgets.

Maximization of funding is an established practice within MCDSS and will continue to be a priority to maximize resources and services available to the community. There is limited ability to leverage these funds due to funding sources and as a result these funds are being combined to fund only the CAPC and proposed PSA program, with additional funds derived from the CCTF (i.e. Birth certificate and Kids plate funds). Decisions with regard to use of these funding streams have been thoroughly discussed during the SIP collaborative meetings and assurances provided that they would be used to supplement existing array of resources used for prevention and intervention efforts and not to supplant same. As required by OCAP, CAPIT funds will be used to support our local CAPC. PSSF funds will continue to be used to support some of the Healthy Beginnings Program activities along with funds made available from First 5 and CWS. The balance of these funds will be used to support the Parent Support and Advocacy Center proposed in the proposed RFP. Activities and training desired in the RFP will serve to expand the service array within our community. Please refer to page 59 of this document for further details of existing service array.

The use of PSSF funds allocation of the 20 percent minimum in each of the four service categories of Family Preservation, Family Support, Time-Limited Family Reunification and Adoption Promotion and Support continues to be a challenge. DSS will continue to make every effort to utilize these funds in the ratios as established by PL 105-89 and as noted in the accompanying Expenditure Summary.

As noted above, the Administrative Analyst II is the Liaison for the CAPIT/CBCAP/PSSF. In conducting annual site visits to each program funded by CAPIT/CBCAP/PSSF, the Liaison reports out on any findings and monitors the contract, while also handling all processing of budget requests and payment requests. The Liaison receives the data from the local MCCAPC which is then included in the annual report. The information collected for PSSF is kept on file for annual reporting purposes. All information is collected and submitted by the Liaison to OCAP through the annual CAPIT/CBCAP/PSSF report.

i. Local Agencies – Request for Proposal

Madera County will initiate a competitive bid process through the release of a Request for Proposal upon approval of the Madera County Board of Supervisors. A summary of the recommended RFP process and a copy of the proposal packet are attached and clearly

adhere to the CAPIT/CBCAP/PSSF requirements. Pursuant to the Three Year Plan, the County of Madera agrees to adhere to a competitive bid process to select and fund programs. Madera County further agrees to the following:

- i. Assurance that a competitive process will be used to select and fund programs.
- ii. Assurance that priority will be given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.
- iii. Assurance that agencies eligible for funding will provide 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.
- iv. Assurance that the project funded shall be culturally and linguistically appropriate to the populations served.
- v. Assurance that training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- vi. Assurance that services to minority populations shall be reflected in the funding of projects.
- vii. Assurance that projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.
- viii. Assurance that the county will comply with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.
- ix. Indicate that non-profit subcontract agencies have the capacity to transmit data electronically.

For the use of CAPIT funds, the County assures:

- i. That priority for services shall be given to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.
- ii. That the agency funded shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.

All agencies will be encouraged to explore methods for leveraging additional resources and blending appropriate funds to maximize grant funds.

j. CBCAP Outcomes

The agencies will be required to provide engagement, short term, intermediate and long term outcomes. The agency's program and services will be evaluated by their progress in achieving these outcomes. Agencies will be required to collect and analyze evaluation data in order to determine what is and is not working in individual programs, to communicate to the community of what services are available from prevention programs and how these benefit participants and their community, to add to the existing body of knowledge lessons learned about what does and doesn't work for specific programs/participants, to provide the basis for input/recommendations for public policy development, and to provide accountability to the funding source. Instruments to collect this data may include use of consumer satisfaction surveys, self-assessment tools, monthly activity reports, quarterly reports, and detailed invoices.

DSS will utilize written quarterly reports from the agencies to capture quantitative data of the population served. DSS will utilize the consumer feedback captured through survey and on-site monitoring visits to the programs to capture qualitative data. DSS and Probation will analyze impact of services provided via this funding on performance improvement in the focused outcomes addressed in the SIP as well as other performance outcomes.

k. Peer Review

Madera County does not currently have a peer review process. However, upon selection of the program, a Peer Review component will be developed upon qualification of a similar program being operational within the Central Region.

l. Service Array

Madera County does not intend to duplicate services that are already available and is using the C-CFSR process to determine service needs and gaps. Most if not all of the county's agencies, organizations and other stakeholders have been at the table throughout the entire C-CFSR process allowing the county to coordinate the current array of services available in the county with those listed as part of our SIP strategies. The SIP Collaborative addressed the need to use the CAPIT/CBCAP/PSSF allocation to fund strategies that would supplement not supplant the strategies that would be funded through Probation and CWS allocations (refer to SIP Matrix).

The following information is excerpted from our CSA and describes current service array offered from several service providers and collaborative efforts:

- **Adolescent Family Life Program** and a Cal Learn contract for the provision of services to pregnant and parenting teens. Services include

child development education, which is crucial in the prevention of child abuse and neglect for this vulnerable population. Additionally, pregnant and parenting youth in foster care are referred to AFLP.

- **Big Brother Big Sister of Fresno/Madera County** - Big Brothers Big Sisters focuses on youth who are filled with promise but whose life circumstances make it harder to achieve. Caring one-to-one relationships are professionally supported to achieve positive, measurable impact. Madera County Big Brother Big Sister also sits on the Madera County Child Abuse Prevention Council. By the power of consistent, caring attention, our mentored youth are more likely to stay in school, improve academically, avoid drug and alcohol abuse, and avoid gang participation than their peers.
- **Boys and Girls Club** - The Boys & Girls Club provides diverse activities that meet the interests of all youth. Core Programs engage young people in activities with adults, peers and family members that enable them to reach their full potential. Based on physical, emotional, cultural and social needs and interests of girls and boys, and recognizing developmental principles. Boys and Girls Club provides counseling, tutoring and mentoring services.
- **California Permanency for Youth Project** - In November 2006, Madera County DSS adopted the permanency philosophy and began the groundwork toward implementing best practices to secure permanent connections for foster children, including involvement of the youth as key participants in the process. Information on all relationships to the youth is gathered when a child is initially detained and efforts are made to make permanent connections between the youth and an identified person.
- **California Youth Connection** – This is an organization that is guided and driven by current and former foster youth. It promotes the participation of foster youth in policy development and legislative change to improve the foster care system. In other words, its purpose is to advocate for better foster care services.
- **Community Action Partnership of Madera County (CAPMC)** – Community Action Partnership of Madera County provides several service programs, including Head Start, Emergency Shelter and Food assistance, Parents Anonymous (funded with CBCAP and CTF dollars), Victims services, Child Care resources and referrals and Healthy Families Insurance that have been tremendous resources for CWS families. CAPMC also works with youth in custody under the Probation Department. Counseling services, parenting and life skills classes are examples of some of the programs offered by MCCA.

- **Parent's Anonymous** (funded with CBCAP and CTF dollars)- The Parents Anonymous Program serves families by offering free, weekly groups led by both parents and trained facilitators in both English and Spanish, and discusses substance abuse and parenting issues. MCDSS has contracted with the Community Action Partnership of Madera County (CAPMC) for 4 years to offer Parents Anonymous Support Groups.
- **Family Resource Center (FRC)** - The first 5 FRC provides information and referrals, co-location site for service providers, parent education, community development opportunities, multiple trainings and opportunities to act as convener and meeting host to many county dialogues. A second Family Resource Center is in Chowchilla and an eventual third site is expected in the Mountain Area. The Department of Social Services provides CWS support by making an MSW staff member available to the Family Resource Center staff to expedite referral or to determine assessment.
- **First Parent's Program** - A First Five funded program which is designed to increase the provision of health care to infants/children 0-5. The program has expanded to the City of Chowchilla and mountain areas. This primary prevention program provides home calls for up to the first year after the birth of an infant.
- **Healthy Beginnings Program** (funded with PSSF dollars) -. The program is a partnership with the following agencies: Department of Social Services, Department of Public Health, Department of Behavioral Health Services and Madera County Office of Education. The client families served have children 0-5 and are extremely resource-challenged, often interacting with multiple agencies with minimal coordination among service providers. The members identify families in crisis who are in need of: alcohol and drug counseling services; early mental health and intervention services; assessment and treatment of high risk medical needs and developmental delays; and intervention in the areas of domestic violence, immigration, housing, economic assistance and education.
- **Housing Authority** - Housing Authority of City of Madera (HA) renders services to CWS clients, as well as older youth who are on the verge of emancipation. The HA has set aside specific spots on the waiting list for ILP youth. Homelessness is a large problem with children who age out of the system.
- **Incredible Years** - The Incredible Years is an evidence based comprehensive set of curriculum designed to promote social competence and prevent, reduce, and treat aggression and related conduct problems in young children (ages 4 to 8 years). The interventions that make up this series are guided by developmental theory concerning the role of multiple interacting risk and protective factors (child, family, and school) in the development of conduct problem.

- **Independent Living Program (ILP)** - ILP offers education and training programs to aid youth 15 ½ to 18 years old that have been or are currently in out of home placement in Madera County. Madera County holds monthly Advisory Committee meetings with representatives from the community that serve the older youth to ensure they develop the competencies, skills and abilities to provide for foster care or kinship youth.
- **Interagency Placement Committee** provides oversight for all out of home group home placements for level 13 and above for CWS and Probation to ensure that these placements are appropriate to meet the service needs of children placed. Placements in level 12 homes are also reviewed to ensure that there is countywide compliance with Emily Q. for mental health access. Further efforts focus on plans to step children down to lower levels of care as appropriate.
- **Juvenile Justice Center** – The Behavioral Health Department provides services to youth referred by Madera County Probation, including individual and family counseling, parent education, anger management and case management.
- **Lake Street Center.** The Center is a collaboration of agencies, comprised of Behavioral Health Services, Public Health Department, and the Department of Social Services. Lake Street Center is a multi-disciplinary team that meets weekly with involved agencies to address children/families needs and to communicate about the service plans of each agency so that the agencies will not be working against each other; but instead act as a unit supporting families. The Lake Street Staff consists of a Supervisor, 3 Mental Health Clinicians, 2 Case Managers and 2 Support Staff. Through the use of a mental health screening tool (MHST), the Center provides both assessment and intensive therapeutic services to all children 5 years and older in the CWS system. Lake Street Center also provides family counseling services to families involved in Permanency Planning, Court Reunification Services, Court Family Maintenance and Voluntary Family Maintenance and are including parents in the assessment for services. The focus of intervention is on the stabilization of the foster or adoptive placement, reunification and addressing the mental health/behavioral needs of the child. The mental health service plan of treatment is developed with the caregiver - whether parent, relative, foster parent or facility. The CWS social workers attend weekly meetings with the Lake Street staff to discuss common cases.
- **Local Law Enforcement Agencies** - There are three Law Enforcement agencies that MCDSS/CWS interacts with in Madera County: Madera Police Department (MPD), Sheriff's Department and Chowchilla Police Department. In the area of child welfare, law enforcement and MCDSS have similar goals. In a small town like Chowchilla, the police officers know the citizens which helps CWS deal with difficult situations. Both agencies

are 24/7 operations but CWS is limited to one on-call worker a day which can extend response time after hours. Both agencies agree that they need to meet more frequently and also hold regular in service trainings to cover any new staff and a refresher for those who need it. The methamphetamine problem in Madera County has increased dramatically over the last few years causing an increase in violations. This is an extremely important subject for both agencies and they have collaborated to make sure children are not exposed to this dangerous drug.

Probation has an excellent relationship with all law enforcement agencies. They make an effort to come to the stations and reacquaint or introduce themselves to the officers.

Law enforcement sits on the local Interagency of Children and Youth Council.

Linkages – Cal Works/Child Welfare Services often provide income maintenance, employment services and Child Welfare Services to the same families. The department implemented a linkages model to improve efficiencies; reduce duplication of services and ensure that families receive well coordinated services that balance family risk when developing case plans. The Linkages Team Approach provides an opportunity for common goals and objectives to be reviewed and more realistic family case plans to be developed for mutual clients. Collaboratively, the Linkages team develops joint case plans which have many positive outcomes:

- Improved screening and assessments
- Coordinated services for families – less competing timelines and conflicting goals
- Identification and alleviation of unnecessary yet significant stressors on the families
- An opportunity for the program personnel to learn and appreciate the services each provides

Through this program, duplication of services and work are reduced, while the process is smoother for the client. It is not the intention of MCDSS to overload clients but rather to make sure they are meeting their case plan goals

- **Madera Access Point (MAP)**, a collaborative effort by community agencies to assist Cal Works recipients who have self-identified as having alcohol, drug, domestic violence, and/or mental health problems that are preventing them from attaining self-sufficiency. Substance abuse, domestic violence, and mental health problems cause severe pain and suffering, as well as dramatic costs to society in terms of health care expenses and lost productivity. The collaborative MAP program attempts to reduce both the human and economic costs of these disorders. Services provided by

MAP are culturally sensitive and language - appropriate. MAP services include:

- Behavioral Health evaluation and treatment (family, group, and individual counseling)
- Case management services to assist individuals in accessing needed support services (transportation, childcare, and housing)
- Educational workshops to increase individual functioning in identified areas (anger management, parenting, stress, goal setting, self esteem, job retention and relationship issues)
- Job preparation and placement in a supportive employment program geared toward individuals with substance abuse and/or mental health problems (poor job history and low reading/math skills)
- Domestic Violence services to provide support and counseling to individuals disclosing domestic violence issues.

Building upon family strengths, Madera Access Point provides a supportive network for families who are returning to work as well as adjusting to children returning home from foster care. In addition to this supportive network, the Local Planning Council and Madera County Resource and Referral Agency have ensured that Memoranda of Understanding are in place regarding child care and respite care referrals.

- **Madera County Office of Education** – Through the Madera County Office of Education, Early Start is a collaborative program that provides early intervention services to infants and toddlers from birth until age three who have a disability in any of the following areas: physical, cognitive and adaptive development, communication, social and emotional. Early Intervention Teachers, Therapists, and others who have knowledge of working with very young children with disabilities and their families provide services. Children in this program are evaluated and have an Individualized Family Service Plan (IFSP) developed to address their needs and describe the services that they will receive. Services are provided in the home, at Gould Educational Center, and other environments suitable for that child and his or her family. Central Valley Regional Center (CVRC) works closely with the Madera County Superintendent of Schools Office of Education and the Madera/Mariposa SELPA to evaluate and provide a range of services to the infant/toddler and the family. The Early Start Family Resource Center works closely with the family of infants and toddlers with a disability. The goal of the Early Start Family Resource Center is to help, encourage, and provide resources, training and support to families of children with disabilities. Information is available through a resource library, parent groups, guest speakers, presentations, conferences and seminars.
www.maderacoe.k12.ca.us

In addition, Madera County Office of Education offers the CARES Project. With First 5 dollars, the Local Planning Council has made tremendous strides in providing education and professional opportunities to the childcare providers and foster parents of Madera County. CARES is linked with the local community college and has developed a curriculum that increases knowledge of early childhood development.

- **Madera County Public Health Department (PHD):** provides integral support to the children and families served by CWS in various joint program efforts. Health advocacy, psychotropic drug protocol coordination, and tandem visits are provided to families in CWS through the Foster Care – PHN. A second FC-PHN provides services to families being served in CWS Family Maintenance program to educate and support families in accessing services for health issues.
- **Madera Unified School District** – Madera Unified School Districts collaborates with Child Welfare services and participates in the Juvenile Court collaborative meetings as well as the Out of Home Youth Advisory Board.

The schools work with the Probation Department and supplies probation officers stations on- campus to service the juvenile probationer population.

Madera Unified School District makes available classes in parenting education and anger management to juvenile probation youth and their families.

- **Perinatal** – Both the Behavioral Health Department and Public Health Department offer Perinatal Services. The Public health Department offers outreach and education that promotes early and regular prenatal care.

The First Parent Program offers through case management and twice monthly home visits. This program educates first time parents about how to have a healthy pregnancy and how to be great parents. They learn about infant behavior infant development and how to build great child relationships.

Perinatal Outreach Education Program (POE) assures early and continuous prenatal care for all pregnant women, especially low-income women. The public health nurse, through the client referral process, arranges home visitation. Case management services support the family through education, resource referral, and goal setting for optimal health and wellness.

Perinatal Substance Abuse through Behavioral Health provides outpatient services for women and their families affected by alcohol and/or other drugs. Services include individual group, case management and intervention.

- **Ready Set Go (RSG)** is an in-school youth program that focuses on providing job skills and opportunities to juniors and seniors in high school. RSG staff is able to work with CWS staff in particular the ILP coordinator, CWS provide partial funding and offer training on RSG's services to the Social Workers. Probation works closely with RSG to provide job and life skills to their youth. RSG is always invited to Probation's meetings at Court Day School and Boot Camp and has an assigned liaison from Probation

- **Safe Kids California Project** – The Safe Kids California Project is a partnership between Madera, Fresno and Tulare counties to provide intensive home visitation services to child welfare clients using the Safe Care model.

- **STOP Truancy Opportunity Program** - The Stop Truancy Opportunity Program (S.T.O.P.) targets 7th and 8th graders from nine schools within the county who have more than 3 unexcused absences. This prevention program is crucial because within the Criminal Justice system, it is known that truancy is a precursor to delinquency. The program has shown great success in reaching these children and re-connecting them with the schools. Due to budget cuts the program staff consists of three probation officers. The truancy program has a partnership with:
 - Boys and Girls Club of Eastern Madera County which provides counseling, tutoring and mentoring services
 - STOP, which pays for tutors for youth at Thomas Jefferson and Martin Luther King Middle Schools

- **Transitional Housing Program Plus (THP Plus)** - The Madera County Transitional Housing Program-Plus (THP Plus) provides independent living experience to eighteen to twenty-four year old young adults who have emancipated from the foster care system. Participants live with a host family and receive support and guidance from a contracted provider selected by the county. Participants acquire and practice skills which prepare them to live successfully on their own. Services are provided through both individual and group settings.

The development of the Parent Support and Advocacy Center will provide a centralized resource directory of access to these services in addition to new training and activities for parent and families to strengthen and support children and their families, while reducing the risk of abuse and/or neglect.

m. Expenditure Summary

Three-year CAPT/CBCAP/PSSF Services and Expenditure Summary
 CBCAP Programs, Activities and Goals
 Worksheet 1

Line No.	Title of Program/Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	(2) PERIOD OF PLAN:			CAPIT	CBCAP	PSSF	OTHER SOURCES	NAME OF OTHER	TOTAL
				7/1/10 thru	6/30/13	YEAR: 1, 2, 3						
(1) COUNTY: MADERA				(2) PERIOD OF PLAN:				(3) YEAR: 1, 2, 3				
(4) FUNDING ESTIMATE:				CAPT	CBCAP	PSSF	OTHER	OTHER	OTHER	OTHER	OTHER	
1	Child Abuse Prevention Council		Fadorn Force	\$48,210							\$48,210	
2	Parent Support and Advocacy	1.1	TBD	\$26,000	\$15,822						\$150,000	
3	Healthy Beginnings Program		MCDDSS								\$80,000	
4											\$0	
5											\$0	
6											\$0	
7											\$0	
9											\$0	
10											\$0	
11											\$0	
12											\$0	
13											\$0	
14											\$0	
15											\$0	
16											\$0	
17											\$0	
18											\$0	
Totals				\$75,000	\$15,822	\$0	\$0	\$15,822	\$150,856	\$18,256	\$37,714	\$334,172
									\$37,322	\$0	\$379,494	

RECEIVED SS

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF MADERA
STATE OF CALIFORNIA

MAR 07 2006

MADERA COUNTY
SOCIAL SERVICES

In the Matter of) Resolution No. 2006-177
)
 DEPARTMENT OF SOCIAL) A RESOLUTION DESIGNATING THE
 SERVICES) INTERAGENCY CHILDREN AND YOUTH
) SERVICES COUNCIL (ICYSC) AS THE
) LOCAL COUNCIL FOR
) RECOMMENDATIONS OF PROGRAM
) FUNDING FROM THE COUNTY'S
) CHILDREN'S TRUST FUND

WHEREAS, child abuse is a particularly tragic social and criminal justice issue; and

WHEREAS, many programs and organizations provide much-needed services to the victims of child abuse and their families; and

WHEREAS, the County has established a County Children's Trust Fund (CCTF) that provides funds to these programs and organizations; and

WHEREAS, sections 18965 and 18967 of the Welfare and Institutions Code allow the Board of Supervisors to establish a local council to provide recommendations to the Board for distribution of funds from the CCTF, and to designate an existing organization or council as the recommending council; and

WHEREAS, the Interagency Children and Youth Services Council (ICYSC) meets all of the criteria for the recommending council.

NOW, THEREFORE, the Board of Supervisors of the County of Madera, State of California, resolves as follows:

1. The Interagency Children and Youth Services Council is hereby designated as the local council for recommendations to the Board of Supervisors for distribution of funds from the County Children's Trust Fund.

///
///
///

MAR 08 2006

D

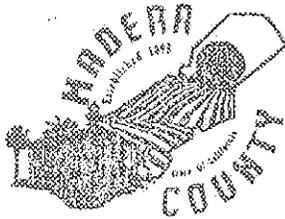
Attachment A

* * * * *

The foregoing Resolution was adopted this 28th day of February

2006, by the following vote:

Supervisor Bigelow voted:	<u>Yes</u>
Supervisor Moss voted:	<u>Yes</u>
Supervisor Dominici voted:	<u>Yes</u>
Supervisor Rodriguez voted:	<u>Yes</u>
Supervisor Gilbert voted:	<u>Yes</u>



Frank Bigelow
Chairperson, Board of Supervisors

ATTEST:

Annice M. Kelly
Clerk, Board of Supervisors

Approved as to Legal Form:
COUNTY COUNSEL

By [Signature]

Approved as to Accounting Form:
AUDITOR-CONTROLLER

By Not applicable

Approved as to Form:
COUNTY ADMINISTRATIVE OFFICER

By Stanley Kaeble

ACCOUNT NUMBER(S)

Not applicable

BEFORE
THE BOARD OF SUPERVISORS
OF THE COUNTY OF MADERA
STATE OF CALIFORNIA

In the Matter of)	Resolution No.: <u>2002-150</u>
)	
DEPARTMENT OF SOCIAL)	RESOLUTION DESIGNATING THE
SERVICES)	MADERA COUNTY CHILD ABUSE
)	PREVENTION COUNCIL
)	
)	
)	

WHEREAS, child abuse is one of the most tragic social and criminal justice issues of our time; and

WHEREAS, victims of child abuse and their families face a complex intervention system involving many professionals and agencies; and

WHEREAS, coordination by child protection agencies and personnel improves the response to a victim and his or her family; and

WHEREAS, the prevention of child abuse requires the involvement of the entire community; and

WHEREAS, the Child Abuse Prevention Coordinating Council Act, adopted in 1985 and as found in Welfare and Institutions Code sections 18980 through 18983.8, evidenced the Legislature's intention that a child abuse prevention coordinating council be established in each California county; and

WHEREAS, in response to the Child Abuse Prevention Coordinating Council Act, the Madera County Board of Supervisors established the Madera County Child Abuse Prevention Council on December 16, 1986.

MAR 08 2006

A

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Madera that said Board of Supervisors, pursuant to the provisions of Welfare and Institutions Code section 18982, hereby designates, approves and reaffirms the Madera County Child Abuse Prevention Council as the community council in Madera County whose primary purpose is to coordinate Madera County's efforts to prevent and respond to child abuse.

The foregoing Resolution was adopted this 25th day of June, 2002, by the following vote:

Supervisor Bigelow voted:	<u>Yes</u>
Supervisor Moss voted:	<u>Yes</u>
Supervisor Dominici voted:	<u>Yes</u>
Supervisor Silva voted:	<u>Yes</u>
Supervisor Gilbert voted:	<u>Yes</u>

Fernando P. Pizarro
Chairman, Board of Supervisors

ATTEST:

Christine M. Mottley
Clerk, Board of Supervisors

Approved as to Legal Form:
COUNTY COUNSEL

By William G. Soto

**Interagency Children and Youth Services Council of Madera County
Roster**

AGENCY	REPRESENTATIVE	ALTERNATE
Behavioral Health Services	Janice Melton	Debby Estes
Big Brothers/Big Sisters	Brooke Frost	Deanna Ramirez
Board of Supervisors	Max Rodriguez	Roni Dominici
Children's Hospital Central California	Tony Yamamoto	Alice Will
Community Action Partnership of Madera County	M.J. Nabors	Lee Ann Wylie
Community Liaison	David Hernandez	
Cornerstone Family Counseling Services	JoLinda Thomas	Greg Thomas
Darin Camarena Health Center	Maria Muro	Judith Fenton
District Attorney	Michael Keitz	
FATHOM Force	Da-Sharoi Crocker	Terry Painter
First 5 Madera County	Chinayera Black-Hardaman	Elizabeth Catanesi
Housing Authority	Nick Benjamin	Maria Juarez
Juvenile Justice	Sally Reams	Virginia Rose
Law Enforcement	Sheriff John Anderson	Frank Benard
Local Child Care	Dana True	Gail Beyer

**Interagency Children and Youth Services Council of Madera County
Roster**

AGENCY	REPRESENTATIVE	ALTERNATE
Madera Unified School District	Galen Wright	Lisa Chaney
Parks and Recreation	Mary Anne Seay	Freddy Arias
Probation Department	Rick Dupree	Stephanie Stockel
Public Health	Carol Barney	Cheryl Edgar
Social Services	Kelly Woodard	Susan Arteaga
Superintendent of Schools	Sally Frazier	Cecilia Massetti
Superior Court	Bonnie Thomas	Kristina Wyatt

Attachment D

Appendix D: BOS Notice of Intent

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

NOTICE OF INTENT CAPIT/CBCAP/PSSF PROGRAM CONTRACTS FOR MADERA COUNTY

PERIOD OF PLAN (MM/DD/YY): 07/01/2010 THROUGH (MM/DD/YY) 06/30/2013

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 SOCIAL SERVICES as the public agency to administer CAPIT and CBCAP.

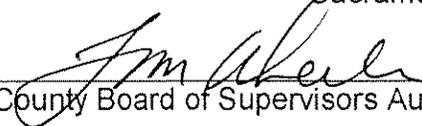
W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates DEPARTMENT OF SOCIAL SERVICES as the public agency to administer PSSF.

Please check the appropriate box.

- 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 with the County's System Improvement Plan:

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



County Board of Supervisors Authorized Signature

JULY 27, 2010

Date

TOM WHEELER, CHAIRMAN OF THE BOARD OF SUPERVISORS

Print Name

Title

Program Descriptions

The Healthy Beginnings Program (funded with PSSF dollars) is a partnership with the following agencies: Department of Social Services, Department of Public Health, Department of Behavioral Health Services and Madera County Office of Education. The client families served have children 0-5 and are extremely resource-challenged, often interacting with multiple agencies with minimal coordination among service providers. The families referred and served by this program have moderate to high service needs and receive services such as:

- **Alcohol and Drug Counseling**
- **Early mental health and intervention services**
- **Assessment and treatment of high risk medical needs and developmental delays**
- **Child Welfare Services**
- **Intervention services in the areas of domestic violence, immigration, housing and others.**

PSSF dollars are used to fund our local Healthy Beginnings Program (HBP). This one stop shop provides services for those Child Welfare Cases that require a multi-disciplinary approach to child abuse prevention, intervention and treatment. Referrals are generated to various programs including HBP as part of the case management. The Child Welfare Services families are referred and served within the program have moderate to high service needs and receive services through multiple agencies such as the Department of Social Services, Public Health Department and Behavioral Health Services. PSSF dollars are also used to provide Child Welfare families with direct services through referrals to substance abuse counseling and treatment, family counseling, youth counseling, transportation to and from services, temporary housing/needs, domestic violence counseling/classes, parenting classes, other mental health services and other services that assist with families in crisis or to assist in the adoption process.

The Madera County Child Abuse Prevention Council/F.A.T.H.O.M. Force is a local non-profit, consisting of various community members, parents, City and County agencies and non-governmental organization. The Child Abuse Prevention Council (CAPC) is made up of a sub contracted Executive Director and a voting membership. The primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. CAPC is supported by both CAPIT and CTF dollars. CAPC is also part of the Interagency Children and Youth Service Council (ICYSC) which has oversight of the Children's Trust Fund and CAPIT/CBCAP/PSSF funds. DSS staff attends CAPC's monthly meetings and several events throughout the year to ensure compliance.

Parent Support and Advocacy – is a “hub” for parent services for families of Madera County (Central, Eastern and Chowchilla). The first year of services is tied to both the plan and development of the program with Social Services, Probation, Health Services, Behavior Health, Education, and interested community organizations that meld together parent services into an integrated system, **as well as** the provision of weekly parent services. Services will be designed to teach basic parenting skills or improve parenting skills by reinforcing parents' confidence in their strengths and helping them to identify where improvements are needed and to obtain assistance in improving those skills. Delivery of services will include:

- Educating parents on expectations tied to children growth and development stages.
- Services for parents of adolescents
- Directory identifying Parent Education Resources available in the County to provide for referral and access to parenting class driven by parent need

- Development and implementation of an in-home component for all parenting classes

The program will have identified process and procedures for referrals and identified evidenced based/promising practice services available, identify unmet or under met community needs, track the number of parents served and the frequency of those services, assist families with services to improve outcomes, and evaluate the services quarterly and at year end.

The second year of the Parent Support and Advocacy center will continue with the provision of parent services and engagement of service partners and increase in the service delivery |

These services will be funded by Madera County using CAPIT, CBCAP, Children's Trust and PSSF funds. These funds do not supplant existing state or county general fund resources or create duplicate services.