

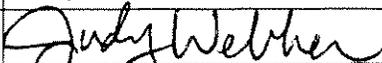
## California's Child and Family Services Review System Improvement Plan

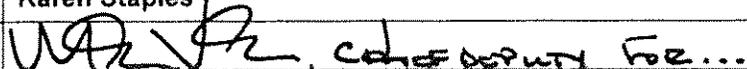
County:	Ventura County
Responsible County Child Welfare Agency:	Human Services Agency Children & Family Services
Period of Plan:	January 29, 2010 – January 28, 2013
Period of Outcomes Data:	Quarter ending: September 2008 (2008 Quarter 3 Extract)
Date Submitted:	January 29, 2010

### County System Improvement Plan Contact Person

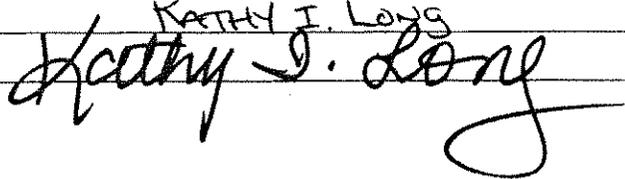
Name:	RayNelle Williams
Title:	Senior Manager
Address:	855 Partridge Drive, Ventura CA 93003
Fax:	(805) 477-5386
Phone & E-mail:	(805) 477-5319      RayNelle.Williams@ventura.org

### Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Judy Webber, HSA Deputy Director
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Karen Staples
Signature:	

### Board of Supervisors (BOS) Approval

BOS Approval Date:	January 26, 2010
Name:	KATHY I. Long
Signature:	



County of Ventura  
2010-2013 Child Welfare System Improvement Plan

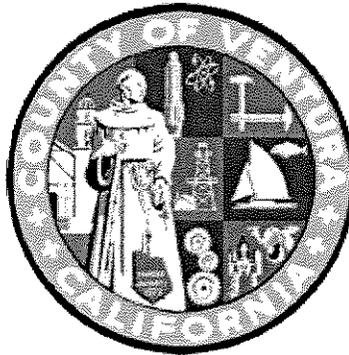
CAPIT/CBCAP/PSSF Contact and Signature Sheet (continued)

Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	
Signature:	
Address:	
Fax:	
Phone & E-mail:	
Submitted by:	CAPIT Liaison
Name & title:	Megan Steffy, Maternal, Child and Adolescent Health Director
Address:	2125 Knoll Drive, Ste. 200
Fax:	
Phone & E-mail:	(805) 654-7600    megansteffy@ventura.org
Submitted by:	CBCAP Liaison
Name & title:	Kris Bennett, Program Director
Address:	1838 Eastman Avenue, Ste. 100, Ventura CA 930003
Fax:	
Phone & E-mail:	(805) 289-0120    kbennett@aspiranet.org
Submitted by:	PSSF Liaison
Name & title:	RayNelle Williams, Senior Manager
Address:	855 Partridge Drive, Ventura CA 93003
Fax:	
Phone & E-mail:	(805) 477-5319    RayNelle.Williams@ventura.org
<b>Board of Supervisors (BOS) Approval</b>	
BOS Approval Date:	January 26, 2010
Name:	KATHY I. LONG
Signature:	<i>Kathy I. Long</i>



# **California Outcomes and Accountability System**

## **County of Ventura System Improvement Plan 2010 – 2013**



**Prepared by the**

**Ventura County Human Services Agency  
Department of Children and Family Services**

**and**

**Ventura County Probation Agency  
Juvenile Commitment Services Division**

**Submitted to the California Department of Human Services**

**Children and Family Services Division**

**January 19, 2010**



# REGULAR MEETING AGENDA

January 26, 2010

8:30 A.M.

Board of Supervisors  
Ventura County

County Government Center  
Hall of Administration  
Board of Supervisors  
Hearing Room  
800 S. Victoria Avenue  
Ventura, California 93009

## MEMBERS OF THE BOARD

### KATHY I. LONG, District 3 CHAIR

Camarillo, California State University/Channel Islands, Port Hueneme, Southeast Oxnard, East Oxnard Plain, Santa Paula, Fillmore, Piru, Lockwood Valley, and Eastern Portion of Naval Base Ventura County Port Hueneme

### STEVE BENNETT, District 1

San Buenaventura, Montalvo, Saticoy, Ojai Valley, City of Ojai, Upper Ojai Valley, Oxnard Shores, Mandalay Bay, Northwest Oxnard, and North Coast

### LINDA PARKS, District 2

#### VICE CHAIR

Thousand Oaks, Newbury Park, Westlake, Oak Park, Bell Canyon, Hidden Valley, Lake Sherwood, Portions of the Oxnard Plain, Santa Rosa Valley, Naval Base Ventura County Point Mugu, California Air National Guard, and South Coast

### PETER C. FOY, District 4

Simi Valley, Moorpark, Somis, Las Posas Valley, Santa Susana Knolls, Box Canyon, Chatsworth Peak, Home Acres, Sinaloa Lake, and Tierra Rejada Valley

### JOHN C. ZARAGOZA, District 5

Oxnard, Silver Strand, Hollywood Beach, Hollywood By the Sea, Channel Islands Harbor, El Rio, Nyeland Acres, Del Norte Area, Oxnard College, Oxnard Plain, Strickland and Portion of Naval Base Ventura County Port Hueneme

**MARTY ROBINSON,**  
County Executive Officer and  
Clerk of the Board of Supervisors

**ROBERTA RODRIGUEZ,**  
Chief Deputy Clerk of the Board  
(805) 654-2251

**NOEL A. KLEBAUM,**  
County Counsel

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Live Broadcast and Video Archives  
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Items, and Summary of Actions

Persons who require accommodation for any audio, visual or other disability in order to review an agenda, or to participate in a meeting of the Board of Supervisors per the American Disabilities Act (ADA), may obtain assistance by requesting such accommodation in writing addressed to the Clerk of the Board, 800 South Victoria Avenue, Loc. #1920, Ventura, CA 93009 or telephonically by calling (805) 654-2251. Any such request for accommodation should be made at least 48 hours prior to the scheduled meeting for which assistance is requested.

All agenda reports and supporting data, including those filed in accordance with Government Code Section 54957.5 (b) (1) and (2) are available from the Clerk of the Board of Supervisors Office, Ventura County Government Center, Hall of Administration, 4<sup>th</sup> Floor, 800 South Victoria Avenue, Ventura, California. The same materials will be available and attached with each associated agenda item, when received, at the following website: [www.countyofventura.org/bosagenda](http://www.countyofventura.org/bosagenda).

**LEGAL NOTICES**

**Assessment Appeals Board No. 1 will hold hearings on Monday, January 25, 2010 and February 1, 2010 at 9:30 a.m. at the Ventura County Government Center, Hall of Administration, Board of Supervisors Hearing Room, 800 South Victoria Avenue, Ventura, California.**

Welcome to the Meeting of the Board of Supervisors of the County of Ventura, also sitting as the Governing Board of the Ahmanson Ranch Community Services District, County Service Districts, Fire Protection District, Lake Sherwood Community Services District, Redevelopment Agency of the County of Ventura, Watershed Protection District, Ventura County In-Home Supportive Services Public Authority, Ventura County Library, Ventura County Public Financing Authority, and the Waterworks Districts.

The following information is provided to help you understand, follow, and participate in the Board meeting:

Pursuant to California Government Code Section 54953 (a) et. al., time is set aside for citizen presentations regarding County related matters. Those wishing to speak must fill out a speaker card and submit it to the Clerk. Speaker cards for issues not on the agenda must be submitted to the Clerk prior to the beginning of the public comment period. Agendized item, speaker cards must also be submitted before the item is taken up for consideration. The Clerk may not accept any additional speaker cards once an item commences.

Regular Agenda items are not Time Certain items and they will be heard at the Board's discretion, either before or after scheduled Time Certain Appointments and Hearings.

Correspondence Agenda matters are being presented to the Board for information. These items require no action or are not ready for Board consideration. The Clerk of the Board may refer these matters to the County Departments and Agencies for acknowledgement, investigation and report back, direct action or response as appropriate. Report back to the Board may appear on Agenda for action by the Board of Supervisors or for informational purposes upon dates indicated below as appropriate.

Members of the public making oral presentations to the Board in connection with one or more agenda or non-agenda items at a single meeting are limited to a cumulative total of time not to exceed five (5) minutes for all of their oral presentations at such meeting unless otherwise provided. The entire public comment period is limited to no more than thirty (30) minutes total for all speakers. NOTE: The Chair may limit the number or duration of speakers on a matter pursuant to amended Resolution #205 of the Board of Supervisors establishing rules relating to oral presentations by members of the public dated September 18, 2001.

Members of the public who desire to augment their comments with visual or audio presentations using County equipment must submit their materials to the Clerk of the Board and the Chair for review before use of County equipment will be allowed. The review will be conducted to determine only whether the materials are on matters within the jurisdiction of the Board, would be disruptive of the meeting, or would foster illegality, such as identity theft. If it is determined the materials are about matters not within the Board's jurisdiction, or would be disruptive of the meeting, or would foster illegality, use of County equipment will not be allowed.



**REMINDER:** In order to minimize distractions during public meetings, all personal communication devices should be turned off or put in a non-audible mode.

### OPENING

1. Call to Order.
2. Roll Call.
3. Moment of Inspiration - Captain James J. McHugh, Commanding Officer Naval Base Ventura County.
4. Pledge of Allegiance.
5. Minutes of the meeting of the County and Special Districts governed by the Board held Tuesday, October 13, 2009 and October 20, 2009.  
**(Continued from 12/8/09 - Item 11, 12/15/09 - Item 5 and 1/12/10 - Item 6)**  
**MATERIALS WILL BE MADE AVAILABLE MONDAY, JANUARY 25, 2010**
6. Agenda Review - Consider and approve, by majority vote, minor revisions to Board items and/or attachments and any item added to, or removed/continued from, the Board of Supervisors Agenda.
7. Consent Agenda Items 10 - 28 - Review and approve unless an item is pulled for separate action by the Board and moved to the Regular agenda for consideration. Consent items are to be routine and non-controversial. All items are approved as recommended without discussion. (See Guidelines above)
8. Public Comments - Citizen presentations regarding County related matters NOT appearing on this agenda. (See Guidelines above)
9. Board Comments - Comments by Board members on matters they deem appropriate including memorial adjournments. A Board member may ask a question for clarification, make a brief announcement, or make a brief report on his or her own activities. A Board member may also provide a reference to staff or other resources for factual information, or request staff to report back to the body at a subsequent meeting concerning any matter. The Board may also direct staff to place a matter of business on a future agenda.

**CONSENT AGENDA****AREA AGENCY ON AGING**

10. Ratification of, Approval of, and Acceptance of, Older Americans Act Contract NS-0809-18 Amendment #1, ES-0809-18 Amendment #1 and HI-0910-18 Amendment #1 with the California Department of Aging for Fiscal Year 2009-10; Ratification of, Approval of, and Acceptance of, the Generational Communication Campaign Subcontract for Fiscal Year 2009-2010 with the National Association of Area Agencies on Aging; Authorization for the Director of the Ventura County Area Agency on Aging to Sign the General Communications Campaign Sub-Contract Agreement with the National Association of Area Agencies on Aging; Authorization for the Risk Management to Prepare a Letter to Forward to the California Department of Aging Stating the County of Ventura's Insurance Status Regarding General, Professional, and Automobile Liability; and Authorization for the Auditor-Controller to Process the Necessary Accounting Transactions to Establish Appropriations and Revenue.  
**RECOMMENDATION NO. 6 REQUIRES 4/5THS VOTE**  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**AUDITOR-CONTROLLER**

11. Receive and File the Auditor's Report on the Statement of Money in the County Treasury, Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards, and Auditor's Communication with Those Charged with Governance.  
**CEO SUPPORTS RECOMMENDATION**
12. Receive and File the Semi-Annual Report of Employee Fraud Hotline Activity for July Through December 2009.  
**CEO SUPPORTS RECOMMENDATION**
13. Receive and File the External Quality Assurance Review of the Auditor-Controller's Internal Audit Division as of June 30, 2009.  
**CEO SUPPORTS RECOMMENDATION**

**HEALTH CARE AGENCY**

14. Authorization for the Auditor-Controller to Increase Spending Limits for Services Provided by Charles Menz, MD, Children's Hospital of LA, Coastal Pediatrics Medical Group, Joel Corwin, MD, Mission Emergency Medical Associates, Simi Valley Hospital and UCLA Medical Center for Patient Case Services for the Ventura County Health Care Plan for Fiscal Year 2009-10.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

CONSENT AGENDA, CONTINUEDHEALTH CARE AGENCY - Behavioral Health

15. Approval of, and Authorization for, the Behavioral Health Director, or Designee, to Sign the Fiscal Year 2009-10 Paramedic Student Education Agreement with Ventura County Community College District for Behavioral Health Training/Internships.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
16. Approval of, and Authorization for, the Purchasing Agent to Increase the Fiscal Year 2009-10 Contract Agreement with Maxim Healthcare Services, Inc. for Medical Personnel Recruiting Services.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
17. Ratification of, Approval of, and Authorization for, the Fiscal Year 2009-2010 Fifth Amendments with Khepera House and Prototypes Women's Center to Add the Six-Month Comprehensive Drug Court Implementation Grant Funding Allocation for the Period of January 1, 2010 Through June 30, 2010, for Alcohol and Drug Program Residential Treatment Services; Authorization for the Auditor-Controller to Process the Necessary Accounting Transactions to Establish Appropriations; and Approval of, and Authorization for a Fourth Amendment with Tarzana Treatment Center to Increase Offender Treatment Program Funding for the Period of January 12, 2010 Through June 30, 2010. REQUIRES 4/5THS VOTE  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

HEALTH CARE AGENCY - Ventura County Medical Center

18. Approval of, and Authorization for, the Health Care Director, or His Designee, to Sign an Agreement with Eric J. Watson, D.O., for Physical Medicine and Rehabilitation, Effective February 1, 2010; and Authorization for the Health Care Agency Director, or His Designee, to Administer the Agreement on Behalf of the County as May Be Necessary or Appropriate, Including by Way of Example, but Without Limitation, Extending the Agreement for Up to Two Additional One-Year Periods as Provided in the Contract, Approving Modifications to Compensation Elements, Subject to Contract Maximums, Making Non-Substantive Changes and Giving Notices of Termination.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
19. Approval of, and Authorization for, the Director of the Health Care Agency, or His Designee, to Sign the Anthem Blue Cross Facility Agreement, Effective March 1, 2010; and Approval of, and Authorization for, the Health Care Agency Director, or His Designee, to Sign a First Amendment to the Anthem Blue Cross Facility Agreement, Effective March 1, 2010.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
20. Approval of, and Authorization for, the Health Care Agency Director, or His Designee, to Sign Fifth Amendments to the Provider Agreements with Valley Care IPA and Sea View IPA, Effective March 1, 2010.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**CONSENT AGENDA, CONTINUED****HUMAN SERVICES AGENCY**

21. Approval of, and Authorization for, the Ventura County's Three-Year System Improvement Plan (SIP) for Child Welfare Services Provided by the Human Services Agency Children & Family Services and Probation Agency Juvenile Commitment Services Division, and Authorize Its Submittal to the California Department of Social Services; Adoption of a Resolution Approving Ventura County's SIP for the Period of January 29, 2010 Through January 29, 2013; Adoption of a Resolution Recognizing the Continuation of the Partnership for Safe Families Child Abuse Prevention Council; and Approval and Authorization of the "Notice of Intent" Relevant to Child Abuse Prevention, Intervention and Treatment, Community Based Child Abuse Prevention, and Promoting Safe and Stable Families Funding that is Incorporated as Part of the SIP.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**PUBLIC WORKS AGENCY - County of Ventura**

22. Authorization for the Director of Public Works Agency to Approve Modification No. 4 to the Consulting Services Contract with Quincy Engineering, Inc. for Civil Engineering Services for Old Creek Road Bridge Over San Antonio Creek Located on Old Creek Road Near the Oak View Area; Old Creek Road Bridge Crossing Improvement Project; AE No. 06-24; Project No. 50355; Supervisorial District No. 1.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**PUBLIC WORKS AGENCY - Watershed Protection District**

23. Approval of, and Authorization for, the Stormwater Monitoring Coalition Subsequent Research Implementation Agreement No. D07-025 to Fund an Update to the Five-Year Research Needs Agenda in Collaboration with the Southern California Stormwater Monitoring Coalition, All Supervisorial Districts, All Zones.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
24. Approval of, and Authorization for, Stormwater Monitoring Coalition Subsequent Research Implementation Agreement No. D08-026 to Participate in and Fund a Regional Bioassessment Monitoring Program in Collaboration with the Southern California Stormwater Monitoring Coalition, All Supervisorial Districts, All Zones.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**
25. Receive and File the Ventura Countywide Stormwater Quality Management Program, NPDES Permit No. CAS004002, Annual Report: Permit Year 9/Reporting Year 15 and Update on New Stormwater Permit Requirements.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

CONSENT AGENDA, CONTINUEDRESOURCE MANAGEMENT AGENCY - Environmental Health

26. Receive and File the Hazardous Materials Discharge Reports for January 2 Through January 15, 2010 – Proposition 65.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

UNSCHEDULED VACANCY NOTICE

27. Receive and File the Unscheduled Vacancy Notice of Letty Garibya for the Ventura County Health Care Plan Standing Committee; June Howie for the Ojai Valley Municipal Advisory Committee and Brenda Hunter for the Child Care Planning Council of Ventura County.

VENTURA COUNTY LIBRARY

28. Ratification of, and Approval for, a Thirteenth Amendment to the Agreement with the City of Ojai for Additional Library Services for the City of Ojai.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

TIME CERTAIN ITEMS, PRESENTATIONS AND HEARINGS9:30 A.M.

29. Presentation of a Resolution and Commendations to the Westlake High School Football Team, 2009 CIF-Southern Section Champion. (Supervisor Parks - 15 Minutes)

10:00 A.M.

30. Discuss and File the Report of Investments for the Month Ending November 30, 2009, Including Market Values for Investments for the Month.  
**(Treasurer-Tax Collector – 5 Minutes)**  
**CEO SUPPORTS RECOMMENDATION**
31. Discuss and File the Report of Investments for the Month Ending December 31, 2009, Including Market Values for Investments for the Month.  
**(Treasurer-Tax Collector – 5 Minutes)**  
**CEO SUPPORTS RECOMMENDATION**
32. Receive and File a Presentation of an Education Project by the Urban Counties Caucus Detailing the State Budget Cuts to Urban Counties. (Supervisor Long – 15 Minutes)  
**ADDITIONAL MATERIALS WILL BE MADE AVAILABLE ON MONDAY, JANUARY 25, 2010**

**TIME CERTAIN ITEMS, PRESENTATIONS AND HEARINGS, CONTINUED****10:30 A.M.**

33. Approval of the Proposed 2010 Ventura County State and Federal Legislative Agendas and Platforms. (County Executive Office – 15 Minutes)  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**12:00 P.M.**

**Closed Session - It is the intention of the Ventura County Board of Supervisors, Ventura County Fire Protection District Board, the In-Home Supportive Services (IHSS) Public Authority Board, and Ventura County Watershed Protection District Board to meet in Closed Session to consider the following items at 12:00 p.m. or earlier based on Agenda progress:**

**BEFORE THE VENTURA COUNTY BOARD OF SUPERVISORS:**

34. **CONFERENCE WITH LABOR NEGOTIATORS (Gov. Code, § 54957.6)**

COUNTY DESIGNATED REPRESENTATIVES: J. Matthew Carroll, John K. Nicoll

EMPLOYEE ORGANIZATIONS:

California Nurses Association

Criminal Justice Attorneys' Association of Ventura County

International Union of Operating Engineers, Local 501

Service Employees International Union, Local 721

Specialized Peace Officers' Association of Ventura County

Ventura County Deputy Sheriffs' Association

Ventura County Professional Peace Officers Association

Ventura County Sheriff's Correctional Officers' Association

Ventura Employees Association

UNREPRESENTED EMPLOYEES:

Management, Confidential Clerical and Other Unrepresented Employees

35. **CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION**  
**(Gov. Code, § 54956.9)**

INITIATION OF LITIGATION PURSUANT TO SUBDIVISION (c) OF SECTION 54956.9:  
 1 POTENTIAL CASE

36. **CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Gov. Code, § 54956.8)**

PROPERTY: Casa Sirena Hotel/Lobster Trap Restaurant, 3605 Peninsula Road, Oxnard, CA 93035, Parcels F & F-1 Landside

COUNTY NEGOTIATOR: Lyn Krieger, Director, Harbor Department

NEGOTIATING PARTIES: Harbor Hospitality I, LLC – Wes Fuller and Wes Whitman

UNDER NEGOTIATION: Price and Terms of Lease

**TIME CERTAIN ITEMS, PRESENTATIONS AND HEARINGS, CONTINUED****12:00 P.M., CONTINUED**

**Closed Session, CONTINUED - It is the intention of the Ventura County Board of Supervisors, Ventura County Fire Protection District Board, the In-Home Supportive Services (IHSS) Public Authority Board, and Ventura County Watershed Protection District Board to meet in Closed Session to consider the following items at 12:00 p.m. or earlier based on Agenda progress:**

**BEFORE THE VENTURA COUNTY FIRE PROTECTION DISTRICT BOARD:****37. CONFERENCE WITH LABOR NEGOTIATORS (Gov. Code, § 54957.6)**

COUNTY DESIGNATED REPRESENTATIVES: J. Matthew Carroll, John K. Nicoll  
EMPLOYEE ORGANIZATION: Ventura County Professional Firefighters Association

**BEFORE THE VENTURA COUNTY IHSS PUBLIC AUTHORITY BOARD:****38. CONFERENCE WITH LABOR NEGOTIATORS (Gov. Code, § 54957.6)**

COUNTY DESIGNATED REPRESENTATIVES: J. Matthew Carroll, John K. Nicoll  
EMPLOYEE ORGANIZATION: Service Employees International Union, Local 6434

**REGULAR AGENDA****HUMAN SERVICES AGENCY**

39. Approval of, and Authorization for, a Contract with Goodwill Industries of Ventura and Santa Barbara Counties, Inc. for a Subsidized Employment Program for CalWORKs Recipients, for the Term January 27, 2010 Through September 30, 2010; Approval of, and Authorization for, a Contract with Goodwill Industries of Ventura and Santa Barbara Counties, Inc. for Work Experience Program for Workforce Investment Act Eligible Clients for the Term January 27, 2010 Through February 15, 2011; Approval of, and Authorization for, a Contract with AspiraNet for SafeCare Services for Children and Their Families for a Term February 1, 2010 Through June 30, 2010; Approval of, and Authorization for, a Contract with Food Share, Inc. for Short Term Non-Recurring Assistance Food Program for Eligible CalWORKs Recipients and Other Needy Families for a Term January 27, 2010 Through September 30, 2010; Approval of, and Authorization for, the Human Services Agency Director, or His Designee, to Approve Modifications to Decrease the Amounts of the Contracts, to Extend the Time for Performance Not to Exceed a Cumulative Three-Month Period, or to Modify Terms or Scope of Work in a Manner that is Consistent with the Original Purposes of the Contracts; and Authorization for the Auditor-Controller to Process the Necessary Accounting Transactions to Increase Revenue and Establish Appropriations.

**RECOMMENDATIONS NOS. 1, 4, AND 6 REQUIRE 4/5THS VOTE  
CEO RECOMMENDS APPROVAL AS PROPOSED**

**REGULAR AGENDA, CONTINUED****COUNTY EXECUTIVE OFFICE**

40. Adoption of a Resolution Designating the County of Ventura as the Ventura County Recovery Zone for Purposes of Preserving Access to the Recovery Zone Bond Financing in 2009 and 2010.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**PROBATION AGENCY**

41. Authorization for the Director, Human Resources, to Convert 1 FTE Fixed-Term Senior Deputy Probation Officer Position to a Regular Position Allocation to Provide Ongoing Services to the Offender Treatment Program Funded Through the California Department of Alcohol and Drug Programs, Effective February 7, 2010.  
**REQUIRES 4/5THS VOTE**  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**PUBLIC WORKS AGENCY - County of Ventura**

42. Authorization for the Director of the Public Works Agency to Sign Contract Change Order No. 5 with Toro Enterprises, Inc., of Oxnard, California, for Additional Work on the Rose Avenue/Central Avenue Intersection Improvements Project in the Oxnard Area; Specification No. RD 09-09, Project No. 50343; Supervisorial District No. 5. **REQUIRES 4/5THS VOTE**  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**RESOURCE MANAGEMENT AGENCY**

43. Receive and File a Report Back Regarding the Advantages and Disadvantages of Discontinuing the Processing of New Land Conservation Act (LCA) Contracts and the Potential for New Incentives to Encourage Entry Into 20-Year LCA Contracts.  
**CEO RECOMMENDS APPROVAL AS PROPOSED**

**SHERIFF'S DEPARTMENT**

44. Repeal and Reenact Ordinance Code Provisions Pertaining to the Ventura County Disaster Council.  
**READ ORDINANCE IN TITLE ONLY; CONTINUE FINAL ADOPTION TO FEBRUARY 9, 2010 AT 9:30 A.M.**  
**CEO SUPPORTS RECOMMENDATIONS**

REGULAR AGENDA, CONTINUEDSHERIFF'S DEPARTMENT, CONTINUED

45. Approval to Delegate Authority to the Sheriff, or His Designee, to Sign the United States Department of Agriculture, Los Padres National Forest Service Agreement Operating Plans and Amendments.  
**CEO SUPPORTS RECOMMENDATION**
46. Ratification of, Acceptance of, and Authorization for, the 2009-10 Project Safe Neighborhood Grant Award from the California Emergency Management Agency; and Authorization for the Auditor-Controller to Process the Necessary Accounting Transactions to Adjust Appropriations and Unanticipated Revenue Within the Sheriff's Police Services – Forensic Services Bureau.  
**REQUIRES 4/5THS VOTE**  
**CEO SUPPORTS RECOMMENDATIONS**

POLICY MATTERS

47. Recommendation of Supervisor Long for Approval of the Board of Supervisors Meeting Schedule Calendar for 2010 Through January of 2011.
48. Recommendation of Supervisor Long for Approval of the 2010 Ventura County Board of Supervisors Assignments.  
**(Continued from 1/12/10 - Item 9)**

CORRESPONDENCE AGENDAReceive and File Correspondence Agenda Items 49 Through 51 - Communications Received and Filed by the Clerk of the Board on Behalf of the Board of Supervisors, with Copies Furnished as Indicated.

49. Receive and File Correspondence from Victor Kamhi, Director of Transit Programs, Ventura County Transportation Commission, Regarding the Public Hearing to Request Input from the Community Regarding Unmet Transit Needs.  
**PUBLIC WORKS AGENCY**
50. Receive and File Correspondence from Carmen Espinosa, Regarding Her Opposition to the Water Rate Increase in Waterworks District No. 1, Moorpark.  
**PUBLIC WORKS AGENCY**
51. Receive and File Correspondence from the Bumatay Family, Expressing Appreciation to the Board for Adjourning in Memory of Virginia Luz Cavan Bumatay.

**RESOLUTION APPROVING THE VENTURA COUNTY SYSTEM IMPROVEMENT PLAN  
FOR CHILD WELFARE SERVICES FOR THE PERIOD JANUARY 29, 2010 TO  
JANUARY 28, 2013**

**WHEREAS**, Ventura County is required to complete a System Improvement Plan (SIP) for child welfare services pursuant to AB 636 (Chapter 678, the Child Welfare System Improvement and Accountability Act of 2001); and

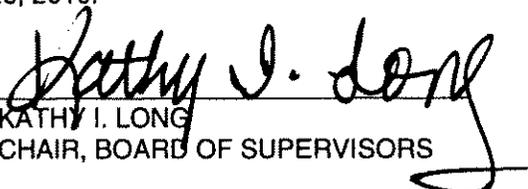
**WHEREAS**, Ventura County Human Services Agency (HSA) Children & Family Services and Ventura County Probation Agency Juvenile Commitment Services Division have developed the SIP in collaboration with local community and prevention partners and in accordance with all applicable requirements from the California Department of Social Services (CDSS); and

**WHEREAS**, Ventura County's SIP includes specific milestones, time frames, and improvement targets relative to measurable improvements in performance outcomes that the County will achieve within a defined time frame including prevention strategies; and

**WHEREAS**, Ventura County's SIP has also incorporated planning and requirements relative to Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) as required by CDSS Office of Child Abuse and Prevention (OCAP);

**NOW, THEREFORE, BE IT RESOLVED** that the Ventura County Board of Supervisors hereby approves this resolution affirming its review and approval of the Ventura County System Improvement Plan for child welfare services for the three-year period beginning January 29, 2010 to January 28, 2013, and authorizes the Human Services Agency to submit the Plan to the California Department of Social Services as required.

On motion of Supervisor BENNETT, seconded by Supervisor ZARZA, the foregoing resolution was passed and adopted on January 26, 2010.

  
KATHY I. LONG  
CHAIR, BOARD OF SUPERVISORS

ATTEST:

MARTY ROBINSON, Clerk, of the Board of Supervisors,  
County of Ventura, State of California.

Dated: January 26, 2010

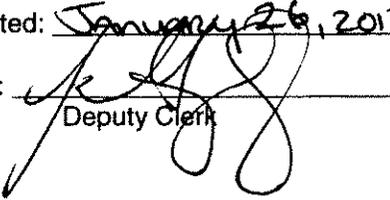
By:   
Deputy Clerk



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## Introduction

Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to improve child welfare outcomes for children and their families in California. The process for achieving this goal is the California Child and Family Services Review (C-CFSR). The review occurs in 3-year cycles during which the performance of each of the state's 58 counties is monitored regularly in five outcome domains: (a) protection of children from abuse and neglect; (b) safety of children not removed from their home; (c) permanence and stability for children in foster care; (d) maintenance of a child's family relationships and connections; and (e) preparation of youth for transition to adulthood. An initial assessment consisting of a qualitatively focused Peer Quality Case Review (PQCR) and a quantitatively focused County Self-Assessment (CSA) begins each cycle. The results of both reviews are used to support the development of a System Improvement Plan (SIP) that specifies measurable goals for system improvement and presents strategies for achieving those goals. Process and outcome data extracted from the statewide Child Welfare Services/Case Management System (CWS/CMS) are contained in Quarterly County Data Reports and used to monitor the results of system improvement efforts. Using this information, counties submit a yearly update that indicates goals, strategies and milestones that have been accomplished, need revision or need to be added.

The PQCR and CSA that support this Plan were conducted in 2009. Staff interviews for the PQCR were conducted during the week of January 26, 2009. The focus area for child welfare was Long-Term Care Outcome Measure C3.3 and the focus area for probation was Reunification Measure C1.1. The final PQCR report was submitted to the California Department of Social Services (CDSS) April 3, 2009. The CSA was based on results that were presented in the C-CFSR Quarterly Data Report for September 2008. The CSA was submitted to CDSS September 29, 2009. Data that have become available since the submission of the County's CSA are contained in the most recent Quarterly Data Report and are summarized in the current performance section for each of the targets presented in this Plan.

The Plan consists of two parts. Part I provides a narrative that describes the SIP planning process and identifies and summarizes activities linked to outcome improvement. The matrix outlines the components of the plan including each performance outcome that is targeted for improvement, the most recent performance level for that target, the improvement goals to be achieved, and the strategies and milestones whose completion will result in improvement in the target. Part II provides the CAPIT/ CBCAP/ PSSF components of the three year plan.

### **A. System Improvement Plan Narrative**

#### **Peer Quality Case Review**

The County's Peer Quality Case Review was conducted during the week of January 26, 2009. Structured interviews were developed to gather information from Children and Family Services Social Workers, Probation Officers and their Supervisors regarding specific factors that affect long-term care. The focus area for child welfare was Long-Term Care Outcome Measure C3.3 which reports, for all children who emancipated or turned 18 while in foster care, the percent that had been in care 3 years or more when they emancipated or turned 18. Measure C3.3 was selected based on reports provided by the Center for Social Services Research (CSSR), University of California, Berkeley (<http://cssr.berkeley.edu/cwscmsreports>) that are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS) through September 2008. The COAS County Quarterly Report indicated levels (a) ranged from 23 to 50 percentage points above the National Standard of 37.5% for the 17 rolling 12-month periods beginning April 2003 and ending March 2008, (b) exceeded statewide levels for the last 16 of the 17 periods (the average monthly difference for the last 16 periods was 8.4%), and (c) increased consistently over the five last periods from 65.7% (23 of 35 youths) for the period ending March 2007 to 87.0% (20 of 23 youths) for the period ending March 2008.

The child welfare portion of the PQCR focused on six topic areas related to the focus area of long term foster care (C3.3). Themes identified from the PQCR are presented in the PQCR Executive Summary (see Attachment A). In summary, themes included: (a) case planning; (b) identifying and engaging permanent homes; (c) services to support permanent homes; (d) youth needs related to permanency; (e) youth services related to permanency; and (f) maintaining family connections.

Probation focused on Reunification Outcome Measure C1.1 which reports, for all youths who exited foster care to reunification, the percent for whom reunification occurred within 12 months of removal. Measure C1.1 was selected based on results from the Child Welfare Dynamic Report System which showed the percent of youths who were reunified with a parent(s) or primary caregiver(s) decreased from 50% (13 of 26 youths during the 12-month period Jul 05-Jun 06) to 0% (0 of 4 youths for the period Apr 07-Mar 08).

For Probation, the PQCR focused on six topic areas related to the focus area of timely reunification (C1.1). Themes identified included: (a) case planning; (b) youth needs and services related to timely reunification; (c) family needs and services related to timely reunification; (e) identifying and engaging alternative caregivers; and (g) maintaining family connections. Themes identified from the PQCR are presented in the Executive Summary (see Attachment A).

### **County Self Assessment**

The self-assessment process involved gathering results from reports provided by the Center for Social Services Research (CSSR), University of California, Berkeley (<http://cssr.berkeley.edu/cwscmsreports>) that are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS) through

September 2008 (2008 Quarter 3 Extract). The review also includes additional data for some COAS measures through March 2009 that are provided in SafeMeasures® reports by the National Council on Crime and Delinquency Children's Research Center (<http://safemeasures.org/ca>). Finally, data from local Business Objects® reports of CWS/CMS records and from locally maintained databases were also included in the self-assessment process.

A comprehensive review of the County Self Assessment is presented in the Executive Summary (see Attachment B). The following summary includes a review of strengths and areas needing improvement and presents general strategies for improving the county's performance on targeted outcomes.

### **Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.**

#### **Child Welfare**

Strengths. Areas of strength for this outcome include: (a) timeliness of emergency response investigations of reports of suspected abuse/neglect; (b) implementation of SDM tool for establishing response priority for investigating abuse/neglect referrals; (c) implementation of SDM tools for assessing child safety in investigated referrals and risk in investigated referrals with a substantiated or inconclusive allegation(s); (d) multidisciplinary needs assessment and service referrals for children entering the foster care system; (e) process for placing children with caregiver who is best suited to provide for the child's care and supervision; (f) services and supports provided to resource families; and (g) timeliness with which regular child visits are completed by assigned social workers.

Areas Needing Improvement. Areas needing improvement include: (a) review and revision of process for investigating reports of suspected abuse/neglect involving children in group foster care; (b) documentation of investigations of reports of suspected abuse/neglect by caregivers in CWS/CMS; (c) review of the existing TDM process for children at-risk for removal and for children who have been removed prior to their detention hearing; (d) review of existing TDM process for children at-risk for a placement change; (e) development of service delivery process for families following closure of their child welfare case; and (f) development of service delivery process for at-risk families for whom no child welfare case was opened following an abuse/neglect referral.

#### **Probation**

Strengths. Factors that contribute to the absence of abuse in care for Court Wards include (a) the regular visits that Probation Officers conduct with the youths they supervise and the programs that serve them and (b) the process of deciding the appropriate facility in which to place a youth.

Areas Needing Improvement. Improvement efforts need to focus on: (a) the current protocol for investigating reports of suspected abuse/neglect involving probation-supervised youths in care and (b) documentation of the results of investigations in the CWS/CMS database.

**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.**

**Child Welfare**

Strengths. Performance levels for timeliness of abuse/neglect referrals and completed child visits by social workers reflect increasing staffing levels for social work positions.

Areas Needing Improvement. Services for children in the Permanency Planning child welfare services should be reviewed in consideration of performance trends for permanency outcomes for children in care for long-periods of time and the placement stability outcome for children in care for extended periods of time (Measure C4.3).

**Permanency Outcome 1: Children have permanency and stability in their living situations without increasing re-entry to foster care.**

**Child Welfare**

Strengths. Factors that have contributed to the positive trends for Composite 1 include: (a) maintenance of continuing contact between parents and their children in the Family Reunification program and (b) in-home support services that focus on developing parenting skills and that provide short-term counseling/therapy to address issues related to child safety and development.

Areas Needing Improvement. Although the Juvenile Court ultimately makes the final determination as to Family Reunification, performance for timely and permanent reunification may be increased further by improvements in the following areas: (a) review of the TDM processes that involve parents and significant others in decisions regarding maintaining children in their homes when that can be achieved safely and regarding reunification of children from foster care; (b) more consistent usage of the SDM tool for assessing family strengths and needs during the initial case planning process; (c) more consistent usage of the SDM tool for assessing the family's readiness for reunification; and (d) development of reunification strategies designed to prevent re-entry to care of infants.

Strengths. Performance for Composite 2 reflect: (a) increased staffing levels in the Children and Family Services Adoptions Unit; (b) recruitment of relative and non-related caregivers willing to adoption children entering care or in care; and (c) services and supports provided to caregivers during the adoption process.

Areas needing improvement. Improvements in the following aspects of adoption planning can be expected to further improve the performance in the timely adoption measures: (a) more systematic implementation of concurrent planning for all children entering the child welfare system; (b) initiation of home studies as early as possible in the adoption planning process; and (c) more consistent usage of tools for assessing readiness for reunification on a regular basis.

Strengths. Performance for Composite 3 includes the adoption measures where the County has performed well (C2.1, C2.2, C2.3, and C2.5).

Areas needing improvement. Areas needing improvement include: (a) more systematic implementation of concurrent planning; (b) more consistent scheduling of permanency planning staffings on a regular basis following termination of reunification services; (c) engagement of youths and caregivers in case planning and staffings; and (d) recruitment of caregivers who are willing to provide permanent homes, especially for children with special needs.

Strengths. Performance for Composite 4 reflects: (a) continuing improvement in regular child visits conducted by social workers (Measure 2C); (b) the ongoing placement of children in relative homes which, with foster family homes, tend to be the most stable (Measure 4B-2); (c) services and supports provided to relative and non-relative caregivers; (d) placement of children with caregivers who are best-suited to meet the child's needs; and (e) ongoing efforts to move children to less restrictive foster care settings and eventual exit from foster care (Measure 4B-2).

Areas needing improvement. The decreasing trend for children in care 2 years or longer suggests the need to focus on current processes for serving children who have been in care for extended periods of time: (a) review of the TDM process that involves planning and decision-making to maintain existing placements; (b) developing services and supports that address the needs of the children who remain in care for long periods of time; (c) strengthening the services and supports for the caregivers of these children; and (d) re-assessing reunification with family of origin.

### **Preparation for self-sufficient adulthood**

Strengths. The current availability of resources and services for ILP participants is an important element in the program's success. These include transportation, housing, health care, education and employment.

Areas needing improvement. Children and Family Services assumed management of the ILP beginning in July 2009 (the program had been managed by an independent contractor during the preceding 3 years). In addition to a change in personnel, the transition in management of the program has resulted in reorganization of case

management, data collection (including case tracking and outcome reporting) and program oversight processes that had been problematic prior to the change in program management. Implementation of all aspects of the transition will require some time to complete.

## **Probation**

### **Timely and permanent reunification with parents or primary caretakers.**

Strengths. The Juvenile Probation Placement Unit collaborates with Juvenile Probation Field Supervision Units to support the youth's transition from foster care to their communities.

Areas needing improvement. A number of areas need to be addressed: (a) data issues including staff coding of reasons for exit from care and reporting of administrative data including foster care entries and exits to CDSS for data entry in CWS/CMS; (b) participation of youths, families and caregivers in case planning; (c) engaging parents and caregivers in implementation of case plans; (d) development of the process for transitioning youths from foster care to their parents/primary caregiver; and (f) developing processes for identifying and working with alternative caregivers when return to a youth's parents is not an option.

### **Timely adoption.**

Strengths. Adoption planning is possible given the close working relationship between the Probation and Human Services Agencies.

Areas needing improvement. Efforts to explore adoption with probation-supervised youths face several challenges including (a) the age of youths in the probation caseload, (b) youth resistance to pursuing adoption, and (c) the difficulty in identifying caregivers who are willing to adopt a youth with a criminal record.

### **Permanency for children in care for long periods of time.**

Strengths. The placement of youths in local group homes supports the transition to their communities.

Areas needing improvement. Areas for improvement include (a) processes for reporting exit data to CDSS for data entry in CWS/CMS and (b) collaboration with caregivers to assist with independent living skills program activities with youths.

### **Stable foster care placements.**

Strengths. Factors that have had a positive effect on this outcome include: (a) improved screening that has resulted in more appropriate placement of youths and

improved service planning; (b) a range of services including Therapeutic Behavioral Services, that help to improve youths' functioning in group care settings; and (c) caregiver's promoting the participation of families in family therapy.

Areas needing improvement. Areas needing improvement include (a) the need for local group home facilities that provide intensive behavioral health services (RCL 14 facilities); (b) development of the process for promoting family participation in programs specified in the youth's case plan; and (c) the utilization of Wraparound services at an earlier point in a case when appropriate.

### **Preparation for self-sufficient adulthood.**

Strengths. Probation Officers are solely responsible for case managing ILP activities as a result of the change in management of the local ILP program. While this adds additional responsibilities to their case management work, the removal of the contract case manager simplifies their planning and communication tasks. In addition, Probation, in its collaborative relationship with Children and Family Services, benefits from the latter's monitoring of contracted services.

Areas needing improvement. The new procedures resulting from the change will undoubtedly involve a period of adaptation by the Probation Officers until their use becomes routine. During this time of change, it is important that supervision be used to establish uniformity and consistency in the new procedures.

### **Permanency Outcome 2: The continuity of family relationships and connections is preserved.**

#### **Child Welfare**

Strengths. Increasing trends for sibling placements reflect: (a) placement of siblings with relatives; (b) ongoing efforts to accommodate sibling placements in existing foster family homes whenever possible; (c) ongoing efforts to recruit new foster homes that are willing to accept sibling placements. For placement in less restrictive settings, strengths include: (d) the local process for screening and approving relative homes for placement; (e) the availability of foster family homes to provide emergency shelter care; (f) when it is used, the TDM process for deciding where children should be placed following their removal; and (g) services and supports available for relative caregivers (e.g., Kinship Support Services Program).

Areas Needing Improvement. Focus areas for improving performance in the measures that comprise Permanency Outcome 2 should focus on: (a) ongoing efforts to recruit foster family homes to serve children with special needs including children with medical and mental health issues, developmental delays, teenaged youths, and parenting or pregnant youths; (b) increased utilization of the local Wraparound program that allows children in group care to be served in their own homes; and (c) review of the TDM

process in child removal situations and situations that involve a potential change in a child's placement.

## **Child Welfare**

### **Health and dental examinations.**

Strengths. Performance trends primarily reflect problems with data entry rather than the true levels for timely examinations and medication authorization. Resources for data entry currently exist and need to be organized through training and supervision.

Areas Needing Improvement. Both measures have recently been added to the set of C-CFSR measures. Protocols for documenting health and dental examinations currently exist but are not implemented consistently across the foster care caseload. Similarly, the entry of data for the authorization of psychotropic medication is improving but has not reached acceptable levels.

## **System Improvement Plan**

### **Plan Development**

The County Children's Services System Oversight Committee functioned as hub for planning the PQCR, CSA and SIP. The Oversight Committee includes representatives from a number of County Agencies/Departments: Department of Children and Family Services, Probation Agency, Public Health Department, Behavioral Health Department, Alcohol and Drug Programs, Office of Education, Juvenile Dependency Court, and Community College Foster and Kinship Care Education Program ("NTS" review roster of CSOC). Private nonprofit providers of services for children and families also participate on the Oversight Committee: Aspira Foster Family Agency, Casa Pacifica, Coalition to End Family Violence, Interface Children Family Services, Kids & Families Together, and Tri-Counties Regional Center.

Development of the Plan began in October 2009 with a series of brainstorming sessions to prepare the initial draft of the System Improvement Plan. The process included a review of the results of the Self-Assessment with a focus on findings that indicated a need for improvement in particular areas of the Ventura County child welfare/foster care system. Personnel from Children and Family Services and the Probation Agency participated in this stage of the Plan's development. The Children and Family Services Operations Team consisting of Regional Managers, Program Administrators and line staff from the recruitment, development and support unit, the adoptions unit, the child and elder abuse hotline operator and supervisor, emergency response, permanency planning and ongoing social workers worked on drafting improvement goals, strategies and milestones for the three child welfare targets in the Plan. In addition, the Division Manager and Supervising Deputy Probation Officer for the Probation Agency Juvenile Court Services Division worked with members of the Operations Team to draft the plan components for the probation target.

Upon completion, the draft was presented to the Children's Oversight Committee, the Mental Health Board Children Services Committee, California Youth Council, Candelaria Indian Council and the Children and Family Services Supervisor/Manager Group (described below) in December 2009 for feedback. Given the absence of an Indian reservation in Ventura County, Children and Family Services continues to work with the Candelaria American Indian Council in providing assistance in serving Indian children and families. In addition, the draft was presented to representatives of community agencies for input. Presentations (PQCR, Self Assessment and SIP) were made to the Ventura County Partnership for Safe Families and Communities – The designated Child Abuse Prevention Council which includes a membership of more than four-dozen family-serving organizations and institutions and dozens of individuals. As the designated Child Abuse Prevention Council (CAPC) for Ventura County, the Partnership also served multiple roles as System Improvement Plan developer, reviewer and input to the targeted measures. A presentation was made to the County Parent Partners Group, Parents With Purpose, in November 2009. Parents With Purpose is an advocacy organization of former child welfare clients who have successfully completed their case plans and retained custody of their children.

### **Outcomes Needing Improvement**

The County Self Assessment identified outcomes where improvement was needed. Recent performance levels fall below the National Standard for the following outcomes:

#### **Child Welfare**

- a. Child welfare months to reunification (C1.2). Performance for this outcome has remained an average of one month higher than the National Standard (5.4 months) since the Jul 06-Jun 07 period. Recent SafeMeasures data estimates for the periods ending Dec 08 and Mar 09 were medians of 6.0 months and 5.3 months respectively. Estimated data for Mar 09 is the first period to fall below the National Standard subsequent to Dec 04.
- b. Child welfare reunification in 12 months (C1.3). Levels have varied widely across report periods and have exceeded the National Standard (48.4%) in four of those periods. Most recently, the trend for this measure has increased from 30.5% for the entry period Jul 04-Jun 05 to 48.0% for the Oct 06-Sep 07 period. Although the most recent SafeMeasures estimate was 42.9% for the Mar 09 entry period, overall performance reveals an upward trend.
- c. Child welfare legally freed in 6 months (in care 17 months or longer) (C2.4). Except for two periods, levels have remained below the National Standard for this measure (10.9%). SafeMeasures estimates were 10.6% (end Jun 08), 4.9% (end Sep 08), 1.2% (end Dec 08), and 5.5% (end Mar 09). Trends for this measure have been cyclical, with the most recent report period estimate marking an upward trend.

- d. Child welfare adoption in 12 months (legally freed) (C2.5). Recent SafeMeasures estimates were 46.6% and 46.4% for the periods ending Dec 07 and Mar 08 respectively. Following a decreasing trend over 12 periods, performance levels have increased steadily from 33.3% (Jan-Dec 05) to 51.6% (Oct 06-Sep 07), approaching the National Standard for this measure (53.7%).
- e. Child welfare exit to permanency before 18 (in care 2 years or longer) (C3.1). Levels have increased from 13.9% (Jan-Dec 04) to 27.2% (Jan-Dec 07), approaching the National Standard (29.1%) at the latter point. Subsequent performance levels have decreased, however overall performance reveals an upward trend.
- f. Child welfare exit to permanency before age 18 (free at exit) (C3.2). SafeMeasures estimates were 98.0% and 98.1% for the periods ending Dec 08 and Mar 09. Performance levels were above the National Standard (98.0%) in all but four report periods.
- g. Child welfare two placements or less (in care less than 12 months) (C4.1). Performance levels for the Apr 06-Mar 07 period exceeded the National Standard (86.0%) and have remained at a consistent level. SafeMeasures estimates were 86.6% and 85.1% for the periods ending Dec 08 and Mar 09 respectively.
- h. Child welfare two placements or less (in care 12 to 24 months) (C4.2). Levels for children in care between 12 and 24 months increased from 51.2% (Jan-Dec 05) to 68.1% (Oct 07-Sep 08). The latter result exceeded the National Standard for this measure (65.4%). Subsequent SafeMeasures estimates were 66.2% and 63.0% for the periods ending Dec 08 and Mar 09 respectively.
- i. Child welfare two placements or less (in care 24 months or longer) (C4.3). Performance levels have remained at about the level of the National Standard (41.8%) for this measure through the Apr 06-Mar 07 period but have fallen below that level since then. SafeMeasures estimates were 38.3% and 35.6% for the periods ending Dec 08 and Mar 09.

## Probation

- a. Reunification within 12 months for exit cohorts (C1.1). Following the submission of the 2007-10 SIP, performance levels for Probation-supervised youth increased from 15.0% (Apr 06-Mar 07) to 66.7% (Jan-Dec 07). The recent decreasing trend is attributed to the miscoding of exit data by staff.
- b. Probation exit to permanency before 18 (in care 2 years or longer) (C3.1). Performance levels have alternately increase and decreased since the Apr 03-Mar

04 report period. The wide variation amongst data points is due to the small numbers of youths in successive report periods cohorts.

- c. Probation two placements or less (in care 12 to 24 months) (C4.2). Levels have increased and decreased in alternating cycles over the 19 periods since Apr 03-Mar 04. Since the Jan-Dec 06 period, levels decreased for two periods, increased over the next three, and, most recently, decreased again over the last two. None of the points since Jan-Dec 06 met or exceeded the National Standard for this measure (65.4%).
- d. Probation two placements or less (in care 24 months or longer) (C4.3). Performance levels have increased and decreased in alternating cycles since the Apr 03-Mar 04 period. Performance has remained below the National Standard for this measure (41.8%) for all periods since the Apr 03-Mar 04 period.

Additional outcomes requiring improvement are selected targets included in the following section.

### **Identified Targets**

Outcomes identified as needing improvement have been prioritized for improvement based on recent performance. As a result, plan components to address the following outcome measures and improvement goals will be implemented across the three years of the Plan (see Timeframes for Implementation Appendix A):

### **Child Welfare**

#### **A. Increase the percent of children who do not experience substantiated abuse/neglect during the six-month period following an initial substantiated abuse/neglect referral (Child Welfare Only).**

The Self-Assessment reported results for children with initial substantiated abuse/neglect in 6-month periods through September 2008 (the last two points in the trendline were based on results reported in SafeMeasures). Since completion of the Self-Assessment, SafeMeasures has reported two new points for initial abuse/neglect through March 2009. The latest points (91.5% and 91.1%) are similar to the two points that preceded them (90.4% and 91.3%) and suggest that performance levels for this outcome have not changed since the Self-Assessment. Ventura County's current performance falls below the National Standard for this measure (94.6%) and California's most recent performance (93.0% for Jan-Jun 08 and 93.1% for Apr-Sep 08).

#### **Improvement Goals:**

1. Standardize response and intervention models for referrals that do not result in an open case.
2. Standardize current intervention models for substantiated referrals that result in Family Maintenance (FM) cases.

The process of assessing risk utilizing a structured decision-making process or tool is a successful approach to determining risk levels for future abuse or neglect. Research suggests that well implemented safety and risk assessment models can reduce instances of recurrence (Fluke, Hollinshead, & McDonald, 2003). Specifically, the Multi-Disciplinary Team (MDT) approach provides a more accurate risk assessment and improves the delivery and quality of services (Kolbo & Strong, 1997).

**B. Decrease the percent of children who re-enter care during the 12 months following reunification (Child Welfare Only).**

The Self-Assessment reported re-entry results for children who were reunified in 12-month periods through March 2008 (the last two points in the re-entry trendline, which was decreasing at the time, were based on SafeMeasures reports). Two new points have been reported since the completion of the Self-Assessment (10.7% and 9.4% for the 12-month reunification periods ending June and September 2008 respectively). These most recent points continue the decreasing trendline for this measure that began with the reunification period ending September 2007. A comparison with relevant benchmarks shows the last point in the current trendline exceeded the National Standard for this measure (9.9%) for the first time. In addition, it appears that, based on the most recent results for California, the County's performance will have exceeded statewide levels for the first time in seven consecutive report periods. The County of Ventura will maintain or improve performance for youth re-entering care. Strategies selected to improve this measure will positively impact other measures such as placement stability.

Improvement Goals:

1. Standardized use of SDM reunification assessment and risk reassessment tools.
2. Standardized case dismissal process and procedures.

Children re-enter the foster care system due to the recurrence of abuse or neglect. In addition to maltreatment, the child experiences changes in household and a disruption in caregiver relationships. The disruption following reunification and loss of permanency negatively impacts the child's psychosocial well-being (Rzepnicki, 1987). Additional or enhanced services support families during the reunification process in order to prevent reentry. Research reveals that family-based services that extend beyond reunification and case closure maximize the chances for successful reunification (Wattenberg, 1998).

**C. Decrease the percent of children who emancipate or turn age 18 during a 12-month period who had been in care 3 years or more at emancipation or reaching age of majority (Child Welfare Only).**

The Self-Assessment reported results through the 12-month period ending March 2009 (the last two points were from SafeMeasures reports). The trendline for emancipated/aged-out youth was decreasing when the Self-Assessment was

completed. Since then, SafeMeasures has reported two new data points, 54.3% and 55.3% for the 12-month periods ending June and September 2009 respectively. These two additional points are similar to the last point included in the Self-Assessment (56.8%), suggesting a current flattening of the trendline for this measure. While significant improvement was achieved between the periods ending March 2008 (87.0%) and March 2009 (56.8%), benchmark comparisons indicate performance remains well above the National Standard for this measure (37.5%). Reflecting the improvement it has made, Ventura County's performance for the three most recent periods exceeded statewide levels for the first time since the period ending March 2004.

#### Improvement Goals:

1. Increase the percentage of children/youth who exit to adoption or guardianship.
2. Provide services to address barriers to permanency.

Engaging youth and caregivers in the concurrent planning process is one of the supporting strategies for increased exits to permanency. The concurrent planning approach eliminates the potential delays in securing permanent family placements for children in foster care by pursuing an alternative permanency goal. Effective concurrent planning focuses on early and aggressive efforts to identify all potential permanency options for children in foster care. Working towards reunification using the concurrent planning process facilitates adoptive placements, for younger children in particular (D'Andrade, Frame & Berrick, 2006).

## Probation

### **Increase the percent of children who are reunified with their parent(s) or primary caregiver(s) within 12 months of entering care (Measure C1.1).**

Results for Measure C1.1 reported in the Self-Assessment showed decreasing numbers of youths exited to reunification within 12 month of entry in rolling 12-month periods between January 2007 and September 2008. Data from the CSSR website (CWS/CMS 2008 Quarter 3 Extract) indicated that during the last of these periods (Oct 07-Sep 08), five children exited to reunification and of these, none exited within 12 months of entry. Results from the CWS/CMS 2009 Quarter 1 Extract refresh the Oct 07-Sep 08 point (2 of 10 [20%] exits to reunification occurred within 12 months) and provide two new points for 12-month periods ending Dec 08 and Mar 09. During the latter periods, 2 of 10 (20%) and 2 of 6 (33%) children respectively exited to reunification within 12 months. The County's recent results fall well below statewide performance levels for probation-supervised youths. Between January 2007 and March 2009, statewide levels ranged from 51.5% (Jan-Dec 08) to 54.8% (Jul 07-Jun 08). A comprehensive review of the strengths and areas needing improvement are presented in the CSA Executive Summary (see Attachment B).

The decrease in performance levels for Measure C1.1 has occurred in the context of a steady decline in both the total population of probation-supervised placements and the

number of youths who have exited to reunification. In the latter regard, 29 youths exited to reunification during the Jan-Dec 06 period compared to six reunification exits during the most recent Apr 08-Mar 09 period (CWS/CMS 2009 Quarter 1 Extract). The small numbers of recent exits to reunification make questionable comparisons with the County's previous performance levels and with concurrent statewide levels.

Improvement Goals:

1. Improve assessments and case plans.
2. Enhance family engagement.
3. Enhance service delivery.

Returning children in foster care to their families is the goal for the majority of children. Prior to a child's return, accurate and comprehensive assessment along with engaged case planning are critical in successful reunification (Macdonald, 2001). It is essential to provide services that will allow a child to be safely returned, and that will promote a stable environment to support reunification. Effective support services engage all members of the family and include a range of life skills and competencies such as anger control, communication, and problem solving (Corcoran, 2000).

**Target 1:** Increase the percent of children who do not experience substantiated abuse/neglect during the six-month period following an initial substantiated abuse/neglect referral (Child Welfare Only - Measure S1.1).

**Current Performance:**

Results reported in SafeMeasures show that 91.1% of children did not experience a substantiated allegation during the six-month period between October 1, 2008 and March 31, 2009. Ventura County's current performance falls below the National Standard for this measure (94.6%) as well as recent statewide performance (93.1%). The County of Ventura will improve performance on this measure from 91.1% to 95.0%, increasing the percentage of children who do not experience substantiated abuse/neglect during the six-month period following an initial substantiated abuse/neglect referral.

**Improvement Goal 1.0:** Standardize response and intervention models for referrals that do not result in an open case.

	CAPIT	CBCAP	PSSF	N/A	Strategy Rationale – The county's performance has fluctuated on this measure. A more consistent performance for this measure can be expected with improvements in SDM and TDM implementation.
<p><b>Strategy 1.1</b> Gain an understanding of the reasons for recurrence in families involved in referrals that are substantiated but do not result in open cases.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<p><b>1.1.1</b> The Data Management Team will review and monitor CWS/CMS and SDM data to identify and separate data entry errors from actual instances of recurrence.</p>	Year 1: <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4	Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4	Year 1: <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4	Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4	East County Regional Program Manager  Administration and Ventura/Central Regional Program Managers  Administration and Ventura/Central Regional Program Managers
<p><b>1.1.2</b> Develop and conduct targeted staff data entry training as identified and recommended by the data management team.</p>	Timeframe				
<p><b>1.1.3</b> A random sample of cases will be selected and an in-depth case review of identified instances of recurrence to evaluate and categorize common factors in recurrence.</p>	Assigned to				
<p><b>Milestone</b></p>					

	<p><b>1.1.4</b> Utilize the data and case review information to examine services for need capacity and utilization. Modify and augment existing response and intervention models.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>East County Regional Program Manager</p>
<p><b>Strategy 1.2</b> Standardize the completion of the Structured Decision-Making (SDM) Risk Assessment.</p>	<p><b>1.2.1</b> The Structured Decision-Making work group will utilize Safe Measures application SDM Risk Assessment completion compliance data to isolate and reveal possible barriers to compliance.</p> <p><b>1.2.2</b> Establish a county-level minimum compliance goal and monitor via current data quality assurance methods.</p> <p><b>1.2.3</b> Utilize Children's Research Center case reading model to determine and assist individual social workers in addressing barriers to assessment compliance.</p> <p><b>1.2.4</b> Modify existing SDM policy and procedure.</p> <p><b>1.2.5</b> Develop and conduct training specific to SDM policy changes.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p> <p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p>
<p><b>Strategy 1.3</b> Standardize the use of risk Team Decision Making (TDM).</p>	<p><b>Strategy 1.3</b> Standardize the use of risk Team Decision Making (TDM).</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – Risk Team Decision Making provides family engagement and linkage to services.</p>



	<p><b>1.4.3</b> Determine policy and procedure changes and identify necessary resources.</p> <p><b>1.4.4</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p> <p><b>1.4.5</b> Implement MDT model throughout Ventura County.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p>
<p><b>Strategy 1.5</b> Initiate an evidence based prevention program for child abuse referrals.</p>		<p><input type="checkbox"/> CAPIT  <input checked="" type="checkbox"/> CBCAP  <input checked="" type="checkbox"/> PSSF  <input type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – Use of evidence based, in home service model will address environmental safety, child health and parent-child bonding.</p>
<p><b>Milestone</b></p>	<p><b>1.5.1</b> Research and identify an evidence based program that addresses the needs of the targeted children and their families.</p> <p><b>1.5.2</b> Establish a workgroup to assess needs and resources.</p> <p><b>1.5.3</b> Assess needs and resources to develop policy and procedure to begin program implementation.</p> <p><b>1.5.4</b> Develop and conduct targeted training to implement a pilot program.</p>	<p>Year 1: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p>

	<p><b>1.5.5</b> Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>		<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>		<p>Ventura/ Central Regional Program Managers</p>
<p><b>Improvement Goal 2.0: Standardize current intervention models for substantiated referrals that result in Family Maintenance (FM) cases.</b></p>					
<p><b>Strategy 2.1</b> Gain an understanding of the reasons for recurrence in families involved in referrals that are substantiated and result in FM cases.</p>					
			<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> - The county's performance has fluctuated on this measure. A more consistent performance for this measure can be expected with continued analysis of data related to recurrence.</p>	
<p><b>Milestone</b></p>	<p><b>2.1.1</b> The data management team will review and monitor CWS/CMS and SDM data to identify FM cases that experience a recurrence of abuse and/or neglect in order to gain an understanding of the reasons for recurrence.</p> <p><b>2.1.2</b> The data management team will conduct an in-depth case review of identified instances of recurrence to evaluate and categorize common factors in recurrence.</p> <p><b>2.1.3</b> Utilize the data and case review information to examine services for need capacity and utilization. Modify and augment existing response and intervention models.</p> <p><b>Strategy 2.2</b> Standardize face-to-face contacts to ensure that the parent has the support needed to maintain custody of child(ren).</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p>
<p><b>Strategy Rationale</b> – Quality of contacts are predictors of recurrence.</p>					
			<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>		

<p>Milestone</p>	<p><b>2.2.1</b> Through the use of workgroups assess current policies and procedures to identify consistency of information included in a face to face contact. <b>2.2.2</b> Ensure that the type of information entered into CWS/CMS consistently meets expectations. <b>2.2.3</b> Develop and conduct targeted training regarding consistency of information entered during a face to face contact.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Administration and Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p> <p>Administration and Ventura/ Central Regional Program Managers</p>
<p>Milestone</p>	<p><b>Strategy 2.3</b> Services provided will be matched to client's needs.</p>	<p>Timeframe</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p>Assigned to</p>	<p><b>Strategy Rationale</b> – SafeMeasures data show that while the family strengths and needs assessments are being completed, the importance of matching the services to the results of these assessments is critical to reducing the recurrence of maltreatment.</p>
<p>Milestone</p>	<p><b>2.3.1</b> Establish a workgroup to review current process and timeframe focusing on the provision of matching services. Case plans services will be reviewed to ensure they address petition counts and the areas of priority identified on the SDM Family Strengths and Needs Assessment. <b>2.3.2</b> Facilitate a focus group to determine how services are secured once the case goes from family reunification to family maintenance. <b>2.3.3</b> Develop service matrix to map current services offered to parents and children placed at home. <b>2.3.4</b> Utilizing the results of the focus group and workgroup, policies and procedures will be modified and resource needs identified.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p> <p>Ventura/ Central Regional Program Managers</p>

	<p><b>2.3.5</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>		<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>		Administration and Ventura/ Central Regional Program Managers
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**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

- Focus on ensuring the consistency in operational issues across CFS regions.
- Philosophical/cultural shift towards ensuring consistency of the incorporation of best practice and evidence based models.
- Identify and develop subject matter experts. Specifically for evidenced based programs.
- Coordinate with community partners as it relates to their lack of resources, specifically poverty prevention resources. This factor hinders the efforts to keep children safe and support families in their effort to maintain a safe and stable home.
- The need to integrate prompt delivery of Public Assistance programs, such as Food Stamps and Cash Assistance to families in crisis.

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

Education and training to develop subject matter experts, in order to increase buy in from staff in regards to standardized response and intervention for referrals that do not result in a child removal. Training would include:

- Technical support and training from Children's Resource Center (CRC).
- Technical training by CWS/CMS helpdesk.
- Standardize the completion of Structured Decision Making (SDM) Risk Assessment.
- Utilization of continuous improvement tools and methodologies.

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

- Review existing contracts with community partners, and outline areas of specialization in order to ensure resources are being maximized.
- Collaborate with Children's Research Center to provide technical support to assist CWSW's in assessing barriers to compliance.
- Assess and standardize the goals of TDM Strategy Group in collaboration with the Data Management Team to identify opportunities for engaging families and linking to services available.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

Mandated time frames have been identified as creating circumstances whereby children have to be returned home sooner than would have been preferred:

- Promote legislation to change the mandate to complete the investigation within the first 30 days. Currently if the investigation goes over 30 days a case plan needs to be prepared and services need to be offered. Many times this is unnecessary, if there was more time allowed.
- Make regulatory changes to FR and FM case time frames. Many times time runs out trying to get the services in and completed, thereby reunifying sooner than the agency feels appropriate.

**Target 2:** Decrease the percent of children who re-enter care during the 12 months following reunification (Child Welfare Only -Measure C1.4).

**Current Performance:**

Based on the most recent results for California, the County's performance will have exceeded statewide levels for the first time in seven consecutive report periods. Results reported in SafeMeasures show that 9.4% of children reentered foster care during the 12-month period between October 1, 2007 and September 20, 2008. Ventura County's current performance exceeded the National Standard for this measure (9.9%) as well as recent statewide performance (11.3%). The County of Ventura will maintain performance to exceed the National Standard resulting in fewer children who re-enter care during the 12 months following reunification. Strategies selected to improve this measure will positively impact other measures such as placement stability.

**Improvement Goal 1.0: Standardized use of SDM reunification assessment and risk reassessment tools.**

**Strategy 1.1** Standardize completion of Structured Decision Making (SDM) Reunification Assessment.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input checked="" type="checkbox"/>	N/A

**Strategy Rationale** – To effectively and consistently assess a family's readiness for reunification.

	Timeframe	Assigned to	East County Regional Program Manager
<p><b>1.1.1</b> The Structured Decision-Making work group will utilize SafeMeasures application SDM Reunification Assessment completion compliance data to isolate and reveal possible barriers to compliance.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		
<p><b>1.1.2</b> Establish a county-level minimum compliance goal and monitor via current data quality assurance methods.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		
<p><b>1.1.3</b> Utilize Children's Research Center case reading model to determine and assist individual social workers in addressing barriers to assessment compliance.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		

Milestone

	<p><b>1.1.4</b> Modify existing policy and procedure.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	Administration/ East County Regional Program Manager
	<p><b>1.1.5</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>	Administration/ East County Regional Program Manager
	<p><b>Strategy 1.2</b> Standardize completion of Structured Decision Making Risk Reassessment.</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – To effectively and consistently assess family's risk level in order to prevent early termination of services.</p>
<p><b>Milestone</b></p>	<p><b>1.2.1</b> The Structured Decision-Making work group will utilize SafeMeasures application SDM Risk Reassessment completion compliance data to isolate and reveal possible barriers to compliance.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	East County Regional Program Manager
	<p><b>1.2.2</b> Establish a county-level minimum compliance goal and monitor via current data quality assurance methods.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	East County Regional Program Manager
	<p><b>1.2.3</b> Utilize Children's Research Center case reading model to determine and assist individual social workers in addressing barriers to assessment compliance.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	East County Regional Program Manager
	<p><b>1.2.4</b> Modify existing policy and procedure.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	Administration/ East County Regional Program Manager
	<p><b>1.2.5</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>	Administration/ East County Regional Program Manager

Assigned to

Timeframe

**Improvement Goal 2.0: Standardized case dismissal process and procedures.**

<p><b>Strategy 2.1</b> Gain an understanding of reasons for re-entry.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b> - To identify additional preventive strategies to reduce the incidence of re-entry.</p>		
<p><b>Milestone</b></p>	<p>2.1.1 The data management team will review and monitor CWS/CMS and SDM data to identify and separate data entry errors from actual instances of re-entry.</p>	<p>Year 1: <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to                      East County Regional Program Manager</p>	<p>East County Regional Program Manager</p>	
	<p>2.1.2 Develop and conduct targeted staff data entry training as identified and recommended by the data management team.</p>	<p>Year 1: <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>			<p>Administration/ East County Regional Program Manager</p>
	<p>2.1.3 Conduct an in-depth case review of identified instances of recurrence to evaluate and categorize common factors in recurrence.</p>	<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>			<p>East County Regional Program Manager</p>
	<p>2.1.4 Utilize the data and case review information to examine services for need capacity and utilization. Modify and augment existing response and intervention models.</p>	<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>			<p>East County Regional Program Manager</p>
<p><b>Strategy 2.2</b> Aftercare Services will be provided by matching services to client's needs.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b> – Aftercare Services matched to client's needs will reduce the risk of re-entry.</p>		
<p><b>Milestone</b></p>	<p>2.2.1 The data team will review cases resulting in reentry to identify and evaluate common factors.</p>	<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                      Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to                      East County Regional Program Manager</p>	<p>East County Regional Program Manager</p>	
	<p>2.2.2 Develop a service matrix that addresses identified needs.</p>	<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                      Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>			<p>East County Regional Program Manager</p>

	<p><b>2.2.3</b> Determine policy &amp; procedure changes and resource needs.</p>		<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		<p>Administration/ East County Regional Program Manager</p>
	<p><b>2.2.4</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>		<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>		<p>Administration/ East County Regional Program Manager</p>

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

- Need to establish and integrate the consistent use of SDM in decision making in a timely manner
- Use SDM data to identify barriers to assessment compliance.
- Incorporate best practices policies to establish minimum level compliance.
- Train and implement the case reading model developed by Children's Research Center to ensure consistency in operational practices

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

- Develop subject matter experts
- Develop and conduct targeted training related to data entry.
- Technical support and training from Children's Resource Center (CRC)
- Technical training by CWS/CMS helpdesk
- Utilization of continuous improvement tools and methodologies.

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

- Children's Research Center to provide technical support.
- Development of community organization plan with community partners

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

- Regulatory changes to clarify varying interpretations of case management timeframes.

**Target 3:** Decrease the percent of children who emancipate or turn age 18 during a 12-month period who had been in care 3 years or more at emancipation or reaching age of majority (Child Welfare Only - Measure C3.3).

**Current Performance:**

Results reported in SafeMeasures show that 55.3% of children who emancipate or turn age 18 had been in care 3 years or longer in the 12-month period between October 1, 2008 and September 30, 2009. Ventura County's current performance remains above the National Standard for this measure (37.5%), however County performance has exceeded statewide performance (61.0%). The County of Ventura will improve performance on this measure from 56.8% (Q1-09) to 36.4%, resulting in 9 fewer children who emancipate or turn age 18 during a 12-month period who had been in care 3 years or more at emancipation or reaching age of majority.

**Improvement Goal 1.0:** Increase the percentage of children/ youth who exit to adoption or guardianship.

Milestone	Strategy	CAPIT				Strategy Rationale – Identifying a committed family will have a positive impact on permanency.	Assigned to
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	<b>Strategy 1.1</b> Engage child/ youth and caregivers in the concurrent planning process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
	<b>1.1.1</b> The Data Management Team will review PQCR focus group data and additional data from CWS/CMS to identify themes for reasons for non-permanency.	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>
	<b>1.1.2</b> Facilitate a focus group with youth and caregivers to determine gaps to determine gaps in resources for permanency planning.	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>
	<b>1.1.3</b> Conduct an in-depth case review of service component changes from Family Reunification to Permanent Placement.	Year 1: <input checked="" type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>
	<b>1.1.4</b> Determine policy and procedure changes and identify necessary resources.	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>	Year 1: <input type="checkbox"/>	Year 2: <input checked="" type="checkbox"/>	Year 3: <input type="checkbox"/>
	<b>1.1.5</b> Develop and conduct targeted training. Monitor to ensure compliance.	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input type="checkbox"/>	Year 1: <input type="checkbox"/>	Year 2: <input type="checkbox"/>	Year 3: <input checked="" type="checkbox"/>

<p><b>Strategy 1.2</b> Initiate the adoption home study process earlier.</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – Improved stability for foster youth to be placed in a home that has been approved for adoption.</p>
<p><b>Milestone</b></p> <p><b>1.2.1</b> Establish a workgroup to review current licensing and adoption processes to develop a Unified Home Study project plan and a Unified Home Study process which can be used for both adoption and licensing purposes.</p> <p><b>1.2.2</b> Determine policy and procedure changes and identify necessary resources.</p> <p><b>1.2.3</b> Develop and conduct targeted training.</p> <p><b>1.2.4</b> Implement Unified Home Study process and monitor to ensure compliance. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>	<p>Assigned to</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4 Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Oxnard/ Central Regional Program Managers</p> <p>Administration and Oxnard/ Central Regional Program Managers</p> <p>Administration and Oxnard/ Central Regional Program Managers</p> <p>Oxnard/ Central Regional Program Managers</p>	<p>Oxnard/ Central Regional Program Managers</p> <p>Administration and Oxnard/ Central Regional Program Managers</p> <p>Administration and Oxnard/ Central Regional Program Managers</p> <p>Oxnard/ Central Regional Program Managers</p>
<p><b>Strategy 1.3</b> Increase the number of guardianship/ adoptions for children without a specified home through child specific targeted recruitment.</p> <p><b>1.3.1</b> Identify the barriers/reasons to match the children.</p> <p><b>1.3.2</b> Obtain technical assistance on child specific recruitment (Annie E. Casey foundation and other counties)</p>	<p><input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4 Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Assigned to</p> <p>Oxnard/ Central Regional Program Managers</p> <p>Oxnard/ Central Regional Program Managers</p>	<p><b>Strategy Rationale</b> – Matching available children with committed caregivers will increase permanency outcomes.</p> <p>Oxnard/ Central Regional Program Managers</p> <p>Oxnard/ Central Regional Program Managers</p>

	<p><b>1.3.3</b> Develop targeted child recruitment work plan.</p>		<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		<p>Oxnard/ Central Regional Program Managers</p>
<p><b>Improvement Goal 2.0: Provide services to address barriers to permanency.</b></p>					
<p><b>Strategy 2.1</b> Develop resources and strategies to match unmet needs of youth exiting to permanency.</p>					
		<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> - Youth and children often exhibit behaviors that pose barriers to permanency.</p>		
<p>Milestone</p>	<p><b>2.1.1</b> Explore the viability of implementing Multidisciplinary Treatment Foster Care (MTFC) program.</p>	<p>Timeframe</p>	<p>Year 1: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	
<p><b>2.1.2</b> Identify and address barriers and gaps to services through consumer focus groups or surveys.</p>			<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>	
<p><b>2.1.3</b> Secure public and/or private providers to fill identified gaps in service.</p>			<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>	<p>Oxnard/ Central Regional Program Managers</p>	
<p><b>Strategy 2.2</b> Provide permanency support services to caregivers.</p>					
		<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input checked="" type="checkbox"/> PSSF  <input type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – Providing permanency support to caregivers will increase the likelihood that caregivers will make a permanent commitment.</p>		
<p>Milestone</p>	<p><b>2.2.1</b> Develop written case manager responsibility materials relevant to the support of caretakers.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	
<p>Administration and Oxnard/ Central Regional Program Managers</p>					

<p><b>2.2.2</b> Develop policy and procedures and identify necessary resources.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>
<p><b>2.2.3</b> Re-evaluate existing contracted services being offered and assess gaps to expand current resources and strategies and/or develop new services.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>
<p><b>2.2.4</b> Develop and conduct targeted training. Monitor to ensure compliance by reviewing monthly data at the supervisor's and manager's meetings.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>
<p><b>Strategy 2.3</b> Reassess and provide services to biological parents to support reunification post PP.</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> – Return to biological parents is another form of permanency.</p>
<p><b>2.3.1</b> Evaluate and modify current policy and procedures to include reassessment of biological parents in Permanency Planning cases.</p>	<p>Year 1: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>
<p><b>2.3.2</b> Evaluate current contracted family reunification services for gaps and accessibility.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Administration and Oxnard/ Central Regional Program Managers</p>
<p><b>2.3.3</b> Develop a service matrix that addresses identified needs.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Oxnard/ Central Regional Program Managers</p>
<p><b>2.3.4</b> Develop resources and strategies to meet unmet needs.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Oxnard/ Central Regional Program Manager</p>

Milestone

Assigned to

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

- The need to develop subject matter experts.
- The diminishing resources for advertising and media.
- Recognize caregivers perception/ belief system (reluctance to get emotionally engaged) and internal culture and responsibilities of long term foster care.
- Overcome apathy towards biological parents at the 18 month mark of planning (i.e. the perception that services/resources are terminated).
- Case management culture based on legal timeframes (mandates/regulations) relating to continued involvement of parents.
- Continued budgetary crisis resulting in inconsistent resources (e.g. community worker availability)
- Need to develop buy-in from staff (licensing & adoptions).

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

- Develop subject matter experts.
- Promote buy-in from staff (licensing, adoptions, & court staff).
- Annie Casey will provide technical support, for cross-training between licensing and adoptions to maximize resources.
- Foster Care and Kinship Education through community colleges to provide education to caregivers interested in adoption.
- Utilization of continuous improvement tools and methodologies.

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

- Annie Casey will provide technical support.
- Foster Parent Association will provide marketing (Foster Parent mentors)
- Kids and Families Together to provide pre-adoption and post-adoption services and in-home training for relative caregivers.
- Ventura County faith based organization (Cornerstone, ACTION, Ventura Missionary Church, Clergy Council) participate in current recruitment strategies.
- Recruitment Committee (comprised of Supervisor Bennett's office, Sup. Zaragoza, ACTION John Franklin, Arrow Child and Family Ministries, Children Services Auxiliary) will team up to link resources.
- Education to adoptive families regarding the continuity of services at adoption.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

- Case management timelines/parameters.
- Redefine the method of entering placement changes in order to prevent recording multiple same placements.
- Increase the reimbursement rate for foster parents.
- Ongoing guidance and support services for guardianship cases to prevent re-entry.

**Target 4:** Increase the percent of children who are reunified with their parent(s) or primary caregiver(s) within 12 months of entering care (Probation Only - Measure C1.1)

**Current Performance:**

Data from the CSSR website (CWS/CMS 2008 Quarter 3 Extract) indicated that during the last of these periods (Oct 07-Sep 08), five children exited to reunification and of these, none exited within 12 months of entry. Results from the CWS/CMS 2009 Quarter 1 Extract refresh the Oct 07-Sep 08 point (2 of 10 [20%] exits to reunification occurred within 12 months) and provide two new points for 12-month periods ending Dec 08 and Mar 09. During the latter periods, 2 of 10 (20%) and 2 of 6 (33%) children respectively exited to reunification within 12 months. The County's recent results fall well below statewide performance levels for probation-supervised youths. Between January 2007 and March 2009, statewide levels ranged from 51.5% (Jan-Dec 08) to 54.8% (Jul 07-Jun 08). The County of Ventura will improve performance on this measure by meeting the National Standard (75.2%) to increase the percentage of children who are reunified with their parent(s) or primary caregiver(s) within 12 months of entering care.

**Improvement Goal 1.0: Improve assessments and case plans.**

<p><b>Strategy 1.1</b> Improve assessments and case plans to increase reunification outcomes.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale - The Peer Quality Case Review (PQCR)</b> process indicated the need for (a) early family engagement and case planning prior to youth placement; (b) communication of case plan goals with the youth's caregivers; (c) developing case plans that are individualized; and (d) case plan development training.</p>	<p>Assigned to</p> <p>Placement Supervisor Agency Training Coordinators Supervision Probation Officers Assigned Probation Officers</p>
<p><b>1.1.1</b> Attend specialized training for placement Probation Officers working with foster youth including, but not limited to Probation Placement Officer Core, case planning, and family engagement. Attend training offered by UC Davis Extension (The Resource Center for Family-Focused Practice) and in-house training provided by the Probation Agency and Children Family Services.</p>	<p>Timeframe</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Milestone</p>	



	<p><b>1.2.2</b> Develop questions that facilitate early concurrent planning. Identify immediate family members (parents, grandparents, aunts/uncles, great aunts/great uncles, siblings, non-relatives) and educate parents/caregivers about the foster care process.</p>		<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		<p>Juvenile Division Manager                  Placement Supervisor                  Senior Deputy Probation Officer</p>
<p><b>Strategy 1.3</b> Improve communication with Juvenile Facilities (JF) Commitment Staff to ensure services are delivered as identified in the youth's case plan and release plans are developed in a timely manner.</p>		<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> - Improving the relationship with placement and Juvenile Hall staff will educate Juvenile Staff about youth's history, risk factors and goals identified to accomplish a successful reunification. Communication could be improved by implementing internal processes that will benefit youth and assist Probation personnel with the development of release plans for youth in custody.</p>		
<p><b>Milestone</b></p>	<p><b>1.3.1</b> Schedule meetings to educate JF Commitment Staff about placement youth risk factors and needs. This may occur during staff meetings. Other training may involve Supervising Deputy Probation Officers and Senior Deputy Probation Officers who will then forward the information to Juvenile Hall staff.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Placement Supervisor                  Senior Deputy Probation Officer</p>
	<p><b>1.3.2</b> Assigned Probation Officer and JF Commitment Staff to begin meeting on a bi-monthly basis to review youth's progress while in custody, case plan objectives, child/family's needs, and release plans. The process should also include parents. They are to be invited to a minimum of one meeting per month.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Placement Supervisor                  Commitment Supervisors</p>
	<p><b>Improvement Goal 2.0: Enhance family engagement.</b></p>				

<p><b>Strategy 2.1</b> Involve birth families in the planning and decision-making process.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Strategy Rationale</b> - Probation utilizes local group home providers to encourage family involvement in treatment. Involving birth families enhances the chances for reunification. Also, facilitating visits between foster youth with their parents is a vital component to reunify families.</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									
<p><b>Milestone</b></p> <p><b>2.1.1</b> Develop and implement family team meetings during the intake process to review reunification needs and goals. The assigned Probation Officer will facilitate the meeting. Team meetings should include parents, relatives, group home providers, JF Detention Staff and the assigned Probation Officer.</p> <p><b>2.1.2</b> Identify relatives and/or individuals that will offer support to birth parents/guardian during the reunification process and after the youth is reunified with his/her family.</p> <p><b>2.1.3</b> Increase the frequency of visits to exceed the current mandate leading up to reunification to help facilitate the reunification transition.</p>	<p style="text-align: center;">Timeframe</p> <p>Year 1: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4          Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4          Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p style="text-align: center;">Assigned to</p> <p>Juvenile Division Manager Placement Supervisor</p> <p>Placement Supervisor Senior Deputy Probation Officer</p> <p>Placement Supervisor Assigned Probation Officer</p>								
<p><b>Strategy 2.2</b> Improve communication between the assigned Probation Officer and the birth parent. The Court and Probation's expectations should be discussed with families from the beginning.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Strategy Rationale</b> - Increasing a family's knowledge of the process from the beginning will provide a clear understanding of how to successfully reunify with their child.</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									

<p>Milestone</p>	<p><b>2.2.1</b> Engage group home providers, Probation Officers, parents, and/or relatives within 60 days of placement to discuss expectations and goals in efforts to achieve successful reunification. Revisions can then be made for those case plans that were initiated prior to the 60 days.  <b>2.2.2</b> Implement a work schedule that permits Probation Officers to be available a few weekend and evening hours to increase meetings with youth and families that cannot meet during regular business hours (8 a.m.-5 p.m.).  <b>2.2.3</b> Seek resources and funding for families in need of services; transportation, housing, parenting classes.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input checked="" type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Juvenile Division Manager Placement Supervisor</p> <p>Placement Supervisor Senior Deputy Probation Officer Assigned Probation Officers</p> <p>Senior Deputy Probation Officer Assigned Probation Officers</p>
<p>Milestone</p>	<p><b>Strategy 2.3</b> Identify support groups that support family engagement and reunification.</p>	<p>Timeframe</p>	<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> - The County's Children and Family Services Agency offers support services to foster families. Probation foster families could also benefit from those support systems. Identifying those specific services could offer support and stability once youth reunifies with his/her family.</p>	<p>Juvenile Division Manager Placement Supervisor</p>
<p>Milestone</p>	<p><b>2.3.1</b> Meet with Community Partners and group home providers to identify supportive services available to biological families.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Juvenile Manager Placement Supervisor</p>

<p><b>2.3.2</b> Seek input from Children's Services System Oversight Committee (CSOC) to identify services that promote timely reunification, best practices, gaps in services that support reunification and to evaluate the roles and expectations of group home providers that promote family participation. This process will be captured via survey. The information will be included in a resource guide to be utilized by Probation Officers.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Juvenile Manager Placement Supervisor</p>								
<p><b>2.3.3</b> Seek assistance from the Probation Advisory Committee to identify successful reunification services and best practices from other probation departments. The information will be provided to the Probation Officers.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Placement Supervisor</p>								
<p><b>Improvement Goal 3.0: Enhance service delivery.</b></p>										
<p><b>Strategy 3.1</b> Refer families to community resources that offer support and contribute to positive reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.</p>	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p><b>Strategy Rationale</b> - Targeted services that meet individualized needs of children and families are instrumental to achieving family reunification and ensuring youth safety.</p>
<input type="checkbox"/>	CAPIT									
<input type="checkbox"/>	CBCAP									
<input type="checkbox"/>	PSSF									
<input checked="" type="checkbox"/>	N/A									
<p><b>3.1.1</b> Obtain resource guides utilized by Community Partners that include services for foster youth. Identify effective community-based interventions and programs that emphasize family interactions. The information is to be provided to youth and families in the form of a resource guide.</p>	<p>Year 1: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Juvenile Manager Placement Supervisor</p>								
<p>Milestone</p>	<p>Assigned to</p>									

	<p>3.1.2 Refer families to in-home services. Identify successful services.</p>		<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input checked="" type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>		<p>Juvenile Manager Placement Supervisor</p>
<p><b>Strategy 3.2</b> Implement a resource guide for linkages and referrals to services to include housing employment, health care, transportation, education, support groups and counseling.</p>		<p><input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A</p>	<p>Strategy Rationale - Educating parents about what is available in their community is important in their discovery for independence. A family will have a better chance of being successful if they can utilize resources in their own community as transportation is often a problem for these families.</p>		
<p>Milestone</p>	<p>3.2.1 The Probation Officer is to provide a resource guide to families that reunify and to youth with plans to emancipate.                   3.2.2 Educate parents and youth to utilize resource guide(s) and seek services independently as needed.</p>	<p>Timeframe</p>	<p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input checked="" type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p> <p>Year 1: <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 2: <input type="checkbox"/> Q1 <input type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4                  Year 3: <input type="checkbox"/> Q1 <input checked="" type="checkbox"/> Q2 <input type="checkbox"/> Q3 <input type="checkbox"/> Q4</p>	<p>Assigned to</p>	<p>Placement Supervisor Assigned Probation Officer</p> <p>Supervision Probation Officer</p>

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

- Miscoding of data (e.g. results and values reported for the numerators and denominators used to compute the percents for Measure C1.1 likely reflect local miscoding of reunification for Probation-supervised youth exiting foster care)
- Local problems in coding exits from foster care and ambiguity of the data in CWS/CMS regarding entries to care make it difficult to gain a clear understanding of the reunification results for probation supervised youth.
- During the PQR process, Probation Officers and Peer Counties recommended that Placement Probation Officer complete Placement Officer CORE training before or shortly after being assigned to the Juvenile Placement Unit. However, new Probation staff is generally assigned to the Juvenile Placement Unit because usually there is a need to fill a position in the unit. Due to other required training for peace officers, it makes it extremely difficult to require that placement training also be completed during the first year of employment. The same would apply if a new supervisor or other management employees are assigned to the Juvenile Placement Unit.
- In addition, having a small number of probation staff operating the Juvenile Placement Unit is a deficiency for foster youth and their families. It simply does not allow for probation staff to fully explore resources, implement procedures, seek funding streams, develop programs, etc. Given the various State mandates and regulations, it is simply overwhelming for a small unit to carry out all the possible operations that Children and Family Services (CFS) offers. Although it is an impediment, with the collaborative relationship with CFS it is hoped that we will continue to improve the delivery of services.

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

- During the PQR process, Probation Officers expressed a need for training in several aspects of youth services related to timely reunification, specifically in regards to Title IV-E and Division 31 regulations and group home expectations and requirements. The interviews and focus groups revealed that parents' unwillingness to participate in services as a significant barrier to achieving reunification (parents' lack of participation; parents would not sign case plan; parents' unwillingness to participate and engage in services; resistive parents. Parents' unwillingness to participate is important because the court is not able to order resistive parents to participate in reunification services. This in turn, highlights the critical role that case management plays in achieving successful parent engagement with unwilling parents.
- Probation Officers assigned to case work could benefit from training specifically designed for probation staff to create

effective case plans, develop mechanisms to build relationships with youth and their families, and strengthening the process for transitioning youth from foster care to his/her family or primary caregiver. Refer to Improvement Goal 1.0 for strategies identified to improve in this area.

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

The Ventura County Probation Agency continues to work collaboratively with other County Departments and Community Partners. The partnership includes Children and Family Services, Behavioral Health, Juvenile Delinquency Court, and community-based organizations. These partnerships all have one goal in common and that is to provide quality care to foster youth in our County and address issues that face this population when needed. Their input and support will be extremely vital for Probation to accomplish the goals as identified. Assistance from the Probation Training Unit and UC Davis Extension, The Family Resource Center for Family-Focus Practice, will also be instrumental in increasing the percent of children who are reunified with their parents or primary caregiver within 12 months of entering care.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

No regulatory or statutory changes are suggested at this time. The Probation Agency is committed to making changes as identified with hopes to improve the percent of youth reunified with their families within 12 months of entering care.

## D. CWSOIP Narrative

### **Child Welfare**

Ventura County Children and Family Services is currently considering a number of improvement opportunities. In prior years Children and Family Services has utilized the CWSOIP allocation to retain consultant services, improve operational systems in the licensing/relative approval and foster care recruitment programs and expand the ILP graduation ceremony. An independent consultant specializing in child welfare research and analysis, conducted a retrospective study that included the review and analysis of the data pertaining to children in long term foster care for three years or more. The study provided an improved understanding of the factors that relate to achieving permanency for youth. In addition, the ILP graduation ceremony was improved from prior years to allow each graduate to bring up to three persons to the ceremony and enjoy live entertainment. Achievement prizes were awarded to graduates and the ceremony included a former foster youth currently pursuing a college degree as the keynote speaker.

Looking forward, Children and Family Services is considering several possibilities for the use of CWSOIP funds where needs are currently unmet including; transportation assistance to clients who live in the unincorporated areas of the county, conducting a prospective study of children in the foster care system to gain a deeper understanding of the decisions and processes that relate to achieving permanency, life skills and anger management training for teens, and parenting classes for teen parents.

### **Probation**

In accordance to County Fiscal Letter 09/10-14, dated 10/7/09, the Probation Agency must adhere to Title IV-E rules when claiming federally allowable activities associated with CWSOIP. Counties must also ensure that the current Memorandum of Understanding (MOU) between the County Welfare Department (CWD) and the Probation Agency supports these expenditures. Therefore, the Probation Agency met with the Child Welfare Department regarding this matter. The current MOU has been tentatively revised to include this information and it is anticipated that the MOU will be finalized by January 2010.

The Probation Agency plans to utilize the CWSOIP allocation to support family reunification and facilitate family visitation for Probation youth in placement. The funds will support youth placed in residential treatment facilities and for youth transitioning home. It will permit parents/ relatives/ guardians to visit with their children, participate in family therapy sessions, attend parenting classes, and receive in-home counseling services or any other required programming as noted in the youth's case plan goals. The allocation will particularly assist families that have children residing outside the county and also pay for other fees and services as needed to improve

parental involvement. The goal is to strengthen family bonds and aid in the family reunification process.

The Probation Agency also plans to utilize the CWSOIP allocation to pay for specialized training for juvenile placement staff. Training courses would include, but are not limited to the case plans and family engagement as offered by UC Davis or other vendors. The funding would pay for travel, meals and hotel accommodations when trainings are offered outside the county.

### **CAPIT/ CBCAP/ PSSF Plan**

#### **a. County SIP Team Composition**

The county SIP Team composition is presented in Attachment E.

#### **b. CAPC Role**

The Partnership for Safe Families and Communities has been designated by the Board of Supervisors as the Ventura County Child Abuse Prevention Council (CAPC). The CAPC has agreed to also act as the CCTF Commission and the PSSF Collaborative. The Child Abuse Prevention Council Advisory Board is an official advisory body for the use of child abuse prevention funding in Ventura County as defined in the California Welfare and Institutions Code. The CAPC Advisory Board meets monthly and assists in advising the Ventura County Board of Supervisors on Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Promoting Safe and Stable Families (PSSF) representation on The Partnership Board as advisors on those funding streams and in alignment with the mandates of the California Welfare & Institutions Code.

The CAPC promotes community awareness, facilitates education and training, and provides networking toward the prevention, intervention and treatment of child abuse and neglect. CAPC provides ongoing educational forums in the community on child abuse and neglect, domestic violence prevention, sexual abuse prevention and various other educational activities to support youth engagement and development. Workshops, trainings and meetings are open to all populations and focus on family violence prevention, family strengthening, community building, protective factors, family support, child development, and parenting. Information topics include: sexual abuse prevention, children exposed to domestic violence, outreach and training in Shaken Baby Syndrome, Safe Surrender laws and locations, Protecting Your Children From Internet Predators, child fatality prevention, Mandated Reporter training, Family Activism and youth engagement.

#### **c. PSSF Collaborative**

As previously noted, the CAPC has agreed to also act as the PSSF Collaborative. The board resolution to effect this change is submitted with this SIP (Attachment D).

**d. CCTF Commission, Board, or Council**

CAPC Advisory Board of The Partnership for Safe Families & Communities, The Designated Child Abuse Prevention Council membership:

Elaine Martinez Curry	Chair	Manager	The Partnership for Safe Families & Communities of Ventura County, The Designated Child Abuse Council
Kris Bennett, MFT	Member	Program Director	Aspiranet
Christa Clippinger	Member	The Partnership Board Chair	The Partnership for Safe Families & Communities, The Designated Child Abuse Council
Leah Davis	Member	Family Support Liaison	United Parents
Barbara Marquez-O'Neil	Member	Violence Prevention Consultant	Barbara Marquez-O'Neil Consulting

**The Partnership Board**

The Partnership has a governing board of 17 members, five of which also represent the Child Abuse Prevention and Education Committee. The Partnership Board is comprised of elected officers and board advisors who meet monthly. The Partnership Board uses a unique consensus model for decision-making, focusing on equity and the development of a collective opinion. The Board seeks the advisement from the CAPC Advisory Board and Coastal Tri-Counties Child Abuse Prevention Coalition to ensure The Partnership is meeting the mandates of the California Welfare & Institutions Code (W&I code). The Partnership has seven standing committees including the:

- Child Abuse Prevention and Education Committee
- Domestic Violence Prevention Committee
- Faith Network Committee
- Sexual Abuse Prevention Committee
- Ventura County Parents with Purpose/Parent Leadership Council
- Youth Engagement & Development Committee
- Marketing and Outreach Committee

The Partnership for Safe Families & Communities produces a CAPC annual report that is presented to Board of Supervisors. The Partnership is creating a new user friendly website designed with a page for the Child Abuse and Neglect Prevention Council (CAPC) where information regarding CAPC and CTF, including statistical information, will be posted.

**e. Parent Consumers**

Ventura County Parents With Purpose (PWP) is a parent peer support group and holds a board position on the Ventura County Child Abuse Prevention Council. PWP assist with the evaluation and implementation of programs that serve targeted parent populations for the purpose of child abuse and neglect prevention. PWP has been involved in policymaking and decision making, maintaining a visible presence in the community in the following ways: advisory with the Ventura County Human Services Agency's Children & Family Services; Team Decision Meeting Strategic Planning and consulting with leadership to create the County of Ventura CAPIT/CBCAP/PSSF Three-Year Plan for the State Fiscal years (SFY) 2008-2010.

PWP participates in the planning, implementation, and evaluation process through attendance at the Children's Oversight Committee, Child Abuse Prevention Council, Child Abuse & Neglect Education Committee, Foster Care Kinship Education, Partnership for Safe Families and Parent Leadership Meetings and Conferences. In addition, PWP is part of the committee that makes recommendations for the funding of programs using CAPIT/CBCAP/PSSF dollars. Approximately 17% of the total CAPIT budget supports the Parents With Purpose program. Furthermore, parent consumers receive a stipend of \$15.00 for attending all required trainings, conferences, and meetings.

**f. The Designated Public Agency**

The County Human Services Agency has established policies and procedures for maintaining programmatic and fiscal oversight of all contract activity. Accordingly, these procedures apply to CAPIT, CBCAP, and PSSF funded programs and services. Contractors are monitored at least once annually by designated staff of the HSA Contracts Unit. The monitoring process includes a desk review and onsite monitoring of appropriate program and financial documentation. This information is used to determine compliance with contract terms and conditions as well as applicable laws and regulations. Fiscal reviews include verification of documentation to support expenditures billed to the contract and compliance with applicable audit requirements. At the conclusion of each monitoring visit, a formal letter is sent to the contractor that outlines the review's findings and any corrective actions necessary to resolve the findings. Staff of the Contracts Unit work with the contractor to provide necessary technical assistance or other guidance to ensure effective program operation and proper tracking. Coordination with assigned Children and Family Services staff project liaison is also maintained to ensure ongoing communication of any contractor issues identified, corrective action needs and follow-up. Timelines are established to ensure all monitoring issues are addressed in a reasonable amount of time. Working papers including any official correspondence are maintained for each monitoring visit and a final letter is sent to the contractor when all corrective actions have been completed. In addition to regular monitoring activities, contractors are also required to submit quarterly statistical reports that provide information on identified contract performance measures and outcomes. The reports are compiled, analyzed and reviewed and distributed to appropriate Children and Family Services management and others involved with project oversight.

**g. The Role of the CAPIT/CBCAP/PSSF Liaison**

The CAPC works to further strengthen community connections and enhance efforts to those working in the area of abuse and neglect. The CAPC promotes public awareness of the abuse and neglect of children and the resources available for intervention and treatment and plays a unique role in bringing together key constituents to address gaps and utilize current resources in a truly collaborative manner.

CAPC disseminates prevention information with key prevention partners through the monthly Partnership general meeting and by developing and implementing strategic plans within each of the following Partnership Committees:

**Child Abuse & Neglect Education Committee**

Educational training, advocacy and outreach activities in relation to child abuse and neglect prevention as stated in the Welfare & Institutions Code, in alignment with the Tri-Counties Child Abuse Prevention Coalition strategic plan per direction by the Office of Child Abuse Prevention. The Co-Chairs have representation on The Partnership's Board of Directors.

**Domestic Violence Prevention Committee**

Addressing the issue of domestic violence, including the effects of domestic violence on children, through collaborations that strengthen prevention and intervention through assessment, advocacy, and education. The Co-Chair has representation on The Partnership Board of Directors.

**Faith Collaborative Committee**

To increase and sustain collaboration with the Faith Community and support the efforts of The Partnership to prevent family violence: child abuse and neglect, elder and dependent adult abuse, domestic violence and sexual abuse. The committee supports the work of parent and youth leadership. The Chair has representation on The Partnership's Board of Directors.

**Parent Leadership Committee-Parents With Purpose**

Educational training, advocacy and outreach activities in relation to prevention and reoccurrence of child abuse and neglect, and development of parent partners and leaders. The Co-Chair has representation on The Partnership's Board of Directors.

**Sexual Abuse Prevention Committee**

Educational training, advocacy and outreach activities in relation to sexual abuse prevention. The Co-Chair has representation on The Partnership's Board of Directors.

**Youth Engagement & Development Committee**

Educational training, advocacy and outreach in relation to youth violence prevention and youth empowerment/leadership activities. The Co-Chair has representation on The Partnership's Board of Directors.

**Marketing and Outreach Committee**

Develop and implement marketing materials for The Partnership to reach goals in developing and providing educational materials, advocacy and outreach activities in relation to child abuse & neglect and family violence prevention.

### **Community Partnerships/Representation**

The Partnership is in collaboration and represented on the following organizational committees: Safe Harbor MDIC Steering Committee, The Oxnard Community Peace Project, The Oxnard Alliance for Family Strength, Ventura County Differential Response Team (Pathways), VC Behavioral Health Prevention Early Intervention, Community Commissions of Ventura County (CCVC), ACTION, Clergy Council, Children's Oversight Committee, Child Death Review Team, Ventura County Adult Abuse Prevention Council and The California State Parent Leadership Team.

### Data Collection

The Partnership collects, compiles and analyzes data from CAPC and committee events, activities, outreach and workshops through registrations and evaluations. Additionally, the dissemination of marketing materials is tracked.

## **h. Fiscal Narrative**

### Processes and Systems

Fiscal accountability of CAPIT, CBCAP, PSSF and trust funds is coordinated and managed within the Agency's Fiscal Services which includes general accounting, budgeting, county expense claim processes, and contracting so as to efficiently and effectively manage these funds within the Ventura County Financial Management System established by the County's Auditor-Controller's Office. In advance, management designates the funding sources associated with each program/service and selected contractors are provided billing/claiming instructions as well as other financial requirements so that allowable expenses for services rendered can be claimed to the appropriate funding source. This includes providing PIN codes where appropriate. The Fiscal Department also manages the Trust Funds so that birth certificate fees and other funds that are deposited are expended according to the restrictions on their use. Management is provided with regular reports as to the cash flows in and out of the trust fund associated with deposits (revenue) and program activity (expenditures). Ongoing review of revenues and expenses is conducted through a coordinated effort that involves Fiscal Services as well as Children and Family Services program managers assigned to the projects funded. This combined oversight allows for better tracking and monitoring of program and fiscal accountability for CAPIT, CBCAP, PSSF and Trust funds allocated services.

### Leveraging of Funds

Ventura County will maximize funding through leveraging of funds. Current leveraging of funds is provided through California Endowment Grant and a contract with the

Cabrillo Economic Corporation to collaborate and participate in child abuse and neglect awareness through violence prevention and intervention work, in Oxnard. Additional leveraging of funds is through a contract with San Luis Obispo Child Abuse Prevention Council (SLO-CAPC) to work with Coastal Tri- Counties Child Abuse Prevention Council (CTC-CAPC) partners to synchronize child abuse prevention efforts in Santa Barbara and San Luis Obispo Counties, communicate Office of Child Abuse and Prevention (OCAP) planning efforts to Ventura County CAPC, foster relationships between CTC-CAPC and Ventura County Child Welfare Services, determine strategies with CTC-CAPC partners to grow parent leadership and create involvement in each respective CAPC and CTC-CAPC, and participate in CTC-CAPC meetings and regional trainings.

#### Fund Assurance

Ventura County assures that funds received will supplement, not supplant, other State and local public funds and services.

### **i. Local Agencies – Request for Proposal**

#### **i. Assurance that a competitive process was used to select and fund programs.**

As an Agency of the County of Ventura, the Human Services Agency (HSA) complies with the County's local purchasing ordinance including the policy to develop maximum competition for all purchases in accordance with such policy. Accordingly, the HSA uses the Request for Proposal (RFP) process to competitively select contractors for the provision of services when required. The RFP is the formal document containing the specific terms and conditions of the solicitation and evaluation criteria for award. The RFP is sufficiently advertised via newspapers, mail outs, county website and other means in an effort to solicit as many interested applicants/bidders as possible to facilitate maximum competition for awards. Exceptions to competitive bidding may be used when reasonable and appropriately justified (i.e. only one proposal received, only one source available, minimal/low funding threshold etc.) and when allowable in accordance with any applicable laws or regulations.

#### **ii. Assurance that priority was given to private, non-profit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.**

The solicitation process (i.e. RFP) used by the HSA solicits applications from qualified organizations and agencies and is tailored to address services to specific target populations (i.e. children at risk of abuse/neglect) and always requires applicants to provide background information on their experience, qualifications, skills and abilities relative to providing the services solicited under the RFP. Hence, we are able to review/validate for example past experience in prevention and intervention programs and strategies when applicable. While priority to private, non-profit agencies in general is not exclusively stated in the solicitation, past experience and solicitations have

resulted in selecting non-profit agencies with such key background/experience to provide services. Future solicitations will identify such priority when applicable.

**iii. Assurance that agencies eligible for funding provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.**

Selected agencies providing services are queried during the solicitation process to identify and describe in their proposals current community-based supports, collaborative partnerships and demonstrated effectiveness in child abuse and neglect prevention programs or similar programs serving the target population. Typically, the agencies are well known in the local community, established service providers offering a broad range of support to children and their families, and have conducted outreach in the community and participated in various partnerships (i.e. Pathways, membership in children's coordinating councils etc.) with the County Children & Family Services (CFS) to facilitate/promote community support. Therefore, evidence relating to broad-based community support can be ascertained through this review process. Services solicited by the County are not duplicated in the community but rather target a unique and specific need that has been identified resulting in new/enhanced services for children at risk. Essentially programs solicited through an RFP fill gaps in services that are not funded through other sources. The HSA-CFS is the primary supporting Local Public Agency (i.e. Welfare Office) that supports various community-based organizations/agencies providing the applicable services to children and their families via contractual or other arrangements and partnerships, but other County public agencies such as the local Probation Agency, Behavioral Health Department, and Public Health are also public partners.

**iv. Assurance that the project funded shall be culturally and linguistically appropriate to the populations served.**

Solicitations for services require that applicants address in their proposals how they will meet the specific needs referenced in the RFP of the identified target populations to be served including cultural and linguistic needs when applicable. For example, if bilingual (i.e. Spanish/English) skills are needed because the demographics of the target area include a significant number of Latino monolingual clients, then applicants must respond how they plan to address such need, describe current or planned resources and experience in working with such populations. These factors are then considered in the applicant's responsiveness to address needs as well as its commitment to provide services proposed. If selected, the contract includes specific provisions (i.e. provision of bilingual staff-Spanish/English) to bind the contractor to such commitments and is monitored to assure compliance. Program services are solicited to address each child's and his/her family's special language and cultural needs. This may include, but not be limited to, arranging for program staff, therapists, and other service providers who are conversant in the child's and parent's language, of the same culture and/or ethnicity as the child, and geographically accessible to the child and family.

**v. Assurance that training and technical assistance shall be provided by private, non-profit agencies to those agencies funded to provide services.**

Ventura County assures that training and technical assistance will be provided by private, nonprofit agencies to those agencies funded to provide services. Currently, various partnerships among non-profit and community-based organizations, County and other public and private agencies and stakeholders exist to address a variety of children and family services needs in the local community and provide the network for coordination of service delivery, information dissemination, training and technical assistance and support. For example, the Partnership for Safe Families & Communities of Ventura County – The Designated Child Abuse Prevention Council is coordinated within a private non-profit organization that provides staff support to assist in coordinating activities related to technical assistance and training on issues related to family violence prevention and family support resources and activities. This includes structured training sessions and outreach to mandated reporters of child abuse as well as coordination of Parent Leadership duties that engage parents as partners in service delivery. In this manner, training and technical assistance is assured on relevant topics and is available including to those agencies funded to provide services.

**vi. Assurance that services to minority populations shall be reflected in the funding of projects.**

Services for any projects funded are all inclusive to any individuals identified in the target populations (i.e. at-risk children) unless otherwise specified. Hence, the demographics of an area where service delivery is provided determines services to minority populations. A significant number of minority populations are located throughout Ventura County with heavier concentrations in certain areas (i.e. Oxnard). Typically project services are available and provided in all areas of Ventura County and/or regionalized to address specific community needs thereby assisting to assure that services will be available and provided to minority populations as needed.

**vii. Assurance that projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.**

All solicitations and funded projects relating to the applicable fund sources are targeted in general to address the needs of children and their families. While priority for services to children 14 years of age and under is not specifically referenced in solicitations or contractual agreements, funded projects typically include services to younger children. Future solicitations and projects will include reference to service priority to children 14 years of age and under, as applicable.

**viii. Assurance that the County complied 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.**

During the solicitation process prospective applicants/bidders are required to read and sign a standard form titled "Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions" which contains the specific references and assurances relating to such requirements per applicable federal regulations. The signed certification remains on file with HSA and provides the assurance for agency compliance should a contract be awarded to the applicant under any solicitation.

**ix. Indicate that non-profit subcontract agencies have the capacity to transmit data electronically.**

As part of solicitation requirements bidders are asked to describe their processes for program data collection and reporting including automation capability of information collected and reported. Design and/or sample formats, tools, software applications currently used for data collection and reporting are also requested. Therefore, early on we are able to assess and validate bidder's capacity as it relates to automation and probability of electronic transmission of data as applicable. All funded projects have access to computers with the capacity to maintain relevant data (i.e. program statistics) within their own data base and transmit electronically such information as may be required by HSA CFS. Quarterly report formats with relative data related to performance and outcomes may be transmitted to the HSA via electronic mail or by delivery of a hard copy.

**CAPIT Funds**

**i. Assurance 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.**

Ventura County assures that priority for services will be given to children who are at high risk, including children who are being served by the county welfare department for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies. Projects are defined to serve the eligible population of children and their families referred by the HSA CFS or as otherwise may be specified by the County. The underlying premise is that the County is authorized to enter into agreements as mandated by applicable requirements for services for children at risk of abuse and/or neglect and in accordance with applicable federal and state regulations. Typically references to applicable requirements are included in the RFP. For example, bidders are asked to ensure that their programs comply with requirements contained in the County's PSSF/CAPIT/CBCAP plan approved by the State. Hence, the plan makes specific reference to target populations and service priority to high risk children as well as identified services and needs. Solicitations are structured to correspond with such requirements and needs and funded projects must provide assurance of compliance.

**ii. Assurance that the agency funded shall demonstrate the existence of a 10% cash or in-kind match, other than funding provided by CDSS.**

Matching requirements when applicable are included in all solicitations. Bidders are asked to describe in their proposals and budgets matching amounts, sources and how the match resource contributes to specific components of the project. This information allows the HSA to assure that the match is from other non-CDSS sources and to bind the bidder and prospective contractor to any match commitment made in its proposal. Further, selected contractors are required to include the match amount in the approved contract budget and report expenditures against the match on monthly invoices submitted to the HSA. Periodic onsite monitoring verifies that the match is auditable and can be traced to verifiable source documents and that the amount at the conclusion of the contract has met the required percentage (i.e. 10%) contribution as applicable for the funded project.

Training and Services

Aspiranet houses the positions of Program Manager, Mandated Reporter Trainer and Outreach Specialist for the "Partnership for Safe Families, Ventura County: The Designated Child Abuse Council" through a grant using CAPIT funding. The Program Manager acts as chair of the Child Abuse Prevention Council's (CAPC) Advisory Board and supports the Child Abuse and Neglect Education Committee. In this role, the Program Manger ensures that the CAPC makes recommendations on how to fund services using CAPIT dollars under CAPIT guidelines. Programs selected would be prioritized by the type of prevention or intervention services proposed that would have the most promising outcomes of preventing child abuse and neglect as well as re-entry into the child welfare system. Currently the CAPC recommended the use of CAPIT funding for The Child Abuse Prevention Program (CAPP) program under public health targeting parents of newborns with regard to health, safety, and well being. In addition, the program provides education on Shaken Baby Syndrome and how to parent babies with Fetal Alcohol Syndrome or Prenatal Exposure to Drugs. CAPIT funds also provide services to parents in the child welfare system through the "Parents with Purpose" program, a peer support for parents entering the system so that they can more effectively meet the requirements for getting their children back permanently.

The Mandated Reporter Training and Outreach Specialist positions provide the County of Ventura with Suspected Child Abuse and Neglect Reporting training to mandated reporters including professionals in the field of public health, education, mental health, social services and also the clergy. Outreach focuses on mandated reporters that historically avoid reporting suspected child abuse or neglect due to a fear of affecting the relationship the reporter has with the family. This training changes the focus from "betraying confidences" to ultimately family strengthening and provision of resources. Training is available throughout the county and a "Training for Trainers" also occurs annually to provide the County with local resources for training personnel.

Pathways

Ventura County is in the process of implementing Differential Response, known locally as Pathways. This practice includes community partners and expands the ability of child welfare to respond to reports of possible child abuse and neglect. Pathways uses a broad set of responses for engaging families at the first signs of concern. Involvement occurs through the innovative use of community service partners supporting families at the time that they are in need, with the goal that these services will result in children remaining safe in their own homes and not being re-referred to the child welfare system.

Through this process, Ventura County children who are at risk can receive immediate help when the family is in crisis, rather than waiting for matters to elevate to the point that they meet the definition of child abuse or neglect. Community partners provide services in the family's own home rather than referring out for services which a family may or may not follow-up on. Receiving services in a non-threatening environment and eliminating the need for transportation make it easier on the families.

All Pathways referrals come through the Child Abuse Hotline when a call comes in regarding possible abuse or neglect. Pathways consists of three paths; Path 1 is a community response and is chosen when reports of child abuse or neglect do not meet legal definitions, risk level is low and there are no known safety concerns. Often, these families are experiencing difficulties that can be addressed and/or alleviated through community services. Path 2 is a joint response by Child Welfare and a community service partner. This path is chosen when reported child abuse or neglect allegations meet the legal definitions and risk level is determined to be moderate to high. Initial assessments indicate that with support, a family can benefit from services and the opportunity to make needed improvements to enhance child safety and lower potential risk of future abuse. Path 3 is a response by Child Welfare and is chosen when the report of abuse or neglect indicates that children may not be safe and includes situations where the risk is high to very high for continued abuse or neglect. Pathways uses a Multi-Disciplinary Team (MDT) approach when determining the type of response that will best fit the situation. Each MDT consists of a Child Welfare Supervisor, two or more Child Welfare Emergency Response Social Workers, and partners from Public Health, Human Services Agency and local community service agencies. The goal is to provide in-home services

The CAPP Public Health Nurse (PHN) provides in-home visitation services to families identified by Children and Family Services as being at risk for abuse or neglect. These services include parenting education, parent-child interaction assessments, maternal depression screening, developmental assessments, domestic violence screening, health and wellness education, and referrals to community resources.

This PHN also provides education using evidence-based curriculum to a variety of audiences. The curriculum used covers parenting, health and wellness, child abuse and neglect prevention, the effects of substance use during pregnancy, and the effects of domestic violence on children. The audiences include pregnant and parenting adolescents, pregnant and parenting substance using women, parents of pre-schoolers, and incarcerated parents.

#### **j. CBCAP Outcomes**

As previously noted, vendors are formally monitored at least once annually and reports of findings and recommendations are completed and distributed to contractor and appropriate County staff for review and follow-up of any corrective action required. The reports provide an overview of contractors' compliance with the terms and conditions of the contract and progress in achieving identified outcomes. Hence, strengths of the program may be correlated with achieving high levels of performance and meeting contract goals while poor outcomes may indicate program deficiencies and/or need for additional support and follow-up. Ongoing communication between the County Children and Family Services program liaison and contractor as well as feedback sessions and meetings involving stakeholders and other partners such as PSF CAPC, PSSF collaborative are used to further review funded programs service delivery system and needs.

Process and outcome data for CAPIT/CBCAP and PSSF-funded programs are captured in two ways. Agencies that contract with HSA Children and Family Services to provide CAPIT/CBCAP and PSSF-funded services are required to collect and maintain information that describe children and families served, services that are provided under the contract, outcomes that are specific and obtained in connection with delivery of contract services, and financial information related to delivery of contract services. The capacity to collect and maintain the above information at the case and program level is a requirement and contractors must have reporting systems in place to meet needs. To that end, contractors may employ existing protocols for goal setting and goal tracking at the case and program level or establish new reporting systems as needed.

In addition, the statewide child welfare case management database (CWS/CMS) will serve as the repository for all information that is collected on families who are referred for abuse and neglect and for children and those families for whom a case is opened following an abuse/neglect investigation. Referral data include information on children referred, allegations and disposition of abuse/neglect referrals, and child removal and out-of-home placement information. Case data include information on child and family characteristics, case planning, legal proceedings, out-of-home placement, adoptions activity, and case staffing.

Evaluation processes employed depend upon the nature of the program being evaluated. For programs which serve at-risk children and families to prevent their entering the child welfare system, evaluation will focus on tracking those cases over time to determine whether they do enter the system at some point. For programs which provide services to achieve a short-term outcome(s) evaluation will focus on assessing the amount of change that occurs between the beginning and ending of services using pre- and post-testing. A similar strategy will be employed for programs seeking to achieve intermediate outcomes. Finally, long-term outcomes will be tracked as time-series measures to determine changes in direction of each trendline and the amount of change at successive points in each trendline.

The following resources will be employed in gathering, analyzing and reporting the above data: (a) Contracts Unit in HSA Department of Administrative Services; (b) Office of Strategy Management in HSA Department of Administrative Services; (c) CWS/CMS Support Unit in Children and Family Services; (d) CDSS Quarterly Outcome and Accountability County Data Reports.

Issues of contractor non-compliance are noted in monitoring reports and addressed through corrective action plans when applicable to resolve deficiencies. Repeated non-compliance could include penalties and/or termination when necessary. Written monitoring reports are issued to each contractor following the onsite review. Reports that include findings and require corrective actions also include a specific time frame and due date when the contractor must respond with a plan to address identified deficiencies and/or provide additional information/documentation to satisfy and resolve questioned items. Corrective action requests are tracked on a schedule to ensure appropriate follow-up within the allotted time frame and to document closure of issues identified. Subsequent spot checks or additional monitoring may be employed to further validate implementation of corrective action as needed. Children and Family Services program staff are also notified of contractor corrective action for input and coordination to address issues.

Evaluation of engagement outcomes will include the following:

- Trainings and workshops on Family Activism, Internet Safety, effects of children exposed to domestic violence, and Mandated Reporter Trainings. Violence Prevention Summit measurements will include pre/post tests, evaluation, number of participants and registration list with agency name and job title.
- Public awareness and outreach on child abuse primary prevention, safe surrender baby laws, and child injury and fatality prevention kit. Map distribution of materials, location, number and type of materials distributed, number of Public Service Announcements, number of events and participants, and type of event and location.
- Parent Leaders – number of parent leaders recruited and trained.
- Meetings – sign-in attendance lists and meeting minutes.
- Research, evaluate and create policy change recommendation for early detections and prevention of exposure of children to domestic violence, results published in status report.
- SafeCare – evidenced based practice with its own outcome model of pre/post tests, satisfaction survey, number of voluntary participants and participants who successfully complete the program.

#### **k. Peer Review**

Currently Ventura County Children and Family Services does not have a CBCAP peer review process. Ventura County recognizes the importance of developing a supportive

and working relationship with colleagues towards the goal of ensuring families receive quality services. Plans to develop such a process will include a request for the provision of training and technical assistance support from the Office of Child Abuse Prevention when available, as well as utilizing the Friends- National Resource Center for Community Based Child Abuse Prevention tools. In addition, staff will engage in researching tools that have been developed by other states.

### **I. Service Array**

Currently all CAPIT/CBCAP/PSSF funded services are stored within the Children and Family Services data management system. Beginning January 2010, and subsequently bi-annually, this data will be presented at a meeting of the Children's Services Oversight Committee (CSOC) for review and information sharing, ensuring that providers are knowledgeable of the array of services and service providers available to the children and families in Ventura County.

The Ventura County Children's Services Oversight Committee (CSOC) meets monthly and is comprised of both public and private partners with the goal of ensuring there is an effective interface of agencies serving children towards the goal of maintaining a system of care that nurtures, supports and educates children. Within the mission of CSOC it is a natural fit for this committee to bi-annually review all the CAPIT/CBCAP/PSSF funded services with all service providers.

Programs to support youth and families are reflective of Ventura County's diversity with regard to ethnicity, race, culture, and personal family values. Mono-lingual and bilingual service providers from a wide variety of ethnic, socio-economic, and cultural backgrounds are employed to work with youth and families in their homes, schools, and communities. Whenever possible, respect is demonstrated with regard to service locations and times, language preference, and most importantly, the individuality and uniqueness of each family in an effort to achieve lasting and successful outcomes.

Child Abuse Prevention Education. Partnership for Safe Families & Communities – The Designated Child Abuse Prevention Council and Mandated Reported Training Program. Funded by CAPIT to provide staff support to the Partnership for Safe Families & Communities – The Designated Child Abuse Prevention Council, the designated child abuse council, and to provide structured training sessions and outreach to mandated reporters of suspected child abuse and neglect. The CAPC provides ongoing educational forums in the community on child abuse and neglect, domestic violence prevention, sexual abuse prevention and various other educational activities to support youth engagement and development.

Child Abuse Prevention Program (CAPP). Funded by CAPIT, Public Health Nurse (PHN) early intervention home visitation services are provided to children and families who are at risk for abuse and neglect. Interventions include intensive home visitation, linkages to private and public entities, and referrals to community resources, ongoing developmental, behavioral and social-emotional assessments; health screening, and education in prevention, while providing family support. Community outreach activities

provide a forum to educate families about the causes, prevention and remediation of health related needs, family violence, and child abuse and neglect.

Services for reunification. Core services in this area include ongoing contact, assessment, service referral, case planning, Indian Child services, Foster Care Licensing/Relative Approval and Interstate Compact services. Services that assist with Family Reunification include:

In-home parenting education: Funded by PSSF, provides weekly in-home support services for up to 3 months to address parenting skills.

In-home therapy: Funded by PSSF, provides weekly therapy sessions in client home or where most convenient.

Services for permanency. Core services in this area include ongoing contact, assessment, service referral, case planning, concurrent planning Kinship Guardianship Assistance Program, Adoption Assistance Program Indian Child services, Foster Care Licensing/Relative Approval and Interstate Compact services. Services that assist in developing permanency for children include:

Adoption support: Funded by PSSF, provides in-home case management and support for pre/post adoptive, long-term care, guardianship and kinship families.

Adoption therapy: Funded by PSSF, provides family-centered therapy services for pre/post adoptive, long-term care, guardianship and kinship families.

Attachment A

Peer Quality Case Review Executive Summary

## Peer Quality Case Review Executive Summary

The County's Peer Quality Case Review was conducted during the week of January 26, 2009. The focus area for child welfare was Long-Term Care Outcome Measure C3.3 which reports, for all children who emancipated or turned 18 while in foster care, the percent that had been in care 3 years or more when they emancipated or turned 18. Measure C3.3 was selected based on results from the October 2008 COAS County Quarterly Report which indicated levels (a) ranged from 23 to 50 percentage points above the National Standard of 37.5% for the 17 rolling 12-month periods beginning April 2003 and ending March 2008, (b) exceeded statewide levels for the last 16 of the 17 periods (the average monthly difference for the last 16 periods was 8.4%), and (c) increased consistently over the five last periods from 65.7% (23 of 35 youths) for the period ending March 2007 to 87.0% (20 of 23 youths) for the period ending March 2008.

Probation focused on Reunification Outcome Measure C1.1 which reports, for all youths who exited foster care to reunification, the percent for whom reunification occurred within 12 months of removal. Measure C1.1 was selected based on results from the Child Welfare Dynamic Report System which showed the percent of youths who were reunified with a parent(s) or primary caregiver(s) decreased from 50% (13 of 26 youths during the 12-month period Jul 05-Jun 06) to 0% (0 of 4 youths for the period Apr 07-Mar 08).

### Child Welfare

The child welfare portion of the PQCR focused on six topic areas related to the focus area of long term foster care (C3.3). Various comments and suggestions for practice were provided in each of these areas as follows:

Case planning. Discussion focused on (a) implementation of concurrent planning, (b) participation of youth, family, caregiver and significant others in case planning, (c) involving caregivers in dependency court process, (d) case planning processes and models, (e) supervision practices related to permanency planning, and (f) Social Worker training and State technical assistance in concurrent planning and permanency.

Identifying and engaging permanent homes. Discussion focused on (a) the process of identifying possible permanent homes, (b) processes for engaging identified caregiver to become a permanent home, (c) loss of caregiver services following child's exit from foster care, (d) educating caregivers about permanency, and (e) State technical assistance regarding family finding and post-adoption services.

Services to support permanent homes. Discussion focused on (a) the availability of services system-wide, (b) the availability of specific service processes and interventions, (c) the availability of support for permanent caregivers, and (d) case management for permanent homes.

Youth needs related to permanency. Discussion focused on (a) the types of special needs that youth present, (b) service delivery processes and models for special needs children, (c) processes for supporting services for special needs children, and (d) Social Worker training in permanency for special needs children.

Youth services related to permanency. Discussion focused on (a) service delivery processes and models, (b) the availability of youth services related to permanency, (c) permanency-related services for children in group home placement, (d) engaging youth to participate in services, (e) case management for youth services, and (f) state technical assistance regarding child visits.

Maintaining family connections. Discussion focused on (a) the role of community workers, (b) visitation policy, and (c) transportation for family visits.

### **Probation**

For Probation, the PQCR focused on six topic areas related to the focus area of timely reunification (C1.1). Comments and suggestions for improvement in practice were as follows:

Case planning. Discussion focused on (a) the participation of youth, family, caregiver and significant others in case planning, (b) the case planning process, and (c) Probation Officer training in case planning.

Youth needs and services related to timely reunification. Discussion focused on (a) youth characteristics that affect timely reunification, (b) the availability of youth services, (c) youth engagement in services, (d) service delivery and case management, and (e) Probation Officer training regarding youth services.

Family needs and services related to timely reunification. Discussion focused on (a) the characteristics of parents that affect reunification, (b) the availability of services for parents and family, (c) the engagement of parents and family, and (d) case management for family.

Identifying and engaging alternative caregivers. Discussion focused on (a) identifying alternative caregivers for reunification and (b) engaging alternative caregivers.  
Services for alternative caregivers. Discussion focused on (a) caregiver screening and approval process and (b) Medi-Cal enrollment.

Maintaining family connections. Discussion focused on (a) the availability of transportation and (b) the impacts of family contacts on the youth.

Attachment B

County Self Assessment Executive Summary

## County Self Assessment Executive Summary

The Ventura County Self-Assessment focused on the specific outcomes that are part of the California Child and Family Services Review (C-CFSR). This summary includes a review of strengths and areas needing improvement and presents general strategies for improving the county's performance on targeted outcomes.

### **Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.**

Safety Outcome 1 includes two measures: (a) the percent of children who do not experience a recurrence of substantiated abuse/neglect (Measure S1.1) and (b) the percent of children in foster care who do not experience substantiated abuse/neglect while in care (Measure S2.1). The performance trend for Measure S1.1 increased and then decreased following submission of the 2007-10 County System Improvement Plan (SIP) to the California Department of Social Services (CDSS) in February 2007. The trend for Measure S2.1 for child welfare has remained at 100% since the report period Jul 05-Jun 06 and no substantiated abuse has occurred in probation-supervised placements since April 2003.

#### **Child Welfare**

Strengths. Areas of strength for this outcome include: (a) timeliness of emergency response investigations of reports of suspected abuse/neglect; (b) implementation of SDM tool for establishing response priority for investigating abuse/neglect referrals; (c) implementation of SDM tools for assessing child safety in investigated referrals and risk in investigated referrals with a substantiated or inconclusive allegation(s); (d) multidisciplinary needs assessment and service referrals for children entering the foster care system; (e) process for placing children with caregiver who is best suited to provide for the child's care and supervision; (f) services and supports provided to resource families; and (g) timeliness with which regular child visits are completed by assigned social workers.

Areas Needing Improvement. Areas needing improvement include: (a) review and revision of process for investigating reports of suspected abuse/neglect involving children in group foster care; (b) documentation of investigations of reports of suspected abuse/neglect by caregivers in CWS/CMS; (c) review of the existing TDM process for children at-risk for removal and for children who have been removed prior to their detention hearing; (d) review of existing TDM process for children at-risk for a placement change; (e) development of service delivery process for families following closure of their child welfare case; and (f) development of service delivery process for at-risk families for whom no child welfare case was opened following an abuse/neglect referral.

#### **Probation**

Strengths. Factors that contribute to the absence of abuse in care for Court Wards include (a) the regular visits that Probation Officers conduct with the youths they supervise and the programs that serve them and (b) the process of deciding the appropriate facility in which to place a youth.

Areas Needing Improvement. Improvement efforts need to focus on: (a) the current protocol for investigating reports of suspected abuse/neglect involving probation-supervised youths in care and (b) documentation of the results of investigations in the CWS/CMS database.

**Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.**

Safety Outcome 2 includes measures for the timeliness of emergency response investigations of reports of suspected abuse/neglect (Measure 2B) and the timely completion of required visits with children by assigned social workers (Measure 2C). Levels for investigations requiring an immediate response have remained at high levels while levels for investigations requiring a 10-day response and for timely completion of child visits have shown continuing improvement since Qtr 1 2005.

**Child Welfare**

Strengths. Performance levels for timeliness of abuse/neglect referrals and completed child visits by social workers reflect increasing staffing levels for social work positions.

Areas Needing Improvement. Services for children in the Permanency Planning child welfare services should be reviewed in consideration of performance trends for permanency outcomes for children in care for long-periods of time and the placement stability outcome for children in care for extended periods of time (Measure C4.3).

**Permanency Outcome 1: Children have permanency and stability in their living situations without increasing re-entry to foster care.**

Permanency Outcome 1 includes measures for (a) the timely and permanent reunification (Composite 1), (b) timely adoption (Composite 2), (c) permanency for children in care for long periods of time (Composite 3), (d) stability of foster care placements (Composite 4), and (e) preparation for self-sufficient adulthood.

**Child Welfare**

a. Timely and permanent reunification with parents or primary caretakers (Composite 1). Performance trends for timely reunification for entry (Measure C1.1) and exit cohorts (Measure C1.3) and median months to reunification for all exits to reunification (Measure C1.2) have generally proceeded in the desired direction. In contrast, the trend for re-entry to foster care following reunification has increased since the 2007-10 SIP was submitted.

Strengths. Factors that have contributed to the positive trends for Composite 1 include: (a) maintenance of continuing contact between parents and their children in the Family Reunification program and (b) in-home support services that focus on developing parenting skills and that provide short-term counseling/therapy to address issues related to child safety and development.

Areas Needing Improvement. Although the Juvenile Court ultimately makes the final determination as to Family Reunification, performance for timely and permanent reunification may be increased further by improvements in the following areas: (a) review of the TDM processes that involve parents and significant others in decisions regarding maintaining children in their homes when that can be achieved safely and regarding reunification of children from foster care; (b) more consistent usage of the SDM tool for assessing family strengths and needs during the initial case planning process; (c) more consistent usage of the SDM tool for assessing the family's readiness for reunification; and (d) development of reunification strategies designed to prevent re-entry to care of infants.

b. Timely adoption (Composite 2). Performance trends for each of the measures in the timely adoption composite were moving in the desired direction when the SIP was submitted or have moved in the desired direction following the Plan's submission.

Strengths. Performance in this area reflect: (a) increased staffing levels in the Children and Family Services Adoptions Unit; (b) recruitment of relative and non-related caregivers willing to adoption children entering care or in care; and (c) services and supports provided to caregivers during the adoption process.

Areas needing improvement. Improvements in the following aspects of adoption planning can be expected to further improve the performance in the timely adoption measures: (a) more systematic implementation of concurrent planning for all children entering the child welfare system; (b) initiation of home studies as early as possible in the adoption planning process; and (c) more consistent usage of tools for assessing readiness for reunification on a regular basis.

c. Permanency for children in care for long periods of time (Composite 3). Performance for exits to permanent homes before the youth turns 18 (Measure C3.1) and for children in care longer than 3 years at emancipation from care (Measure C3.3) have trended against the desired direction.

Strengths. Exits to permanency include the adoption measures where the County has performed well (C2.1, C2.2, C2.3, and C2.5).

Areas needing improvement. Areas needing improvement include: (a) more systematic implementation of concurrent planning; (b) more consistent scheduling of permanency planning staffings on a regular basis following termination of reunification services; (c) engagement of youths and caregivers in case planning and staffings; and (d)

recruitment of caregivers who are willing to provide permanent homes, especially for children with special needs.

d. Stable foster care placements (Composite 4). Stability trends show maintenance of performance at the National Standard for Measure C4.1 and continuing improvement for Measure C4.2. The trend for the third measure in this composite (C4.3) has decreased since the SIP was submitted.

Strengths. Performance for this outcome reflects: (a) continuing improvement in regular child visits conducted by social workers (Measure 2C); (b) the ongoing placement of children in relative homes which, with foster family homes, tend to be the most stable (Measure 4B-2); (c) services and supports provided to relative and non-relative caregivers; (d) placement of children with caregivers who are best-suited to meet the child's needs; and (e) ongoing efforts to move children to less restrictive foster care settings and eventual exit from foster care (Measure 4B-2).

Areas needing improvement. The decreasing trend for children in care 2 years or longer suggests the need to focus on current processes for serving children who have been in care for extended periods of time: (a) review of the TDM process that involves planning and decision-making to maintain existing placements; (b) developing services and supports that address the needs of the children who remain in care for long periods of time; (c) strengthening the services and supports for the caregivers of these children; and (d) re-assessing reunification with family of origin.

e. Preparation for self-sufficient adulthood. Improvements have been reported most recently for participants in the Independent Living Program in the areas of high school/GED completion and college enrollment. On the other hand, fewer participants obtained employment and completed vocational training.

Strengths. The current availability of resources and services for ILP participants is an important element in the program's success. These include transportation, housing, health care, education and employment.

Areas needing improvement. Children and Family Services assumed management of the ILP beginning in July 2009 (the program had been managed by an independent contractor during the preceding 3 years). In addition to a change in personnel, the transition in management of the program has resulted in reorganization of case management, data collection (including case tracking and outcome reporting) and program oversight processes that had been problematic prior to the change in program management. Implementation of all aspects of the transition will require some time to complete.

## **Probation**

a. Timely and permanent reunification with parents or primary caretakers. Problems with the data reported by CSSR preclude a clear description of reunification trends.

Strengths. The Juvenile Probation Placement Unit collaborates with Juvenile Probation Field Supervision Units to support the youth's transition from foster care to their communities.

Areas needing improvement. A number of areas need to be addressed: (a) data issues including staff coding of reasons for exit from care and reporting of administrative data including foster care entries and exits to CDSS for data entry in CWS/CMS; (b) participation of youths, families and caregivers in case planning; (c) engaging parents and caregivers in implementation of case plans; (d) development of the process for transitioning youths from foster care to their parents/primary caregiver; and (f) developing processes for identifying and working with alternative caregivers when return to a youth's parents is not an option.

b. Timely adoption. While adoption is always explored as an exit option in case planning with individual youths, the Placement Unit has not exited a youth to adoption in any report period since the Jan 98-Dec 98 period.

Strengths. Adoption planning is possible given the close working relationship between the Probation and Human Services Agencies.

Areas needing improvement. Efforts to explore adoption with probation-supervised youths face several challenges including (a) the age of youths in the probation caseload, (b) youth resistance to pursuing adoption, and (c) the difficulty in identifying caregivers who are willing to adopt a youth with a criminal record.

c. Permanency for children in care for long periods of time. Results suggest the possible presence of problems in the exit data reported for these measures.

Strengths. The placement of youths in local group homes supports the transition to their communities.

Areas needing improvement. Areas for improvement include (a) processes for reporting exit data to CDSS for data entry in CWS/CMS and (b) collaboration with caregivers to assist with independent living skills program activities with youths.

d. Stable foster care placements. Placement stability trends (a) increased for youths in care less than 12 months (Measure C4.1), (b) increased then decreased for those in care between 12 and 24 months (Measure C4.2) and (c) increased briefly then decreased for youths in care 24 months or longer.

Strengths. Factors that have had a positive effect on this outcome include: (a) improved screening that has resulted in more appropriate placement of youths and improved service planning; (b) a range of services including Therapeutic Behavioral Services, that help to improve youths' functioning in group care settings; and (c) caregiver's promoting the participation of families in family therapy.

Areas needing improvement. Areas needing improvement include (a) the need for local group home facilities that provide intensive behavioral health services (RCL 14 facilities); (b) development of the process for promoting family participation in programs specified in the youth's case plan; and (c) the utilization of Wraparound services at an earlier point in a case when appropriate.

e. Preparation for self-sufficient adulthood. The previous SOC 405A Report did not report outcome data separately for Court Dependents and Court Wards. Thus the extent to which education, training and employment outcomes have been achieved by Wards is unknown.

Strengths. Probation Officers are solely responsible for case managing ILP activities as a result of the change in management of the local ILP program. While this adds additional responsibilities to their case management work, the removal of the contract case manager simplifies their planning and communication tasks. In addition, Probation, in its collaborative relationship with Children and Family Services, benefits from the latter's monitoring of contracted services.

Areas needing improvement. The new procedures resulting from the change will undoubtedly involve a period of adaptation by the Probation Officers until their use becomes routine. During this time of change, it is important that supervision be used to establish uniformity and consistency in the new procedures.

**Permanency Outcome 2: The continuity of family relationships and connections is preserved.**

Results for Permanency Outcome 2 show: (a) ongoing improvement in the placement sibling groups together in care (Measure 4A); (b) decreasing trends for children placed with relatives at entry to foster care and increasing trends in this regard for foster family homes and group care (Measure 4B-1); (c) slight increases in the trends for children in foster family homes and group care at successive points-in-time and a decreasing trend for relative point-in-time placements (Measure 4B-2); and (d) for American Indian children, a decreasing trend for placement with relatives and an increasing trend for placement with unrelated non-Indians (Measure 4E).

**Child Welfare**

Strengths. Increasing trends for sibling placements reflect: (a) placement of siblings with relatives; (b) ongoing efforts to accommodate sibling placements in existing foster family homes whenever possible; (c) ongoing efforts to recruit new foster homes that are willing to accept sibling placements. For placement in less restrictive settings, strengths include: (d) the local process for screening and approving relative homes for placement; (e) the availability of foster family homes to provide emergency shelter care; (f) when it is used, the TDM process for deciding where children should be placed

following their removal; and (g) services and supports available for relative caregivers (e.g., Kinship Support Services Program).

Areas Needing Improvement. Focus areas for improving performance in the measures that comprise Permanency Outcome 2 should focus on: (a) ongoing efforts to recruit foster family homes to serve children with special needs including children with medical and mental health issues, developmental delays, teenaged youths, and parenting or pregnant youths; (b) increased utilization of the local Wraparound program that allows children in group care to be served in their own homes; and (c) review of the TDM process in child removal situations and situations that involve a potential change in a child's placement.

**Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.**

No measures are currently available for this outcome.

**Well-Being Outcome 2: Children receive services appropriate to their educational needs.**

This outcome is measured by the extent to which children in care who have a file in the CWS/CMS database to record information related to their health and education (Health and Education Passport) (Measure 5A). Measure 5A is in development and no data are currently available for this measure.

**Well-Being Outcome 3: Children receive services adequate to their physical, emotional, and mental health needs.**

Well-Being Outcome 3 includes measures for the extent to which children in care (a) receive timely health and dental examinations (Measure 5B) and (b) have parent or Court authorization to receive psychotropic medication (Measure 5F). Trends for Measure 5B show decreasing levels for health and dental examinations and increasing levels for authorization of psychotropic medication.

**Child Welfare**

Strengths. Performance trends primarily reflect problems with data entry rather than the true levels for timely examinations and medication authorization. Resources for data entry currently exist and need to be organized through training and supervision.

Areas Needing Improvement. Both measures have recently been added to the set of C-CFSR measures. Protocols for documenting health and dental examinations currently exist but are not implemented consistently across the foster care caseload. Similarly, the entry of data for the authorization of psychotropic medication is improving but has not reached acceptable levels.

Attachment C

BOS Resolution Establishing a Child Abuse Prevention Council (CAPC)

**RESOLUTION RECOGNIZING THE CONTINUATION OF THE VENTURA COUNTY  
PARTNERSHIP FOR SAFE FAMILIES CHILD ABUSE PREVENTION COUNCIL  
(PSF/CAPC)**

**WHEREAS**, Ventura County has maintained a Child Abuse Prevention Council, the Partnership for Safe Families Child Abuse Prevention Council (PSF/CAPC), comprised of professional, agency and community representation whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and neglect; and

**WHEREAS**, the PSF/CAPC was established to meet the requirements of Welfare and Institutions Code (W&I C), Section 18965 et seq., and 18980 et seq.; and

**WHEREAS**, Ventura County acknowledges the PSF/CAPC as an entity whose current membership roster is identified in Ventura County's System Improvement Plan as part of the Plan's incorporation of Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs for the period January 29, 2010 to January 28, 2013 (Fiscal Years 2010-2013); and

**WHEREAS**, the PSF/CAPC is hereby designated by your Board as the PSSF Collaborative and County Children's Trust Fund (CCTF) Commission and performs the following functions: provides a forum for interagency cooperation and coordination in the prevention, detection, and treatment of child abuse cases; promotes public awareness of abuse and neglect and the resources available; encourages and facilitates training of professionals in detection, treatment and prevention of child abuse and neglect; recommends improvements in services to families and victims, encourages and facilitates community support for child abuse and neglect programs; and

**WHEREAS**, the Human Services Agency has been designated by the Board of Supervisors to administer funding and programs for CAPIT, CBCAP, PSSF, and the Children's Trust Fund; and

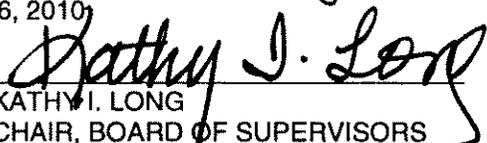
**WHEREAS**, the PSF/CAPC will be the advisory body to review the CAPIT/CBCAP/PSSF Plan and Children's Trust fund and assist in the review of proposals to be recommended to the Board of Supervisors for contract approval of services pursuant to such funding, along with the Human Services Agency and subject to policies and procedures that govern selection processes; and

**WHEREAS**, the Human Services Agency, along with PSF/CAPC, will maintain all necessary administrative and fiduciary responsibilities pursuant to funds for identified services, match requirements, and any necessary support to the child abuse council referenced herein; and

**WHEREAS**, the PSF/CAPC will continue to receive ongoing technical assistance and training as necessary for growth and development through the State Office of Child Abuse Prevention (OCAP) and its Child Abuse Training and Technical Assistance (CATT) grantees

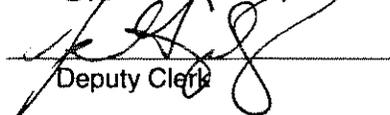
**NOW, THEREFORE, BE IT RESOLVED** that the Ventura County Board of Supervisors hereby approves this resolution affirming the role of the Human Services Agency to administer funding and programs for CAPIT, CBCAP, PSSF, and the Children's Trust Fund and affirming the advisory role of the PSF/CAPC as the PSSF Collaborative and CCTF Commission whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse and neglect.

On motion of Supervisor Bennett, seconded by Supervisor Zayas, the foregoing resolution was passed and adopted on January 26, 2010.

  
KATHY I. LONG  
CHAIR, BOARD OF SUPERVISORS

ATTEST:  
MARTY ROBINSON, Clerk, of the Board of Supervisors,  
County of Ventura, State of California.

Dated: January 26, 2010

By:   
Deputy Clerk



Attachment D

Copies of the Following Rosters:

County SIP Team Composition

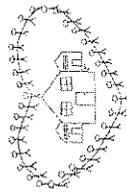
Child Abuse Prevention Council (CAPC)

SIP Planning Committee Roster

<b>Child Abuse Prevention Council Representation</b>	
<b>Name</b>	<b>Title</b>
Elaine Martinez Curry	Manager, Partnership for Safe Families & Communities – The Designated Child Abuse Prevention Council
RayNelle Williams	Senior Manager, Human Services Agency
Kris Bennett	Program Director, Aspiranet
Christa Clippinger	The Partnership Board Chair, Partnership for Safe Families & Communities – The Designated Child Abuse Prevention Council
Leah Davis	Family Support Liaison, United Parents
Barbara Marquez-O'Neil	Violence Prevention Consultant, Barbara Marquez-O'Neil Consulting
<b>Parents/ Consumers</b>	
<b>Name</b>	<b>Title</b>
Leah Davis	Parent Partner, Parents With Purpose
<b>HSA Management and Administrative Staff</b>	
<b>Name</b>	<b>Title</b>
Judy Webber	Deputy Director, Children and Family Services, Human Services Agency
RayNelle Williams	Senior Manager, Children and Family Services, Human Services Agency
Pamela Grothe	Senior Manager, Children and Family Services, Human Services Agency
Leann Ryland	Program Administrator, Children and Family Services, Human Services Agency
Cheryl Binkley	Administrative Specialist, Children and Family Services, Human Services Agency
Leticia Lachberg	Administrative Specialist, Office of Strategy Management, Human Services Agency
Craig Ichinose	Administrative Specialist, Office of Strategy Management, Human Services Agency
<b>Probation Department Management Staff</b>	
<b>Name</b>	<b>Title</b>
Mark Varela	Chief Deputy, Ventura County Probation Agency

<b>Probation Department Management Staff</b>	
<b>Name</b>	<b>Title</b>
Rosa Lopez	Supervising Deputy Probation Officer, Ventura County Probation Agency
Bryan Wilson	Division Manager, Ventura County Probation Agency
<b>Additional Staff</b>	
<b>Name</b>	<b>Title</b>
Megan Steffy	Child and Adolescent Health Director, Ventura County Public Health
Pete Pringle	Behavioral Health Supervisor, Youth and Families Division
Pam Fisher	Youth and Families Division Manager, Ventura County Behavioral Health
David Friedlander	Executive Director, Kids & Families Together

<b>SIP Planning Core Representatives</b>	
<b>Name</b>	<b>Title</b>
Elaine Martinez Curry	Manager, Partnership for Safe Families & Communities – The Designated Child Abuse Prevention Council
Leah Davis	Family Support Liaison, United Parents
Rosa Lopez	Supervising Deputy Probation Officer, Ventura County Probation Agency
Bryan Wilson	Division Manager, Ventura County Probation Agency
RayNelle Williams	Senior Manager, Children and Family Services, Human Services Agency
Leann Ryland	Program Administrator, Children and Family Services, Human Services Agency
Cheryl Binkley	Administrative Specialist, Children and Family Services, Human Services Agency
Leticia Lachberg	Administrative Specialist, Office of Strategy Management, Human Services Agency



The Partnership for Safe Families & Communities of Ventura County  
*The Designated Child Abuse Prevention Council*

**2009 ROSTER**  
**CHILD ABUSE PREVENTION COUNCIL (CAPC) ADVISORY BOARD**  
**AND**  
**CHILDRENS TRUST FUND (CTF)**

Name	Title	Organization	Address	Phone	Email	CAPC Board Position
Elaine Martinez Curry	Manager	The Partnership for Safe Families & Communities of Ventura County, <i>The Designated Child Abuse Council</i>	P.O. Box 7306 Ventura, CA 93006	(805) 289-0120 (805) 794-9386 (cell)	<a href="mailto:emcurry@aspiranet.org">emcurry@aspiranet.org</a>	Chair
Kris Bennett, MFT	Program Director	Aspiranet	1838 Eastman Ave, Suite 100 Ventura, Ca 93003	(805) 289-0120	<a href="mailto:kbennet@aspiranet.org">kbennet@aspiranet.org</a>	Member
Christa Clippinger	The Partnership Board Chair	The Partnership for Safe Families & Communities, <i>The Designated Child Abuse Council</i>	P.O. Box 7306 Ventura, CA 93006	(805)573-1890	<a href="mailto:cclipp@onebox.com">cclipp@onebox.com</a>	Member
Leah Davis	Family Support Liaison	United Parents	391 Dawson Dr # 1A Camarillo, CA 93012-8080	(805) 278-6377	<a href="mailto:leahdavis@verizon.net">leahdavis@verizon.net</a>	Member
Barbara Marquez-O'Neil	Violence Prevention Consultant	Barbara Marquez-O'Neil Consulting	70 W. Mission Ave, Ventura, CA 93001	(805)-643-0924 (805)-746-0391(cell)	<a href="mailto:bjmarquez@aol.com">bjmarquez@aol.com</a>	Member

Attachment E

Notice of Intent Identifying the Public Agency(s) to Administer CAPIT/ CBCAP/ PSSF  
Programs and Intent to Contract

County of Ventura  
2010-2013 Child Welfare System Improvement Plan

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

NOTICE OF INTENT  
CAPIT/CBCAP/PSSF PLAN CONTRACTS  
FOR VENTURA COUNTY

PERIOD OF PLAN (MM/DD/YY): 1/29/10 THROUGH (MM/DD/YY) 1/28/13

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 The Human Services Agency as the public agency to administer CAPIT and CBCAP.

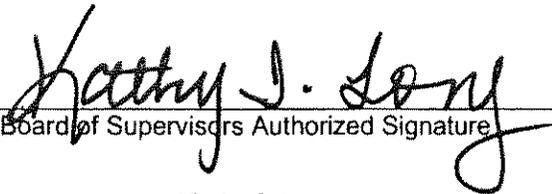
W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF. The County Board of Supervisors designates The Human Services Agency as the public agency to administer PSSF.

Please enter an X in 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

Kathy I. Long

Print Name

January 26<sup>th</sup>, 2010

Date

Chair, Ventura County Board of Supervisors

Title



Appendix A

Timeframes for Implementation of the  
Ventura County System Improvement Plan for 2010 – 2013

Timeframes for Implementation of Ventura County System Improvement Plan

Plan Component	2010				2011				2012			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<p><b>TARGET 1:</b> Increase the percent of children who do not experience substantiated abuse/neglect during the six-month period following an initial substantiated abuse/neglect referral (Child Welfare Only - Measure S1.1).</p>												
<p>Improvement Goal 1.0: Standardize response and intervention models for referrals that do not result in an open case.</p>												
S 1.1: Gain an understanding of reasons for recurrence.	X	X	X	X								
S 1.2: Standardize the completion of the Structured Decision Making (SDM) Risk Assessment.			X	X	X	X	X					
S 1.3: Standardize the use of risk Team Decision Making (TDM).		X	X	X	X	X	X					
S 1.4: Standardize the use and process of the Multi-Disciplinary Team (MDT).		X	X	X	X	X	X	X	X	X	X	X
S 1.5: Initiate an evidence based program for referrals of general neglect.	X	X		X	X	X	X	X	X	X	X	X
<p>Improvement Goal 2.0: Standardize current intervention models for substantiated referrals that result in Family Maintenance (FM) cases.</p>												
S 2.1: Gain an understanding of the reasons for recurrence in families involved in referrals that are substantiated and result in FM cases.							X	X	X			
S 2.2: Standardize face-to-face contacts to ensure that the parent has the support needed to maintain custody of child(ren).		X	X	X								
S 2.3: Services provided will be matched to client's needs.				X	X	X	X	X	X	X	X	X
<p><b>TARGET 2:</b> Decrease the percent of children who reenter care during the 12 months following reunification (Child Welfare Only – Measure C1.4).</p>												



Plan Component	2010				2011				2012			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Improvement Goal 2.0: Provide services to address barriers to permanency.												
S 2.1: Develop resources and strategies to match unmet needs of youth exiting to permanency.	X	X	X	X	X	X	X	X	X	X	X	X
S 2.2: Provide permanency support services to caregivers.				X	X	X	X	X	X	X	X	X
S 2.3: Reassess and provide services to biological parents to support reunification post PP.	X	X	X	X	X	X	X	X	X	X	X	X
TARGET 4: Increase the percent of children who are reunified with their parent(s) or primary caregiver(s) within 12 months of entering care (Probation Only - Measure C1.1)												
Improvement Goal 1.0: Improve assessments and case plans.												
S 1.1: Improve assessments and case plans to increase reunification outcomes.			X									
S 1.2: Develop an intake questionnaire tool designed to assist youth, families, and Supervision Probation Officers to develop realistic case plans.			X									
S 1.3: Improve communication with Juvenile Facilities (JF) Commitment Staff to ensure services are delivered as identified in the youth's case plan and release plans are developed in a timely manner.			X									
Improvement Goal 2.0: Enhance family engagement.												
S 2.1: Involve birth families in the planning and decision-making process.	X	X			X				X			
S 2.2: Improve communication between Supervision Probation Officer and the birth parent. The Court and Probation's expectations should be discussed with families from the beginning.		X		X				X				

Plan Component	2010				2011				2012			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
S 2.3: Identify support groups that support family engagement and reunification.				X	X							
Improvement Goal 3.0: Service Delivery												
S 3.1: Identify services in the youth's community that offer support and contribute to positive reunification outcomes including: in-home services, mental health or counseling services, substance abuse services, parenting support, child care, housing, financial assistance and transportation.												
S 3.2: Implement a resource guide for linkages and referrals to services.								X				X

Appendix B

CAPIT/CBCAP/PSSF Expenditure Plan Worksheets

Three-year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
Proposed Expenditures  
Worksheet 1

(1) COUNTY: Ventura County (2) PERIOD OF PLAN: 1/29/10 thru 1/28/13 (3) YEAR: 1  
 (4) FUNDING ESTIMATES --- CAPIT: \$248,368.00 CBCAP: \$85,173.00 PSSF: \$547,210.00 OTHER: \_\_\_\_\_

Line No.	Title of Program / Practice	SIP Strategy No., if applicable	C	D	E	CBCAP				PSSF				OTHER SOURCES	NAME OF OTHER	TOTAL	
						F1	F2	F3	F4	G1	G2	G3	G4				G5
1	SafeCare Visitor Program	1	Aspirant		\$85,173				\$85,173								
2	Partnership for Safe Families and Communities, The Designated Child Abuse Prevention Council (CAPC activities and infrastructure)	N/A	Aspirant		\$117,121												\$117,121
3	Clinical Case Management (CCM)	3	Kids and Families Together						\$32,000								\$32,000
4	Post Adoption Therapy (PAT)	3	Kids and Families Together						\$48,000								\$48,000
5	Post Adoption Therapy - In Home (PATH)	3	Kids and Families Together						\$30,000								\$30,000
6	In-Home Parent Aide Services	1	Aspirant						\$174,426	\$158,634	\$15,792						\$174,426
7	In-Home Therapy Services	1	Aspirant						\$147,796				\$147,796				\$147,796
8	Child Abuse Prevention Program (CAPP)	N/A	Public Health		\$131,247												\$131,247
9	School Based Child Welfare Support	N/A	Oxnard School District						\$114,988								\$114,988
<b>Totals</b>																	
					\$248,368				\$85,173	\$547,210	\$158,634	\$150,780	\$147,796	\$910,900			\$880,751



Three-Year CAPIT/CBCAP/PSSF Services and Expenditure Summary  
 CAPIT Programs, Activities and Goals  
 Worksheet 2

(I) COUNTY: Ventura County

(2) YEAR: 1,2,3

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity													Other Direct Service Activity (Provide Title)	Goal			
			D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13			D14	F	
2	Partnership for Safe Families and Communities, The Designated Child Abuse Prevention Council" (CAPC activities and infrastructure)	pg 5- Family Violence & Alcohol and Drug Abuse, Pg 6- Low Birth Weight, pg 7- Economic Self Sufficiency, pg 118- provider training , pg117- child abuse prevention education,pg 104 child abuse prevention education																	Providing Mandated Reporter Training and Train the Trainer training to mandated reporters in the community.	Communities Are Caring And Responsive
8	Child Abuse Prevention Program (CAPP)	page 106- ongoing need- in home services pg- 29- ongoing need abuse and neglect reports no case opened																		Families Are Free from Substance Abuse and Mental Illness







## CAPIT/CBCAP/PSSF Services and Expenditure Summary

### Funding Analysis

Line 1- SafeCare: CSA page 28-29 with addition of statistical support

To continue Ventura County's positive impact on measure S1.1 and decrease the recurrence of abuse, Children and Family Services identified aftercare services as an unmet need. The Child Abuse Prevention Council has a specific allocation of CBCAP funding to provide in-home parent training to assist those high risk families to normalize behaviors and family interactions. These families however are not part of the child welfare system and services provided meet the requirements of as a CBCAP secondary prevention activity. **Clarification: While Ventura County identified aftercare services as an unmet need CBCAP funding will not be utilized for these services. The CBCAP funding will be dedicated by the Child Abuse Prevention Council, as stated in sentence two of the above paragraph, to target services to vulnerable families and children that are at risk of abuse or neglect utilizing the SafeCare Program.**

As part of the Ventura County Differential Response Program, SafeCare referrals begin as 10-Day responses and the Social Worker investigating the referral decides whether or not to refer for SafeCare services (and closes the referral) - the goal is that with services future referrals will be prevented.

Ventura County data shows that in FY 2008-09 there were 1,556 unfounded, 10-day General Neglect Referrals, which received no Child Welfare services. The 1,556 number reflects the number of families referred with **at least** one child in the family ages 0-8. Unfounded referrals have a 74.2% rate of subsequent referral recurrence. SafeCare prevention activities will address risk factors for these families and children which will prevent subsequent referrals into the Child Welfare System.

Line 2- Partnership for Safe Families and Communities (designated CAPC) - additional statistical support

The Partnership for Safe Families and Communities has been designated by the Board of Supervisors as the Ventura County Child Abuse Prevention Council (CAPC). To support the on-going work of the CAPC, two positions: 1) Program Manager and 2) Mandated Reporter Trainer and Outreach Specialist have been funded through a local non-profit, Aspiranet.

The Mandated Reporter Training and Outreach Specialist position provides the County of Ventura with Suspected Child Abuse and Neglect Reporting training to mandated reporters including professionals in the field of public health, education, mental health, social services and also the clergy. Mandated Reporter training as it increases community collaboration, helps people to understand their Mandated Reporter responsibilities and helps with early intervention efforts for families receiving Differential Response services. Outreach focuses on mandated reporters that historically avoid reporting suspected child abuse or neglect due to a fear of affecting the relationship the reporter has with the family. Training is available throughout the county and "Training for Trainers" also occurs annually to provide the County with local resources for training personnel.

In 2009, there were 15,895 calls to the Child Abuse Hotline. Within that same year, the Mandated Reporter Trainer and Outreach Specialist provided two Mandated Reporter Train the Trainer workshops to 102 participants. In addition, four community Mandated Reporter trainings were held, with a total of 168 participants.

It is important for the safety and well-being of the families and children in Ventura County, that agencies that fall under Mandated Reporter requirements as well as the community at large understand the importance of reporting suspected child abuse.

Ventura County Children and Family Services utilizes a Differential Response program, the goal of which is to provide prevention services to families who have come to the attention of CFS through the Child Abuse Hotline. Therefore, the ability to train the professionals as well as the community at large in Mandated Reporting is significant to the county's child abuse prevention strategies.

Outreach and training provided by the Partnership for Safe Families and Communities (CAPC) include the following:

Drug and Alcohol Abuse (pg 5 CSA)

- Hosting a community/provider presentation by Straight Up Ventura County focusing on Alcohol and Drug Prevention Strategies.

Family Violence- (page 5 CSA)

- Plan, promote and implement a county-wide family fair focusing on family violence in collaboration with local agencies that serve children and their families
- Collaborate with the Community Commission of Ventura County (CCVC) and Mixteco/Indigena Community Organizing Project (MICOP) on the efforts to research, evaluate and create policy change recommendations for the early detection and prevention of exposure of children to domestic violence, and for the strengthening of safeguards and protective factors for those children
- Promote, implement and coordinate a county wide Violence Prevention Summit.

Economic Self Sufficiency (pg 7 CSA)

- Participate in a planning committee to implement the Cabrillo Economic Development Corporation model county-wide

Low Birth Weight- (pg 6 CSA)

- Support families county-wide in planning, promoting, and implementing family organized events by educating families of health and safety related issues, including low birth weight.

All these community outreach activities support prevention, education and outreach.

## **CAPIT Budget Expenditure Summary- Worksheet 2**

### **Other Services Provided Explanation**

Line # 2- Mandated Reporter Training & Mandated Reporter Train the Trainer Training

Agency: Partnership for Safe Families, Ventura County CAPC

The Mandated Reporter Training and Outreach Specialist position provides the County of Ventura with Suspected Child Abuse and Neglect Reporting training to mandated reporters including professionals in the field of public health, education, mental health, social services and also the clergy. Outreach focuses on mandated reporters that historically avoid reporting suspected child abuse or neglect due to a fear of affecting the relationship the reporter has with the family. This training changes the focus from “betraying confidences” to ultimately family strengthening and provision of resources. Training is conducted throughout the County and “Training for Trainers” is provided annually to provide the County with local resources for training personnel.

**CAPIT/CBCAP/PSSF Services and Expenditure Summary**

**Program Descriptions**

## **PSSF Funded Programs**

### **Program: Adoption (Permanency) Support - Clinical Case Management (CCM)**

Agency: Kids and Families Together

Objective: Provide in-home pre and post adoption (permanency) planning and support services stabilizing placement and promoting permanency for Ventura County children who will not be reunified with their biological families.

Highlights:

- Collect information regarding the child, family and other relevant persons, to determine the nature of individual and family issues and the services needed to foster strengths and provide supportive services to the family.
- Develop treatment plans in accordance with the program philosophy of family strengthening and empowerment. Work closely with families to develop individualized treatment plans that focus on identifying the unique needs of each our families.
- Provide ongoing services to parent/caregivers designed to educate and support, including parenting skills, information regarding such topics as attachment and the effects on attachment formation and trauma, loss, grief, and normative development stages.
- Build upon parent/caregivers coping skills to strengthen their capacity and ability to parent these often challenging and traumatized children.
- Provide referrals and linkages to other community resources that will support permanency for our families.

### **Program: Adoption (Permanency) Support and Treatment - Post Adoption Therapy (PAT)**

Agency: Kids and Families Together

Objective: Provide therapeutic intervention to help the adoptive and permanent families focus on stabilizing placements by addressing and resolving problems that may disrupt the placement or adoption.

Highlights:

- Preceding the course of treatment an interview is conducted with the parents/caregivers to get a sense of the child's clinical presentation.
- Intensive in-office dyadic psychotherapy as a treatment approach to trauma, neglect, loss and other dysregulating experiences based on principles derived from attachment theory and research.
- The purpose of therapy is to increase the client's safety and his/her readiness to rely on their significant attachment figures in their life.
- Guide the parents/caregivers to strength based parenting options.
- Enhance family problem-solving, limit settings and communication patterns.
- Develop and support good attachment formation between caregiver and child(ren).

### **Program: Adoption (Permanency) Support and Treatment - Post Adoption Therapy, In Home (PATH)**

Agency: Kids and Families Together

Objective: Provide in-home 16-week intensive, short term family driven therapeutic support services (The Relationship Dance) for family preservation. Utilize pre and post assessment empirically based assessment measures that assess the quality and nature of the parent/caregiver – child relationship.

Highlights:

- Assessment measures include ASEBA Preschool (CBCL) and/or School age (CBCL) Forms and Profiles, and the Parenting Stress Index (PSI). The Marschak Interaction Method (MIM) utilizing the Assessment of Emotional Interaction Style (EIS), a technique utilized to observe parent child interaction with one another as they perform a series of structured tasks.
- Treatment plans are developed based on the assessment measures and the philosophy of family strengthening and empowerment. Treatment plans will be developed focused on the family's unique needs.
- Therapeutic interventions are provided (by licensed professionals and/or interns under supervision of licensed professionals) to help families focus on stabilizing family placements by resolving problems that may disrupt the family.
- Conduct Post Treatment assessment measures (CBCL, PSI and MIM).
- Provide caregivers/parents who have completed the 16-week "The Relationship Dance" program a six week support group.

### **Program: In-Home Therapy Services**

Agency: Aspiranet

The In-Home Therapy program provides services to birth parents in family reunification or family maintenance as part of their court ordered case plan. Therapy sessions are provided to clients in treatment centers in the community or at any location within the community convenient to the client. The goal is to strengthen the client's ability to keep their children safe, permanently, and to be able to ensure their children's well-being. Clients receive assistance in meeting their case plan goals and learn to recognize unhealthy patterns of their family of origin, or historic abuse and/or neglect that led them to make harmful decisions for their children.

### **Program: In-Home Parent Aide Services**

Agency: Aspiranet

The In-Home Family Support Services program provides Parent Aide services to birth families that have open cases with the child welfare system. Services include teaching parenting skills, education on normal stages of child development, and referrals to community services that will be available to the families on an ongoing basis. Families receive twelve weeks of two hour visits in the home, in a treatment center, and/or during the supervised visits with their children. The Parent Aides focus on the connection between the parent and child, and work to strengthen the relationship within the family

to create a safe and stable environment in which a child can remain or to which a child can be reunified if removed from the parent's custody.

**Program: School Based Child Welfare Support**

Children and Family Services in collaboration with Oxnard School District Healthy Start Family Resource Centers has entered into an agreement for school and community based preventative / early intervention services to help children and families in time of need.

The spectrum of concerns received in the referral range from general neglect, multiple familial stressors, maladaptive parenting/coping, health, communication barriers, and unfamiliarity in navigation of systems of service, academic or behavioral concerns that require the skill set of a CWSW.

The Child Welfare Social Workers (CWSW) are located in the schools and serve students and the community by connecting families to services and community resources through intensive service facilitation, advocacy, brokering of services, support systems, multi disciplinary team coordination, service mediation & collaboration, familial education & academic support & information case management.

Referrals to the school based social workers are received from teachers, outreach consultants, principle, school psychologist, the school's Coordinated Services Team (CST) , Student Success Team (SST), Student Attendance Review Board (SARB), walk-in's or other service organizations.

Ventura County has three school-based child welfare social workers; one of the workers is funded by PSSF.

## CAPIT Funded Programs/Practices

### **Program: Partnership for Safe Families and Communities, The Designated Child Abuse Prevention Council (CAPC)**

Funded Agency: Aspiranet

The Partnership for Safe Families and Communities has been designated by the Board of Supervisors as the Ventura County Child Abuse Prevention Council (CAPC). To support the on-going work of the CAPC, two positions: 1) Program Manager and 2) Mandated Reporter Trainer and Outreach Specialist have been funded through a local non-profit, Aspiranet, using CAPIT funding. The Program Manager acts as chair of the Child Abuse Prevention Council's (CAPC) Advisory Board. The Child Abuse Prevention Council Advisory Board is an official advisory body for the use of child abuse prevention funding in Ventura County as defined in the California Welfare and Institutions Code. In this role, the Program Manager ensures that the CAPC makes recommendations on how to fund services using CAPIT dollars under CAPIT guidelines. Programs selected would be prioritized by the type of prevention or intervention services proposed that would have the most promising outcomes of preventing child abuse and neglect as well as re-entry into the child welfare system.

The Mandated Reporter Training and Outreach Specialist position provides the County of Ventura with Suspected Child Abuse and Neglect Reporting training to mandated reporters including professionals in the field of public health, education, mental health, social services and also the clergy. Outreach focuses on mandated reporters that historically avoid reporting suspected child abuse or neglect due to a fear of affecting the relationship the reporter has with the family. Training is available throughout the county and "Training for Trainers" also occurs annually to provide the County with local resources for training personnel.

### **Program: Child Abuse Prevention Program (CAPP)**

Agency: Public Health

The Child Abuse Prevention Program (CAPP) is a collaborative effort between the Human Services Agency and Ventura County Public Health. The Child Abuse Prevention Program (CAPP) is comprised up of Public Health Nurses (PHNs) who provide in-home visitation services to families identified by Children and Family Services as being at risk for abuse or neglect. There is great diversity among the families referred to CAPP, including minorities, children with special needs, and children of all ages. The program has two goals: 1) maintain at-risk families outside of the child welfare system, while empowering them to raise their children in a nurturing and safe environment, and 2) provide education to the larger community on child abuse and neglect prevention.

The services provided by the PHNs include comprehensive bio-psychosocial assessments, parent-child interaction assessments, screening for maternal depression,

domestic violence, and substance abuse, developmental screenings for children, health and wellness education, parenting education, linkages to community resources and services, and overall case management.

The CAPP PHNs also provide education in the form of community outreach to a variety of audiences. The PHNs use evidence-based curriculum that covers parenting, health and wellness, child abuse and neglect prevention, the effects of substance use during pregnancy, and the effects of domestic violence on children. The audiences include pregnant and parenting adolescents, pregnant and parenting substance using women, parents with dual-diagnoses, and incarcerated parents.

## CBCAP Funded Programs/Practices

### **Program: SafeCare Visitor Program**

Agency: Aspiranet

SafeCare is an evidence-based parent-training curriculum that uses SafeCare trained staff to provide intensive services to at-risk families. All of these families will have come to the attention of CFS through a referral of abuse or neglect and have risk factors that may include history of child abuse or neglect, a child's young age, sibling group, low income and/or low level of education. These referrals will have resulted in the cases being closed but the Social Worker has determined that preventative interventions will be valuable.

Based on a home visitation model, SafeCare services provided through this RFP will be focused on children ages 0-8 and include enhancing and improving parenting skills in three primary areas as follows:

1. Child Healthcare Education/First Aid
2. Home Safety and Hazard Prevention; and
3. Parent-Child/Parent-Infant Interaction.

In addition, SafeCare services will include a family needs assessment utilizing the Family Development Matrix. Services will then be provided to families in order to address issues identified in the matrix. Services will be provided via weekly 90 minute sessions over the course of approximately four months with approval by County to extend the time. SafeCare is typically delivered in the home by trained, Bachelor-level staff carrying caseloads of approximately 10 families each.

### **Program: Partnership for Safe Families and Communities, The Designated Child Abuse Prevention Council (CAPC)**

Funded Agency: Aspiranet

The Partnership for Safe Families and Communities has been designated by the Board of Supervisors as the Ventura County Child Abuse Prevention Council (CAPC). The CAPC has agreed to also act as the CCTF Commission and the PSSF Collaborative. To support the on-going work of the CAPC, two positions: 1) Program Manager and 2) Mandated Reporter Trainer and Outreach Specialist have been funded through a local non-profit, Aspiranet, using CAPIT funding. The Program Manager acts as chair of the Child Abuse Prevention Council's (CAPC) Advisory Board. The Child Abuse Prevention Council Advisory Board is an official advisory body for the use of child abuse prevention funding in Ventura County as defined in the California Welfare and Institutions Code. In this role, the Program Manager ensures that the CAPC makes recommendations on

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