California Outcomes and Accountability System (COAS)

Tulare County's

2012 – 2016 Integrated System Improvement Plan

Health & Human Services
Cheryl L. Duerksen, Ph.D., HHSA Director

Probation Department
Janet M. Honadle, Chief

"Every child in California lives in a safe, stable, permanent home, nurtured by healthy families and strong communities."

Final Report Due: February 28, 2012

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF Submission of Tulare County's 2012-2016 Integrated System Improvement Plan (SIP) to California Department of Social Services (CDSS).	))))	**Resolution No. 2012-0186**

UPON MOTION OF SUPERVISOR VANDER POEL, SECONDED BY SUPERVISOR WORTHLEY, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD FEBRUARY 28, 2012, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE

ATTEST: JEAN M. ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: Denise A. Ybarra
Deputy Clerk

* * * * * * * * * * * * * * * * * * * *

1. Received a presentation to provide an overview of Tulare County's Child Protection Plan (2012-2017) and Tulare County's 2012-2017 Integrated System Improvement Plan (SIP).

2. Adopt the Tulare County's Child Protection Plan (2012-2017) as the overarching, county-wide plan for protecting Tulare County children from abuse and neglect.

3. Approve Tulare County's 2012-2017 Integrated System Improvement Plan (SIP) in compliance with the California Outcomes and Accountability System (COAS) to improve outcomes for children.

4. Authorized the Director of the Health & Human Services Agency and the Chief of Probation to sign and submit Tulare County's 2012-2017 Integrated System Improvement Plan (SIP) to California Department of Social Services (CDSS); and

5. Authorize the Chairman of the Board to sign four (4) copies of the Tulare County's 2012-2017 System Improvement Plan (SIP).

HHSA

DAY
3/1/12

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATER OF Request to sign the Notice of Intent Regarding Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention; and Promotion Safe and Stable Families Plan Contracts for Tulare County.	)))))))	**Resolution No. 2012-0160**

UPON MOTION OF SUPERVISOR WORTHLEY, SECONDED BY SUPERVISOR ENNIS, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD FEBRUARY 28, 2012, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE

ATTEST: JEAN M. ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: Diana A. Ybarra
Deputy Clerk

1. Designated the Tulare County Health & Human Services Agency as the public agency responsible for administration of the Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention; and Promoting Safe and Stable Families Plan Contracts.

2. Designated the Children's Services Network as the community group to make funding recommendations to the Board for Promoting Safe and Stable Families Funds.

3. Designated the Child Abuse Prevention Council community group to make funding recommendations for Child Abuse Prevention, Intervention, and Treatment; Community Based Child Abuse Prevention; and Child Trust Funds; and

4. Authorized the Chairman of the Board to sign four (4) copies of the Notice of Intent Regarding Child Abuse Prevention, Intervention, and Treatment; Community Based Child Abuse Prevention; and Promoting Safe and Stable Families Plan Contracts for Tulare County.

HHSA

DAY
2/28/12

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Tulare County Integrated System Improvement Plan – 2012-2016

Introduction

Tulare County's 2012-2016 Integrated System Improvement Plan (SIP) report includes the SIP narrative and two parts described as follows:

- **Part I - CWS/Probation Narrative and Matrix** provides information to explain the basis for the decisions made regarding the outcomes selected by Child Welfare Services (CWS) and the Probation Department for the 2012-2016 Integrated SIP. It includes a background on the California Outcomes and Accountability System (COAS) process and presents the County's findings from the 2011 Peer Quality Case Review (PQCR) and the 2011 County Self-Assessment (CSA) and highlights the connection to the CWS/Probation matrix section of the SIP. The matrices outline SIP goals, improvement strategies, milestones, timelines and assigned leads.

- **Part II – Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three Year Plan:** This section contains the consolidated requirements for counties seeking CAPIT/CBCAP/PSSF funds. This section describes the coordinated planning process between CWS, Probation, prevention network partners, and consumers in the development of the community-based responses to child abuse prevention, intervention, and treatment service needs.

This year's Integrated SIP would not have been possible without the assistance and contributions of all CWS/Probation stakeholders and community members that participated in this year's SIP development process. As required, the County's 2012-2016 Integrated SIP was submitted to the Tulare County Board of Supervisors (BOS) following approval by the California Department of Social Services (CDSS). Board of Supervisors' approval verifies that public, private, and community partners were involved in the development of these reports.

System Improvement Plan (SIP) Narrative

Pursuant to AB 636, effective January 2004, the California Outcomes and Accountability System (COAS) began operating in California. It focuses primarily on measuring outcomes in the areas of Safety, Permanence, and Child and Family Well-Being. The new system operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes.

The new COAS, previously known as the California Child and Family Services Review (C-CFSR), includes three processes which together provide a comprehensive picture of county child welfare and probation practices. Since 2005, the California Department of Social Services (CDSS) has followed the COAS review cycle. The Peer Quality Case Review (PQCR) is the first component of the COAS process. Tulare County completed its most recent PQCR in January 2011. The PQCR was followed by the County Self-Assessment (CSA) which was completed, approved, and submitted to CDSS in September 2011. The

final step of the COAS process, the System Improvement Plan (SIP), requires the County to partner with their community and prevention partners to focus on services to families from prevention through aftercare, reflecting the entire child welfare services continuum of care. A list of the SIP Planning Committee participants is included as **Part II - Attachment I**.

In June 2008, the State All-County Information Notice (ACIN 01-41-08) introduced new guidelines to integrate the COAS with the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) Three-Year Plan. This SIP report complies with those requirements for an integrated plan.

Tulare County Child Welfare Services is the primary county entity responsible for providing child welfare services to families experiencing child abuse and neglect. The County's Juvenile Probation Department is responsible for providing child welfare services to children involved with the juvenile delinquency system that are placed in out-of-home care. The County benefited from an inclusive, wide array of stakeholders who contributed to development of the Integrated SIP. Two contributing committees with wide membership include the Children's Services Network (CSN) and Tulare County's Child Abuse Prevention Council (CAPC). These committees have a focus on the child abuse and neglect prevention and intervention continuum of care.

As part of the overall needs assessment process undertaken for this review cycle, Tulare County's Children's Services Network (CSN) developed an additional planning group as a subcommittee – the Child Protection Planning Committee (CPPC). The CPPC is comprised of leaders and members of both CSN and CAPC and includes Child Welfare Services and Probation Department representatives. The CPPC membership also includes consumers and representatives of community-based organizations (CBOs). Membership in the CPPC is open to any individual wishing to participate and take an active role in helping to define how programs, services, and strategies can best address child abuse and neglect in Tulare County. The list of the CPPC membership is included in the Child Protection Plan which is attached as an appendix to this report.

The CPPC, a new collaborative effort to examine the child welfare system as a whole, worked to develop new approaches and strategies to improve outcomes for children. The CPPC first convened in 2010 and met monthly thereafter to begin a countywide needs assessment process for the purpose of identifying service gaps and framing goals and strategies for Tulare County. Early in the planning process the CPPC developed a framework for child protection incorporating a continuum of care covering prevention, early intervention, intervention, and aftercare with attention also given to overarching systems issues supporting this continuum.

The result of the collaborative efforts put forth by the CSN, CAPC, and the CPPC is seen in the just released Child Protection Plan (2012-2017) which is included as an Appendix and outlined in more detail in Part II (CAPIT, CBCAP, PSSF section) of this report. The Child Protection Plan provides evidence that community based organizations, consumers, and the lead agencies cited here have played a large role in informing the County's Integrated System Improvement Plan (SIP). The CPPC will continue to provide guidance for future countywide and county-driven endeavors with the goal of preserving children and families in safe and nurturing communities.

Peer Quality Case Review (PQCR) Summary

The Peer Quality Case Review (PQCR), the first step of the COAS process, replaced the California Department of Social Services (CDSS) Policies and Procedures Manual, Division 31 compliance audit. The purpose of the PQCR is to learn, through intensive examination of county social work and probation practice, how to improve services and practice. Tulare County conducted its first PQCR in June 2005.

Tulare County's most recent PQCR was conducted in January 2011. Child Welfare Services focused on Placement Stability for children in care from eight (8) days to 12 months. Probation's focus was on Permanency and Reunification. The County submitted its final PQCR report to the State on March 14, 2011. The County's 2011 PQCR Executive Summary is included as **Part I - Attachment A**. Listed below are highlights of the County's PQCR findings:

Child Welfare – Placement Stability:

Tulare County CWS gained valuable information from its 2011 PQCR which will lead to improved outcomes in placement stability for foster youth. Much of what was shared by peers, staff, caregivers, and youth echoed a strong desire to improve child welfare practice and ultimately the lives of children and families.

After reviewing all the PQCR information, the following major recommendations were forwarded to CDSS by Tulare County CWS:

Child Welfare Services intends to expand and refine two practices already in place: Family Finding and Case Staffings. Tulare County CWS currently uses Family Finding sporadically but desires to institutionalize the practice. Additionally, Tulare County will implement a more formal Team Decision Making (TDM) model to complement the current case staffings being conducted.

Tulare County CWS has become more intentional in its approach to placement matching. To achieve this CWS has begun the collection of data including foster parent profiles and child assessments that will be used to find the best placement match for children needing to be placed in out-of-home care.

CWS has also started to review and improve its internal processes of collecting and recording information in CWS/CMS and client files (child assessments, placement matching, placement preservation efforts, etc.).

Probation - Permanency:

- Nearly half of released youth offenders are re-arrested within a few years of their release.
- Although many youth are referred for appropriate services, few youth actually receive the necessary services.

- Probation will address social/environmental factors associated with an elevated risk of prolonged juvenile justice involvement which include: unmet service needs; prior involvement with special education/low academic achievement; child welfare services involvement; and mental health issues, and/or substance abuse.

After reviewing all the PQCR information, there are three major recommendations being taken forward by Probation:

Probation has expanded/refined its Family Finding and case staffing processes. Both will lead to increased engagement of children and families, strengthening relationships between staff, children, and the families they serve.

Probation has developed and is refining training material specific to meet the needs of probation foster youth and expectations for Probation to improve collaboration.

Probation continues to identify a network of resources, establish connections within each area that will assist youth in receiving services and transitional planning.

County Self-Assessment (CSA) Summary

The County Self-Assessment (CSA) is the next step in the COAS process. The CSA is driven by a focused analysis of child welfare data. This process also incorporates input from various child welfare constituents. Tulare County completed its first CSA in June 2004 as one of the first 15 counties to adopt the new AB 636 process. The County submitted an updated CSA in 2006 and a new CSA in 2008. The most recent CSA was submitted to the California Department of Social Services (CDSS) in September 2011 following approval by the Tulare County Board of Supervisors on August 30, 2011. The 2011 CSA Executive Summary is included in **Part I - Attachment B.** Below is a review of the CSA planning and development process of the 2011 CSA:

The 2011 CSA was developed in accordance with the California Department of Social Services All-County Information Notice (ACIN) I-41-08 that requires counties to integrate the Child Abuse Prevention funds needs assessment (Three Year Plan) with the COAS process.

Prior to the current iteration of the reporting cycle, counties were expected to deliver two separate reports: the County Self-Assessment (CSA) Report and the Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP) and Preservation Safe and Stable Families (PSSF) Three-Year Plan, which requires a needs assessment. The comprehensive CSA streamlined this requirement by integrating the needs assessment from the CAPIT/CBCAP/PSSF Plan into the CSA.

Previously, the COAS focused solely on the analysis of the federal and state outcome measures and systemic factors within the context of the County's demographic profile. The new comprehensive COAS process was expanded for this examination to include active participation of the County's prevention network partners in the identification of the community's need for prevention and community-based services. This integration eliminated duplicate efforts and maximized county and community resources. The 2011 CSA planning body was a comprehensive group including parents, former foster youth, foster parents, CWS

and Probation staff, and other stakeholders from the public, private, and community agencies involved in the child welfare and juvenile foster care system.

For the 2011 CSA, Tulare County CWS convened three focus groups to discuss and develop recommendations as to where the County should target its child welfare improvement efforts. The CSA stakeholder focus groups were conducted with foster parents, current foster youth and emancipated young adults, and the Juvenile Court. The focus group with the Juvenile Court included the Judge, Commissioner, County Counsel, CASA, and conflict attorneys. These groups provided additional information and insured that all stakeholder input was gathered and used to prepare the CSA.

System Improvement Plan (SIP) Summary

The third and principal component of the COAS process is the County System Improvement Plan (SIP). The SIP serves as the operational agreement between the County and CDSS, outlining how the County will improve its system to provide better outcomes for children, youth, and families. Quarterly outcome data reports are the primary mechanism for tracking the County's progress. Counties who receive State child abuse prevention, intervention, and treatment funding are now with the County's Integrated SIP.

The following principles guide the SIP process:

- The goal of the child welfare system is to improve outcomes for children and families in the areas of safety, permanency, and well-being.
- The entire community is responsible for child, youth, and family welfare, not just the child welfare agency. The child welfare agency has the primary responsibility to intervene when a child's safety is endangered.
- To be effective, the child welfare agency must embrace the entire continuum of child welfare services, from prevention through aftercare services.
- Engagement with consumers and the community is vital to promoting safety, permanency, and well-being of children.
- Fiscal strategies must be considered that meet the needs identified in the CSA and included in the SIP.
- Transforming the child welfare system is a process that involves removing traditional barriers within programs, within the child welfare system, and within other systems.

2009-2012 System Improvement Plan

In September 2004, the County submitted the first SIP to CDSS. The second and third SIP was subsequently submitted in July 2006 and then January 2009, in line with CDSS requirements. An expanded list of the 2009-2012 SIP accomplishments is included as **Part I - Attachment C**. The following are highlights of key SIP accomplishments outlined in the 2009 System Improvement Plan.

- **Activities:**

  - Structured Decision Making: The County implemented this risk assessment model in 2007.

  - Wraparound Services: In partnership with Mental Health and Probation, Wraparound was implemented in FY 2008/2009.

  - Differential Response (DR): Tulare County CWS implemented a demonstration DR project in 2007-2008 and added two additional partners to serve other regions in Tulare County in 2008.

  - Early Intervention Unit: Tulare County CWS developed the Early Intervention Unit (EIU) in 2008 as an internal program targeted at high-risk families in need of early intervention services. The EIU was subsequently renamed the Voluntary Family Maintenance (VFM) Unit to fulfill essentially the same purpose.

  - Post-Adoption Support Services: Tulare County implemented post-adoption support services through a partnership with a community-based provider in 2007.

  - Foster Parent Recruitment, Training, and Retention: Consistent with the *Annie E. Casey Foundations Family-to-Family* initiative, the County developed a strategic foster parent recruitment, training, and support plan with the goal of expanding placement resources to match child demographics. The Strategic Plan was completed in 2010.

  - Respite Care Services: In 2007, Tulare County implemented a contract with a community-based provider to offer respite care services to foster parents and CWS parents.

  - Transitional Housing Program - Plus (THP-Plus): The County implemented THP-Plus in March 2008. At the time of this report, the County's THP-Plus program had twelve (12) participants and a waiting list of youth needing these housing services.

  - Family Finding: Tulare County, in collaboration with community partners, began a Family Finding pilot project in 2009.

  - Home-Based Visitation and Parent Education Program: Tulare County CWS contracted with a community-based provider to provide parenting education & life skills training utilizing the "Parenting Wisely" curriculum in 2006. This contract was expanded to include the SafeCare® curriculum in 2009.

  - Linkages: The Linkages project is a process to enhance service coordination between CalWORKS and CWS to help families achieve economic stability and ensure child safety and well-being. The Linkages project was implemented in Tulare County in 2007.

1. Current Activities:

In response to lessons learned from the most recent PQCR and CSA, Tulare County CWS has begun implementing a number of program and system improvements that are specifically aimed at impacting performance on the outcome measures identified in this report. These improvement efforts include, but are not limited to:

i. Completion of the Strategic Foster Parent Recruitment, Training, and Retention Plan.
ii. Development of the Permanency Planning Assessment Unit (PPAU) to focus on concurrent planning, placement matching, Team Decision Making (TDM) development, and support for permanency efforts across the division.
iii. CWS joined forces with community partners and consumers to address child abuse/neglect as a community-wide issue. Since 2010, the Child Protection Planning Committee (CPPC), a joint subcommittee of the Children Services Network (CSN) and Child Abuse Prevention Council (CAPC), has conducted eighteen formal meetings and several additional workgroup gatherings to develop the newly written Child Protection Plan. This collaboration provided vital information to inform the integrated SIP report and the service continuum. (See the CPPC Child Protection Plan report).
iv. Differential Response (DR) has been operating in four Family Resource Centers (FRC's) in Tulare County since 2007 on Path I referrals with CWS. CWS has recently expanded the DR program with these FRC's to now serve Path II referrals.
v. Wraparound has been operating in Tulare County since 2008 and continues to serve CWS, Probation, and Adoptions Assistance Program (AAP) children and families.
vi. SafeCare® was expanded to serve a broader population via this evidence-based program designed to strengthen families.

2. Planned New Activities:

The County has identified new activities to implement and explore over the next review period (2012–2016). Some planned activities include:

i. Target training to help support foster parents and relative care providers in caring for children with difficult behaviors.
ii. Implement Team Decision Making (TDM) meetings.
iii. Explore the implementation of "Ice Breaker" meetings to assist children, their parents, and foster parents to develop a cooperate relationship.
iv. Explore the use of foster parent mentors.
v. Explore evidence-based/best practice strategies with community partners and prevention-funded service providers to find services to help prevent child abuse/neglect and strengthen the service continuum from prevention through aftercare (see the CPPC Child Protection Plan report).

vi. Expansion of Path II Differential Response.
vii. Strengthen aftercare services for children and families (see the CPPC Child Protection Plan report).
viii. Strengthen concurrent planning efforts.
ix. Standardize use of genograms for children in placement.
x. Implementation of AB 12 requirements.

3. Logic Model Framework:

The logic models for the County's System Improvement Plan are attached as **Part I - Attachment D** of this report.

4. System Improvement Plan/CAPIT/CBCAP/PSSF Plan Integration:

Tulare County has truly embraced the SIP process and CAPIT/CBCAP/PSSF integration by acting on the principle that the entire community is responsible for child, youth, and family welfare - not just the child welfare agency. The County acted to engage consumers and the community to promote safety, permanency, and well-being. As previously described this is evidenced in the collaborative effort of the Child Protection Planning Committee (CPPC) and the resulting Child Protection Plan which is included as an Appendix and outlined in more detail in Part II (CAPIT, CBCAP, PSSF section) of this report.

To develop this Integrated SIP, the County shared and discussed the California Outcomes and Accountability System (COAS) process with the CPPC and subsequently utilized that information to enrich the formation of the Child Protection Plan. Information and reports provided to the CPPC were the 2011 County Self Assessment (CSA) and the Peer Quality Case Review (PQCR) (see Executive Summaries for each report attached to the end of Part I of this Report). Every month, starting in 2010, the CPPC met to examine the child welfare system as a whole. To better analyze the needs for the County, CPPC developed and released the Tulare County 2011 Community Needs Survey in February 2011. Together with the CSA, PQCR and information gleaned from the Community Needs Survey, the 2012-2017 Child Protection Plan was developed. This plan will be used to frame the strategies the County is committed to exploring and implementing over the next five years of this Integrated System Improvement Plan (see the attached 2012-2017 Child Protection Plan as an Appendix at the end of the Part II report). A detailed description of the results from the 2012-2017 Child Protection Plan is included in Part II of this report.

Part I:

A. CWS/Probation Cover Sheet

California's Child and Family Services Review System Improvement Plan	
County:	**Tulare**
Responsible County Child Welfare Agency:	Tulare County Health & Human Services Agency – CWS Division
Period of Plan:	**January 15, 2012 – December 15, 2016**
Period of Outcome Data:	**March 31, 2011**
Date Submitted:	**February 28, 2012**
County System Improvement Plan Contact Person	
Name:	Juliet Webb
Title:	CWS Deputy Director
Address:	5957 S. Mooney Blvd., Visalia, CA 93277
Fax:	(559) 737-4694
Phone & E-mail:	(559) 624-8000 / jwebb@tularehhsa.org
Submitted by each agency for the children under its care	
Submitted by:	**County Child Welfare Agency Director (Lead Agency)**
Name:	**Cheryl L. Duerksen, Ph.D., HHSA Director**
Signature:	
Submitted by:	**County Chief Probation Officer**
Name:	**Janet M. Honadle**
Signature:	Janet M. Honadle
Board of Supervisors (BOS) Approval	
BOS Approval Date:	**February 28, 2012**
Name:	**Allen Ishida, Chairman**
Signature:	

B. CWS/Probation Narrative:

This narrative section provides additional information the County used to develop outcome goals, strategies, rationales, and milestones. Literature reviews were conducted to help inform the County on strategy rationales. Findings from the CSA and PQCR (described in the SIP Narrative Section), along with quarterly outcome data reports and information from the County's previous SIP, were analyzed to determine the priority outcomes and improvement targets included in this plan. Lastly, this section contains a summary of how information was gathered and services were integrated.

1. Prioritization of CSA and PQCR:

Through the PQCR and CSA there were a few strategies that were clearly identified to help improve outcomes in the County. These strategies were the implementation of Team Decision Making (TDM) and the further development/expansion of the Permanency Planning Assessment Unit (PPAU).

Team Decision Making (TDM) will help outcome measures by:

- Engaging children, their parents, care providers, and others to keep the child safe in the least restrictive placement setting possible.
- Providing a forum to explore family connections and identifying other relatives who can provide a safe and stable placement for the child, and his/her siblings, while parents complete services.
- Connecting children to friends and families, the communities they came from, and their schools of origin.
- Increasing the number of children being placed with relatives which increases the likelihood of timely and successful reunification.
- Providing more opportunities for social workers to meet with and develop relationships with the child, family, and caregivers.

The Permanency Planning and Assessment Unit (PPAU) is one of the County's responses to addressing the needs of a growing population of children who have lost connections to their family. The staff for this new unit will lead efforts that will benefit not only children in foster care but also social workers carrying large caseloads. The tasks to be undertaken by this new unit include:

- The exploration of a foster parent mentor program for new foster parents who can become overwhelmed when new or unexpected circumstances arise.
- Improved assessment of foster parents and children to help staff make better placement matches.
- Implementing facilitated "Ice Breaker" meetings to assist children, their parents, and foster parents to meet each other, establish, communication and build a relationship between the child's parents and caregivers.

- Expanding the use of Family Finding to conduct ongoing searches for family members who can be placement resources for children awaiting reunification.
- Coordination and facilitation of Team Decision Making meetings, especially for addressing issues around placement change requests.
- Strengthening concurrent planning practice and ensuring that children find permanent connections when reunification with their families is not likely to occur.

In addition to CWS' strategies prioritized through the recent PQCR and CSA, Probation has made great strides and continues to assess services to ensure the needs of our youth and families are met. Below are some of the priorities identified by Probation:

- Probation intends to build on identified strengths to better serve the youth and families we serve.
- Strengths identified include the ability of the probation officer to work collaboratively with the youth and family to develop a case plan that meets their individual needs, the collaborative approach to engage the youth in the placement selection process, the continual discussion with the youth and family to identify life long connections or possible placement options, and the multi-interagency team (MIT) approach to case planning to meet the needs of the youth and family.
- Areas of focus include the formalization of the case staffing process and team decision making (TDM), the refocus of probation officers to utilize and initiate family finding techniques, the development of procedure to utilize mobility mapping, increase visitation between youth and family, and formalize procedures for exit planning.

2. Literature Review:

Tulare County conducted literature reviews for the PQCR in 2010 that focused on placement stability. A summary of that literature review is found in the PQCR summary in the Part I Attachments later in this report. Following the CSA and analysis of outcome data, Tulare County CWS conducted additional literature reviews to focus on reunification. Below are summaries of the relevant literature reviews: (See the list of References at the end of this report.)

a. *"Concurrent Planning: Literature Review and Practice Recommendations"*[1] [Reunification Composite - Measure C1.1 – Reunification within 12 Months (Exit Cohort)]

Concurrent planning is a form of case planning that considers both adoption and reunification for a child in foster care at the same time. "Concurrent planning provides for reasonable efforts to parents, but begins the process of locating a potentially permanent home immediately, and allows placement

[1] *Concurrent Planning: Literature Review and Practice Recommendations*, 2009, California Social Work Education Center (CalSWEC), School of Social Welfare, University of California, Berkeley, URL: http://calswec.berkeley.edu/CalSWEC/LR_Conc_Plan_FINAL.doc

of a child in that home while parents are receiving reunification services."[2] The publication concludes the following:

i. Agencies need structure with clear front to back policy, readily available monitoring tools, and social worker support systems.

ii. Immediate and intensive efforts to find family members and engage biological parents to begin reunification and alternative permanency should occur as early as possible.

iii. Concurrent planning offers parents an opportunity to participate in relinquishment planning.

iv. Concurrent planning needs effective collaboration between reunification and adoption staff including an established conflict resolution system.

b. *"Participatory Planning in Child Welfare Services Literature Review"*[3] [Reunification Composite - Measure C1.1 – Reunification within 12 Months (Exit Cohorts)]

This article reviews models that involve the inclusion of families in a collaborative process in the decisions made for children. Studies show that there are positive child and family outcomes when the family is fully involved in a partnership with CWS and that mental health outcomes are improved when treatment is modified to best meet the needs of the family. The models reviewed in the publication included the following:

i. Family Group Conferencing

ii. Wraparound

iii. Family Team Decision Making (or Team Decision Making)

Additionally, this article suggests that one model be selected and used consistently to best impact placement stability, that agencies invest the needed time, resources, and training to make it successful, and those agencies must commit staff to do the work on the selected strategy exclusively.

3. Outcomes Needing Improvement:

As a result of the 2011 PQCR, the CSA process, literature reviews, and internal analysis of Quarterly Outcome Data Reports, the following

[2] Ibid

[3] *Participatory Planning in Child Welfare Services Literature Review: Selected Models, Components, and Research Findings*, October 2008, University of California, Davis Extension, Center for Human Services, URL: http://academy.extensiondlc.net/file.php/1/resources/LR-PCP.pdf

outcomes were selected for improvement by CWS and Probation. The County will present specific strategies to address each of the measures listed here within the matrices that are found later in this report.

2012-2016 SIP Outcome Measures and Goals - CWS

Reunification Composite (C1 Measures):

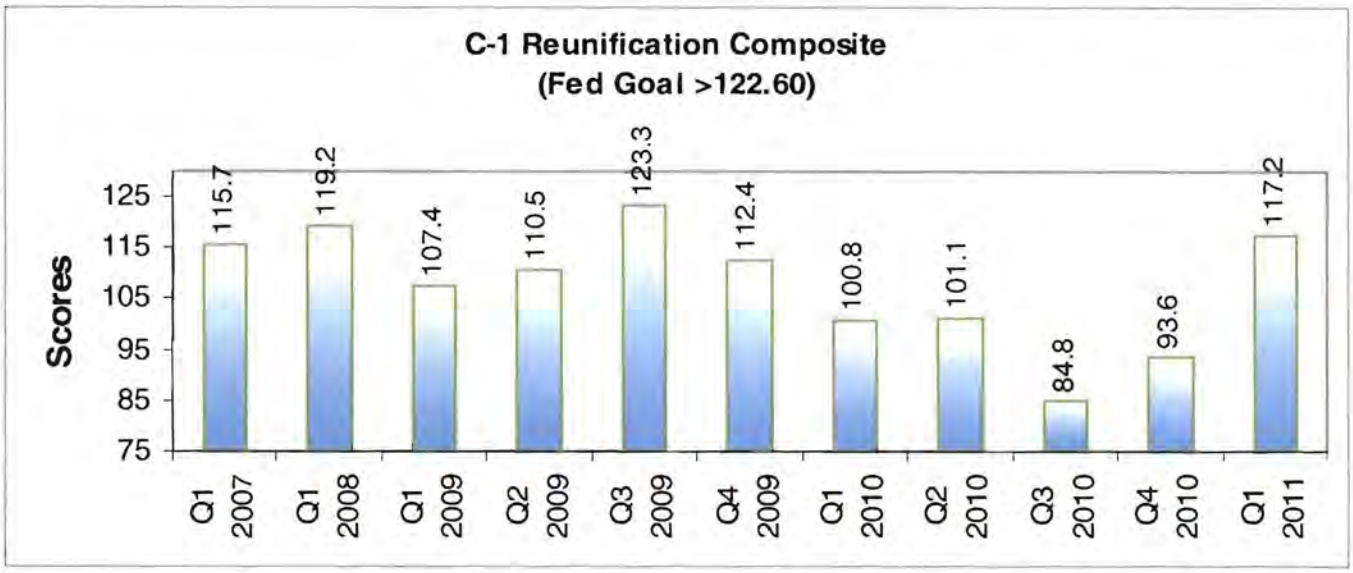
Performance:

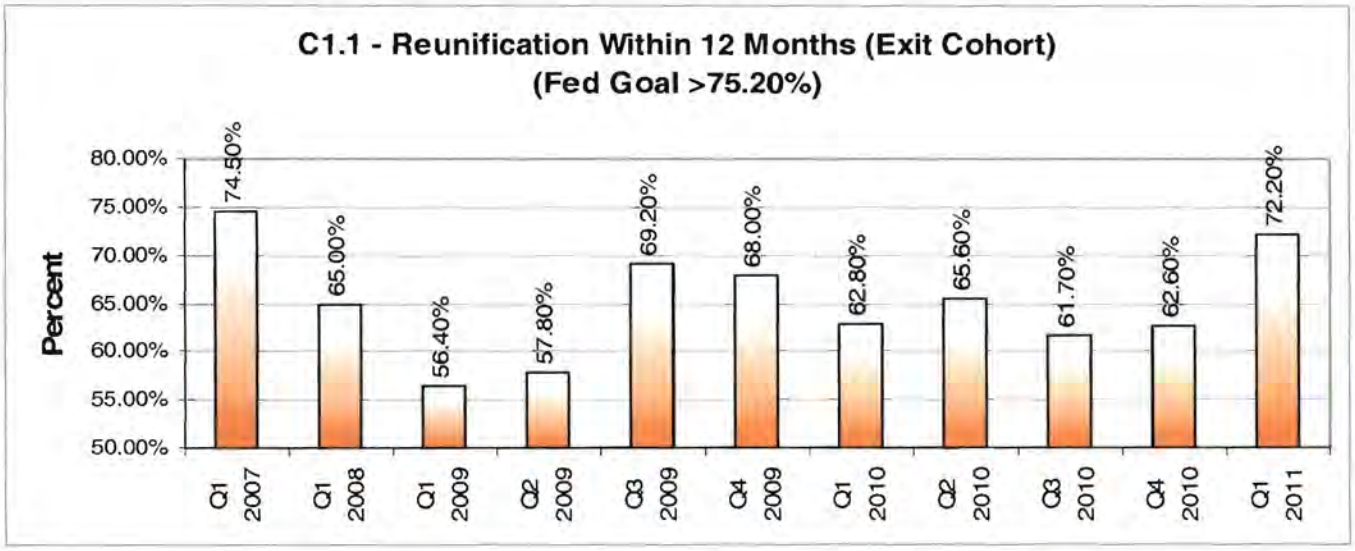
Tulare County's composite scores for reunification have been below both the national standard and state-wide performance scores. Within the composite, the last time local performance exceeded the standard was in September 2009 when Tulare County posted a score of 123.30% (the standard is 122.60%). Since that time, scores have declined to 117.20% posted for March 2011(Q1-2011). The outcome scores are reflective of the time it takes to reunify children with their families.

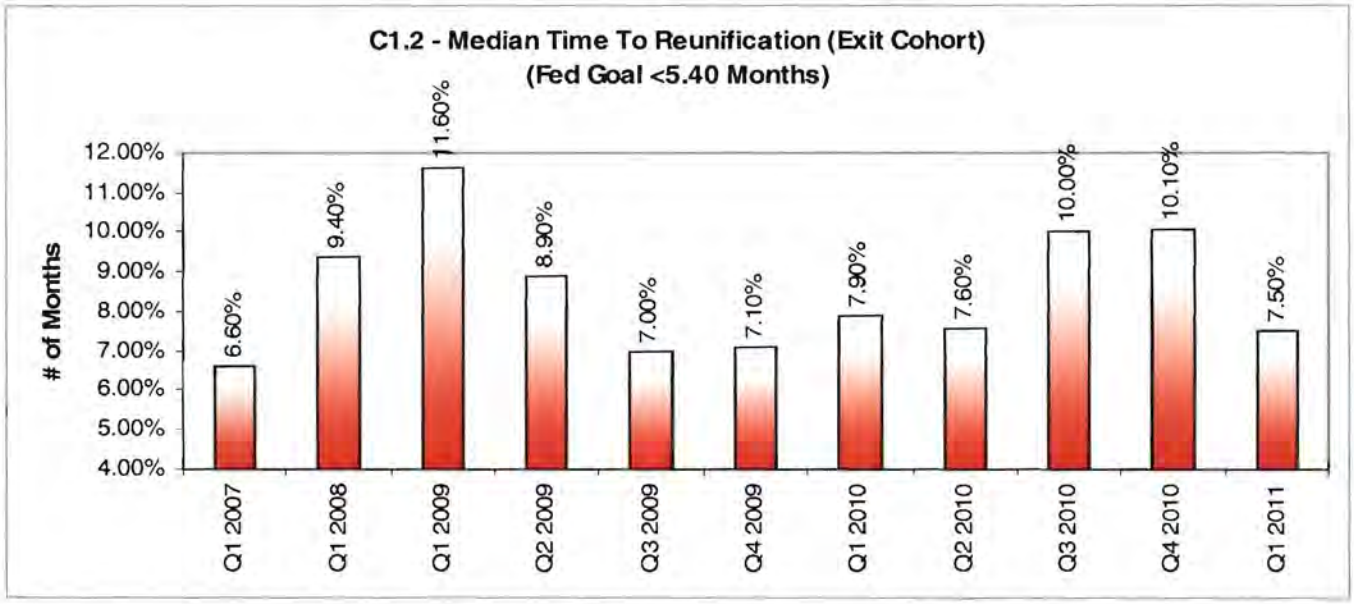
Following are charts for each of the outcome measures for this composite which reflect the need for the County to improve performance to meet federal standards on two of the four measures in this composite. The first three charts are for reunification measures related to time to reunification, specifically, reunification within 12 months (exit cohort) (Measure C1.1), median time to reunification (exit cohort) (Measure C1.2), and, reunification within 12 months (entry cohort) (Measure C1.3). The final outcome measure for this composite is the last chart which measures re-entry following reunification (exit cohort) (Measure C1.4).

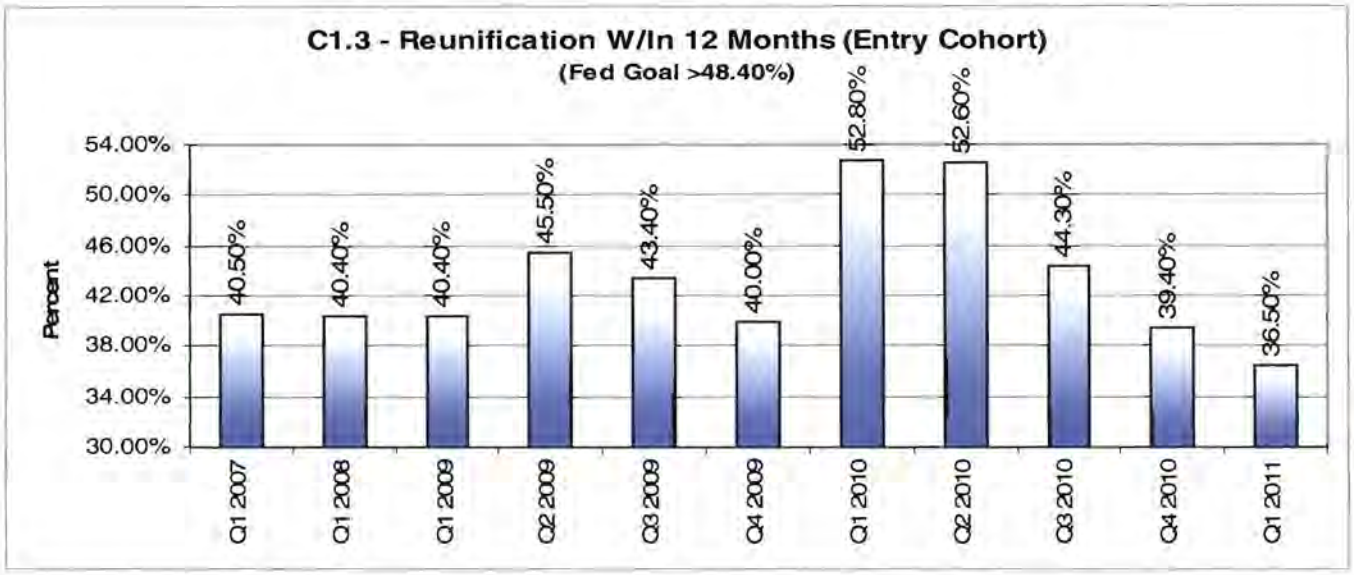
Reunification strategies are being proposed for the first three measures (C1.1-C1.3) to help improve the overall composite score for this measure. Tulare County's focus will also include the re-entry measure because it provides a unique opportunity to explore and develop strategies to support families of children exiting foster care to reunification. Findings for this measure reveal that an increasing number of children are re-entering foster care due to another incidence of abuse and/or neglect. Further review of data reveals that children between the ages of 0 months and 5 years of age constitute the largest subset of children re-entering foster care following reunification. Tulare County will work to identify and implement appropriately targeted interventions and services to reverse this trend. Consistent with the findings in Tulare County Children's Services Network 2012–2017 Child Protection Plan, children and families need consistent support before and after interventions by Child Welfare and/or Probation. The Child Protection Plan outlines strategies that echo findings by both CWS and Probation incorporated in this System Improvement Plan. A copy of the Tulare County 2012–2017 Child Protection Plan is included as an Appendix to this report.

Following are the charts for the Reunification outcomes as described above:


C-1 Reunification Composite
(Fed Goal >122.60)
Scores
125
115
105
95
85
75
115.7
119.2
107.4
110.5
123.3
112.4
100.8
101.1
84.8
93.6
117.2
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011


C1.1 - Reunification Within 12 Months (Exit Cohort)
(Fed Goal >75.20%)
Percent
80.00%
75.00%
70.00%
65.00%
60.00%
55.00%
50.00%
74.50%
65.00%
56.40%
57.80%
69.20%
68.00%
62.80%
65.60%
61.70%
62.60%
72.20%
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011


C1.2 - Median Time To Reunification (Exit Cohort)
(Fed Goal <5.40 Months)
# of Months
12.00%
11.00%
10.00%
9.00%
8.00%
7.00%
6.00%
5.00%
4.00%
6.60%
9.40%
11.60%
8.90%
7.00%
7.10%
7.90%
7.60%
10.00%
10.10%
7.50%
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011



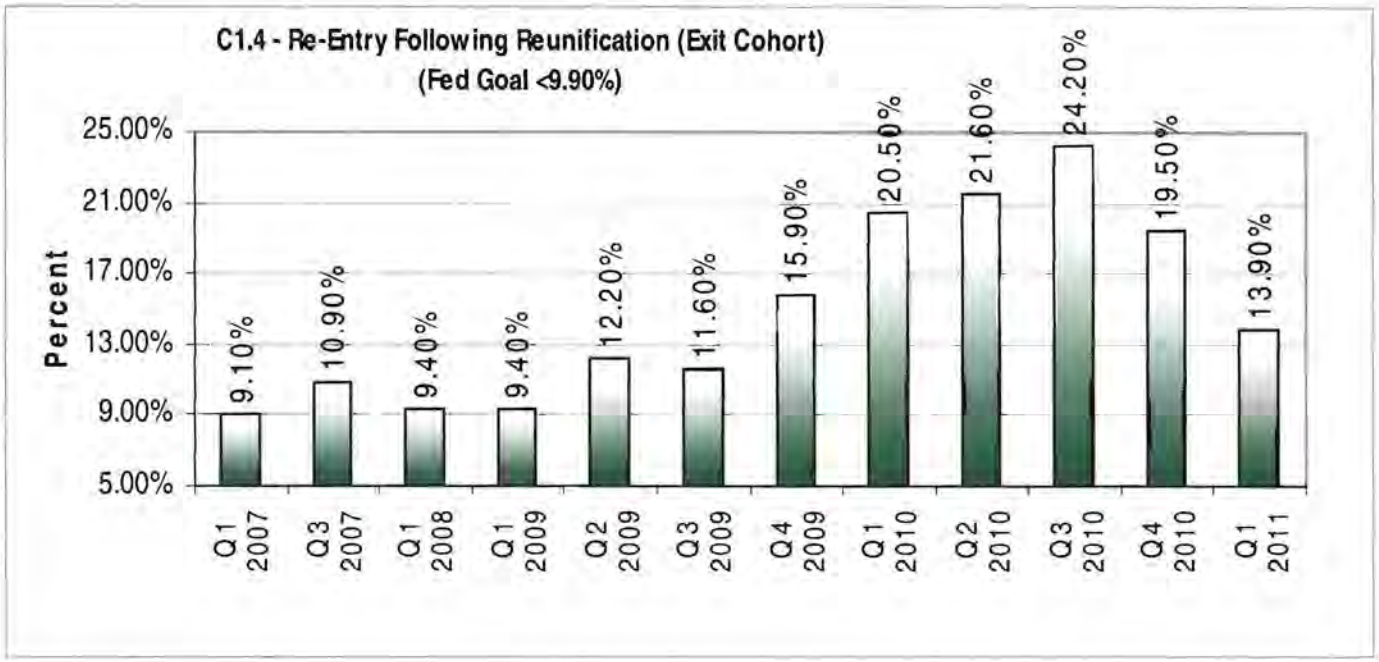
Improvement Goals (Measures C1.1 – C1.3):

To improve Tulare County's performance on the identified reunification outcomes, the following goals were strategized:

- Increase the percentage of children who reunify within 12 months by strengthening family-centered practice via use of increased case staffings and Team Decision Making (TDM) meetings.
- Improve practice consistency so that Structured Decision Making (SDM) tools are used appropriately and consistently throughout the life of the case.
- Develop and provide additional support to parents/guardians post-reunification.
- Explore the development of post-reunification support for children and families through continued collaboration with prevention-focused community partners.
- Increase the percentage of children who reunify within 12-months by improving the consistency of concurrent planning practice.[4]

[4] *Concurrent Planning: Literature Review and Practice Recommendations*, 2009, California Social Work Education Center (CalSWEC), School of Social Welfare, University of California, Berkeley, URL: http://calswec.berkeley.edu/CalSWEC/LR_Conc_Plan_FINAL.doc

Re-Entry Following Reunification (Exit Cohort) – (Measure C1.4)



Performance:

For this outcome measure, Tulare County's performance has been consistently higher than the federal standard of <9.90% for each of the last eight reporting periods. The negative trajectory noted in performance seems to have improved during the most recent reporting period (March 2011 – Q1 2011), however, the score is still four percent (4%) above the federal goal. For the most recent reporting period, 48 children of 345 who exited to reunification re-entered foster care within twelve months. Specific strategies to address this measure's performance will be better defined in the matrices that follow later in this report.

Improvement Goals (Measure C1.4):

- Explore social work strategies for developing better exit plans for families leaving the CWS system due to dependency being dismissed in Juvenile Court.
- Explore the development of a child/family "safety plan" for children and families prior to families exiting the system.
- Decrease the percentage of young children, especially infants between ages zero and five, who re-enter foster care following reunification by increasing community-based supports to families (also see same finding in the Tulare County 2012–2017 Child Protection Plan).
- Explore with prevention-focused community partners the development of research-based community delivered programs (i.e., Incredible Years, Nurturing Parent Program, Triple P Parenting, Early Intervention Foster Care, etc.)[5] for the purpose

[5] *Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry: A Literature Review for the Peer Quality Case Review Process*, May 2009, University of California, Davis Extension, Center for Human Services, (pages 36-38) URL: http://academy.extensiondlc.net/file.php/1/resources/LR-ReentryReunificaton.pdf

of helping families navigate CWS during and post exit (see this same finding in the Tulare County 2012–2017 Child Protection Plan).

- Increase CWS' internal capacity to help families navigate CWS during pre and post exit.
- Partner with the local Family Resource Centers to help families get resources in their communities once their CWS case closes (also see same finding in the CPPC Child Protection Plan report).

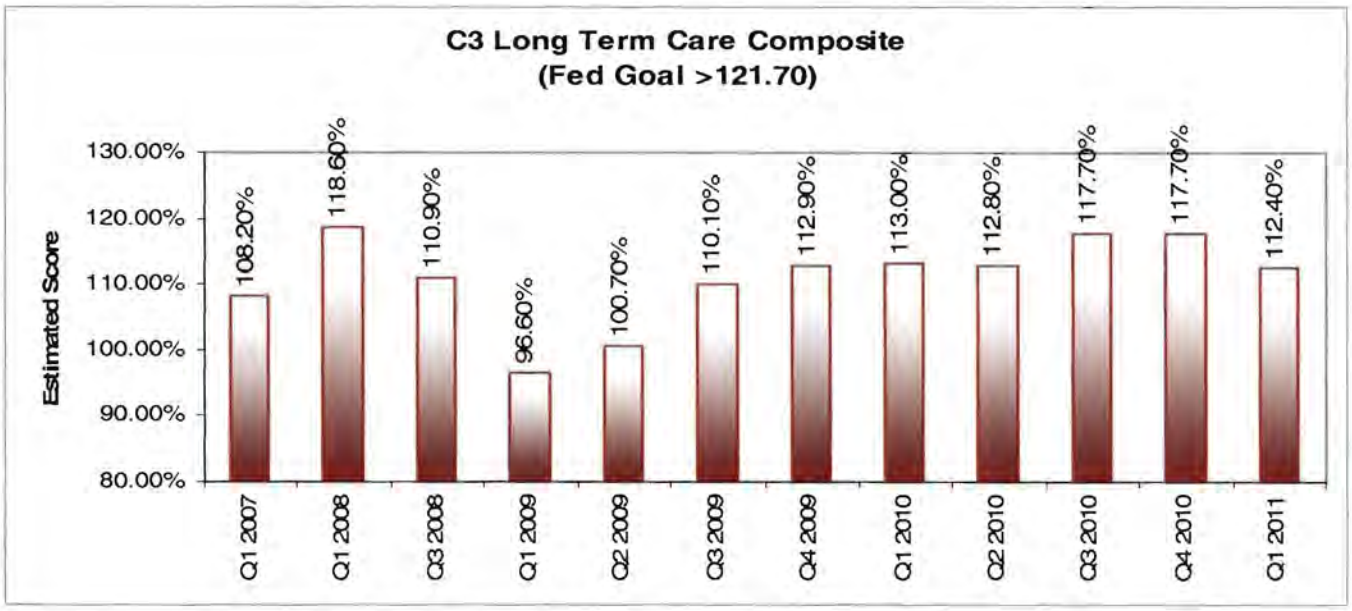
Long Term Care Composite (C3 Measures)

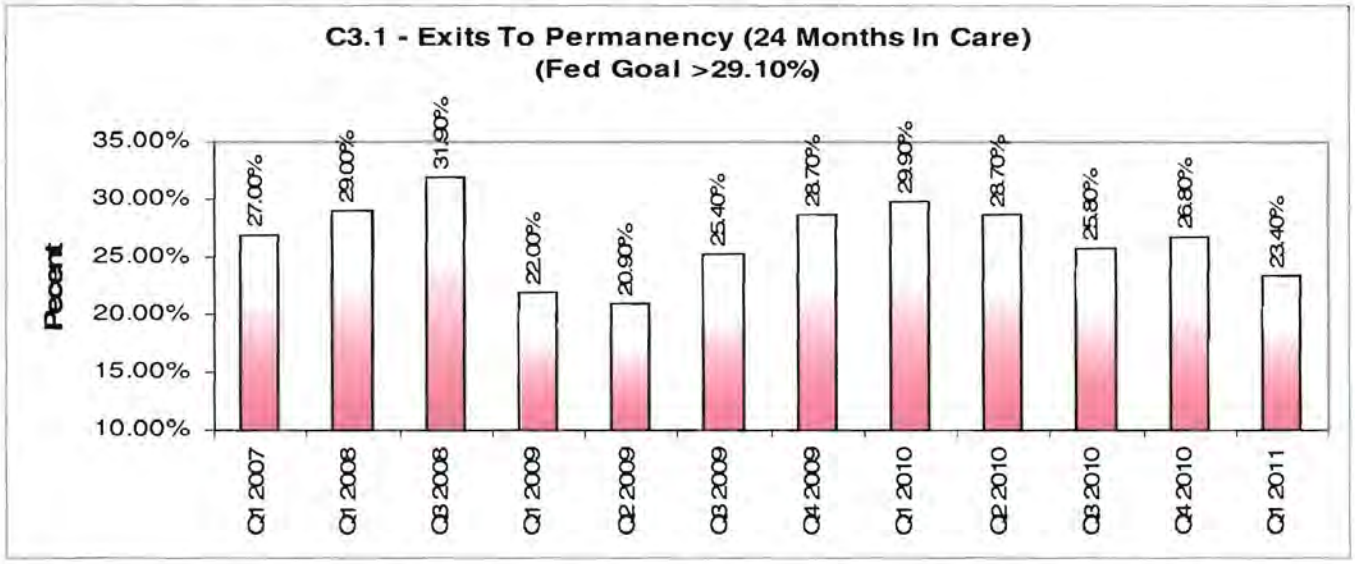
Performance:

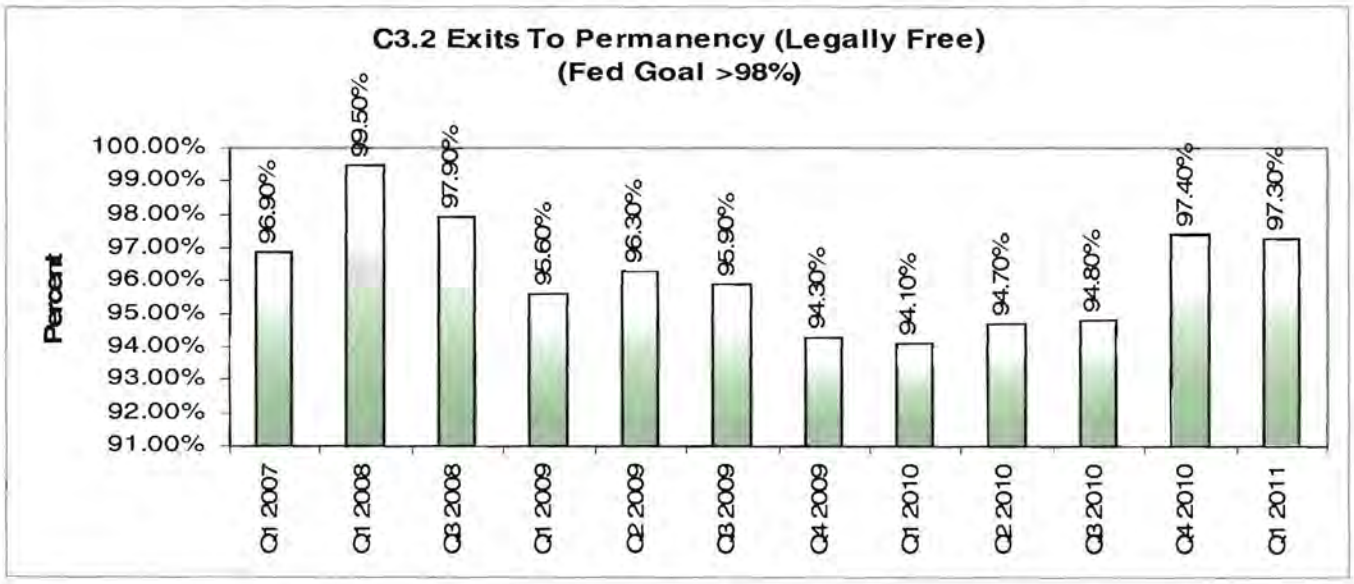
The County's performance for the Long Term Care Composite (C3) has remained consistently below the federal goal of 121.70. Findings for this composite were trending upward since March 2009 (Q1-2009), but declined to 112.40% as of March 2011 (Q1 2011).

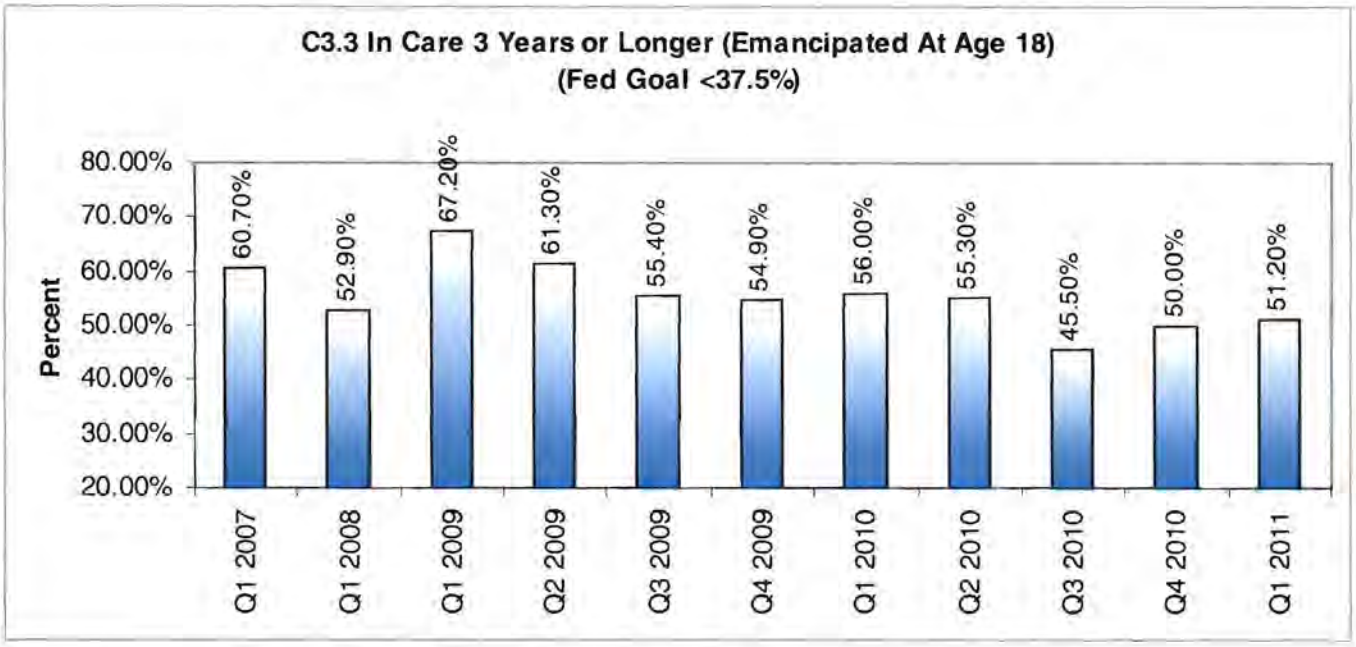
A review of performance for the related measures (C3.1-C3.3) reflects that Tulare County has failed to meet compliance scores for all three measures. However, recent improvements are noted for measures C3.1 [Exits to Permanency – 24 Months in Care – (60 of 256 children exited)] and C3.2 [Exits to Permanency – Legally Free at Exit (107 of 110 children achieved permanency)] continues to show improvement.

The County will focus on measure C3.3 to address the needs of older youth who will exit foster care during the next five year period. Closer review of the data reveals that of the 43 youth who are represented in this outcome measure through March 31, 2011, a total of 22 had been in care for longer than 3 years when they turned 18 years (or emancipated at an earlier age) and left foster care and the dependency system. Following are the outcome data charts for the Long Term Care Composite (Measure C3):


C3 Long Term Care Composite
(Fed Goal >121.70)
Estimated Score
130.00%
120.00%
110.00%
100.00%
90.00%
80.00%
108.20%
118.60%
110.90%
96.60%
100.70%
110.10%
112.90%
113.00%
112.80%
117.70%
117.70%
112.40%
Q1 2007
Q1 2008
Q3 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011


C3.1 - Exits To Permanency (24 Months In Care)
(Fed Goal >29.10%)
Percent
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
27.00%
29.00%
31.90%
22.00%
20.90%
25.40%
28.70%
29.90%
28.70%
25.80%
26.80%
23.40%
Q1 2007
Q1 2008
Q3 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011


C3.2 Exits To Permanency (Legally Free)
(Fed Goal >98%)
Percent
100.00%
99.00%
98.00%
97.00%
96.00%
95.00%
94.00%
93.00%
92.00%
91.00%
96.90%
99.50%
97.90%
95.60%
96.30%
95.90%
94.30%
94.10%
94.70%
94.80%
97.40%
97.30%
Q1 2007
Q1 2008
Q3 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011



Improvement Goals:

To improve performance in the Long Term Care outcome composite, Tulare County CWS plans to:

- Explore the development of a "Permanency Team" within Child Welfare to focus on children represented in this outcome measure.
- Decrease the percentage of youth who remain in care longer than 3 years or who emancipate by exploring, developing, and implementing policies and practices that include Family Finding and using genograms[6] as a way to identify permanent connections with families or other persons important to them.
- Develop, expand, and strengthen the Permanency Planning Assessment Unit (PPAU) to utilize Family Finding, concurrent planning, and improved assessments for better permanency placement matching.
- Increase the consistency and use of Team Decision Making (TDM) meetings to continually explore family connections for youth in foster care; efforts which support the use of kinship care as a permanency goal.[7]

Placement Stability Composite (Measure C4):

Performance:

The composite scores for Placement Stability (C4) have declined since 2002 (the baseline year) and remained low. Stability for children in out-of-home care is an

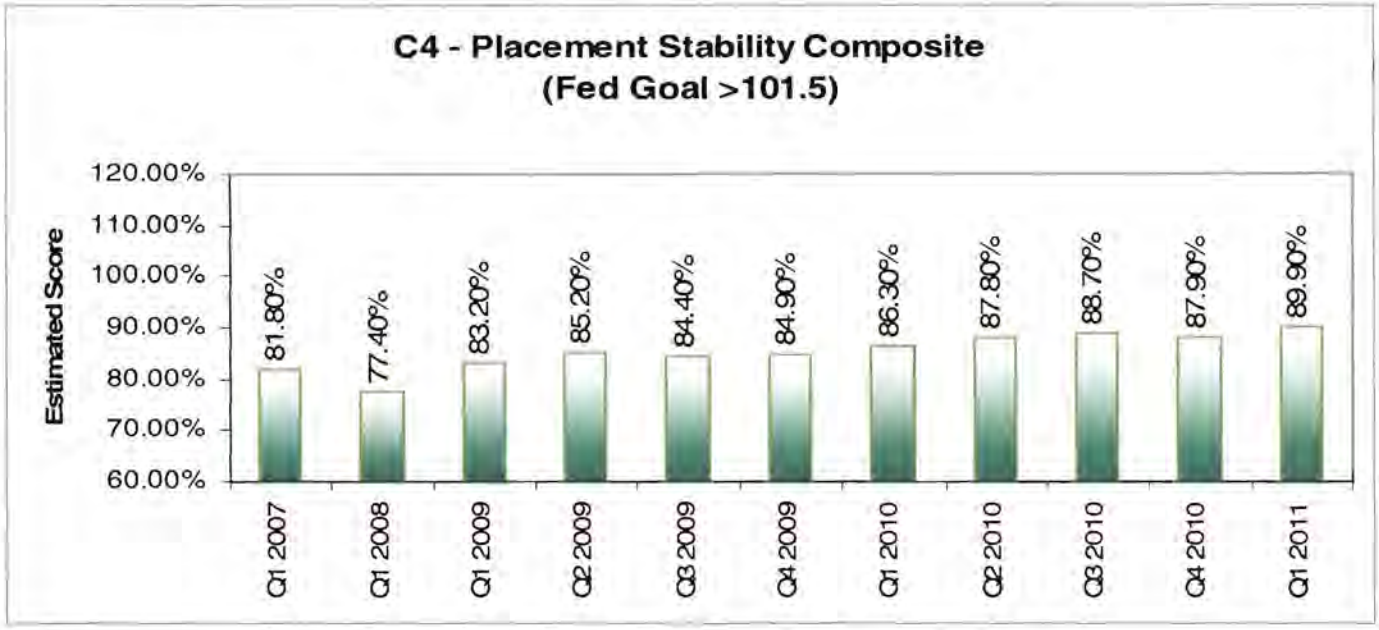
[6] Genograms is defined as a graphic way of organizing the information gathered during a family assessment.
[7] *Fostering Family Connections: Pursuing Permanence for Children and Youth in Foster Care – A Literature Review,* November 2009, UC Davis Human Services Northern California Training Academy. (page 25) URL: http://academy.extensiondlc.net/file.php/1/resources/LR-Kinship.pdf

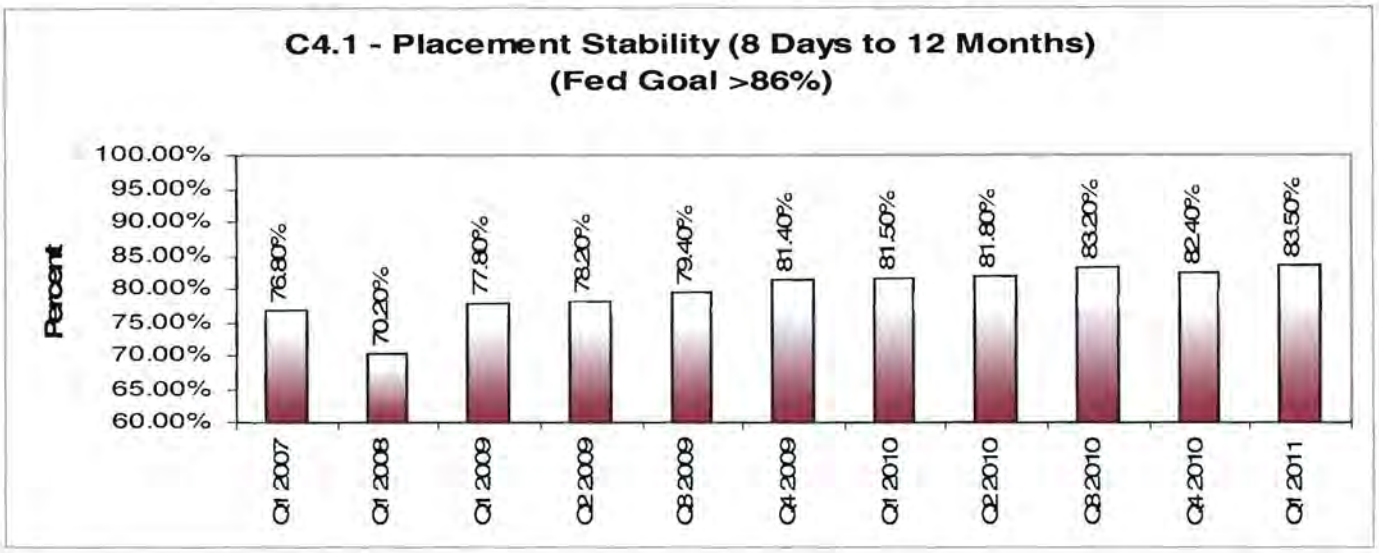
important factor that was the focus of the last PQCR because of the County's concern over outcome scores.

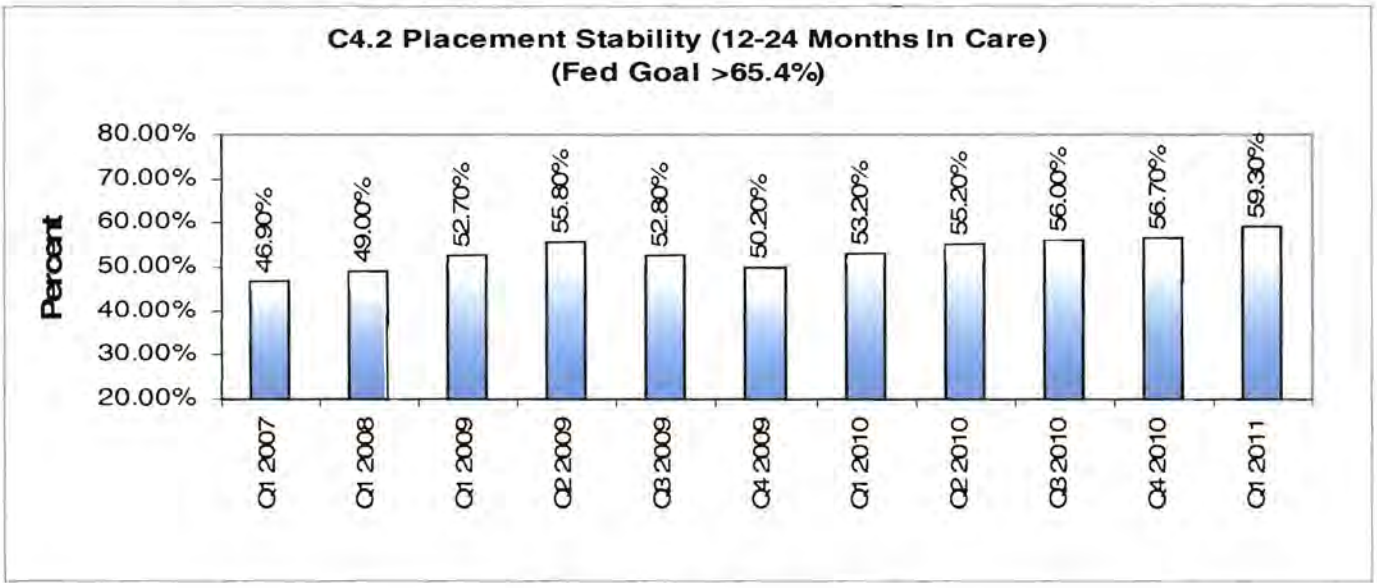
A review of performance for the related measures (C4.1-C4.3) reflects that Tulare County has had mixed success with improvement in compliance scores. Measure C4.1 and C4.2 have both continued in a positive trajectory. In September 2009 (Q3 2009) for measure C4.1 (In Care 8 to 12 Months), the County posted a score of 79.40% compared to March 2011 (Q1 2011) where the County scored 83.50%. The federal goal for this measure is >86.00%. Scores for the Measure C4.2 (In Care 12-24 Months) also reveals a positive trend beginning in December 2009 (Q4-2009) when the County posted a score of 50.20%. As of the latest review period (March 2011 – Q1 2011), the County's score had improved to 59.30% but shy of the federal goal of >65.40%.

However, measure C4.3 (In Care At Least 24 Months) has been trending downward. In September 2009 (Q3 2009) the County scored 25.50% compared to the latest review period (March 2011 – Q1 2011) where the County's score dipped lower to 24.40%. The federal goal is >41.80%.

Below are the charts for each of the outcome measures for Placement Stability as described above. These charts reflect the need to continue Tulare County's efforts to work towards improving performance in all three measures. Tulare County's analysis of the data on the placement stability for children in care led to strategies outlined earlier and later in this report to address practice shifts.




C4.1 - Placement Stability (8 Days to 12 Months)
(Fed Goal >86%)
Percent
100.00%
95.00%
90.00%
85.00%
80.00%
75.00%
70.00%
65.00%
60.00%
76.80%
70.20%
77.80%
78.20%
79.40%
81.40%
81.50%
81.80%
83.20%
82.40%
83.50%
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011


C4.2 Placement Stability (12-24 Months In Care)
(Fed Goal >65.4%)
Percent
80.00%
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
46.90%
49.00%
52.70%
55.80%
52.80%
50.20%
53.20%
55.20%
56.00%
56.70%
59.30%
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011

C4.3 Placement Stability (At Least 24 Months In Care)
(Fed Goal >41.8%)
Percent
35.00%
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
30.10%
28.90%
25.40%
26.20%
25.50%
26.00%
26.00%
27.10%
25.80%
24.40%
24.40%
Q1 2007
Q1 2008
Q1 2009
Q2 2009
Q3 2009
Q4 2009
Q1 2010
Q2 2010
Q3 2010
Q4 2010
Q1 2011

Performance (Measure C4 – Placement Stability):

As of the most recent reporting period, March 2011 (Q1 – 2011), for measure C4.3 (In Care At Least 24 Months) of a total of 352 children included for this measure, a total of 86 met the stability standards. Stability impacts children, some of which are the most young and leaves them with developmental, educational, and emotional challenges as they grow older.

Tulare County focused on placement stability measures during the January 2011 PQCR. Findings from the week's review and associated focus groups suggest that the County can improve current practice and performance on this measure by implementing the goals outlined below.

Improvement Goals (Measure C4):

- Implement the use of Team Decision Making (TDM) meetings at initial and all subsequent placement changes.
- Explore evidence-based practice/best practice strategies to promote placement stability with community-based organizations (CBOs) (also see similar finding in the Tulare County 2012–2017 Child Protection Plan).
- Provide children, parents, and foster parents an "Ice-Breaker" meeting. An "Ice Breaker" meeting is a facilitated, child-focused meeting held shortly after a child is placed (or re-placed) in out-of-home care to provide an opportunity for birth parents and foster parents (or other caregivers) to meet each other and to share information about the needs of the child. This meeting is the beginning of establishing communication and building a relationship between the child's parents and caregivers.
- Continue the foster parent recruitment, training, and supportive strategies as identified in the current Strategic Plan (also see same finding in the CPPC Child Protection Plan report).
- Refine existing policies on relative placement processes so that relative placements are provided priority and are accomplished more expediently.
- Identify additional supports and/or training needed by relatives and foster parents so they are better equipped to handle child behaviors.
- Decrease the percentage of placement changes for children by increasing communication with foster parents and foster family agency providers.
- Increase placement stability for children in care by creating a Placement Unit to conduct child and caregiver assessments so that the "best placement match" is found for the child.

2012-2016 SIP Outcome Measures and Goals - Probation

Permanency – Reunification Composite (C1.1 - C1.3 Measures)

Performance:

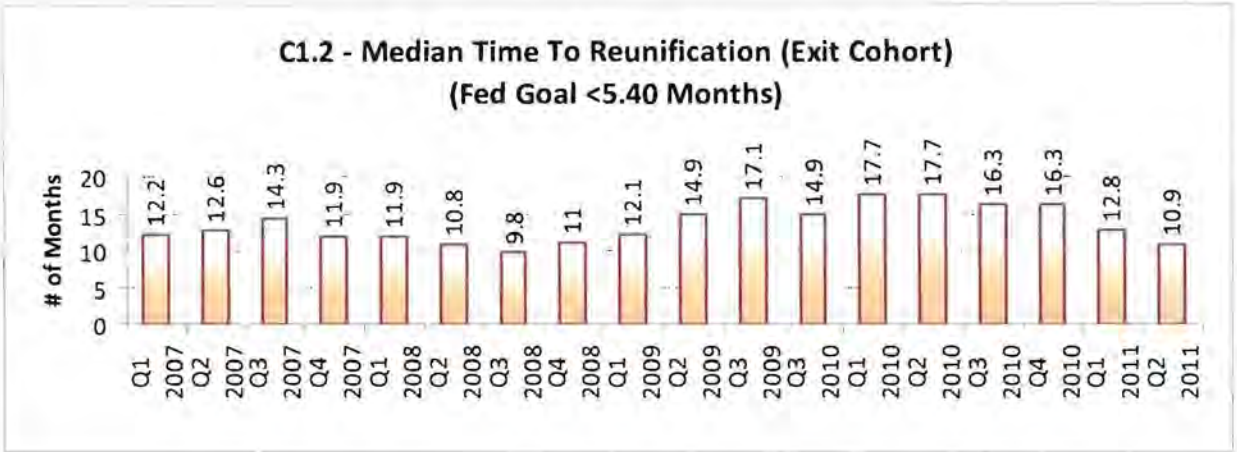
Tulare Probation Department's scores for reunification have been below the national standard. Tulare County Probation has only recently begun entering information into

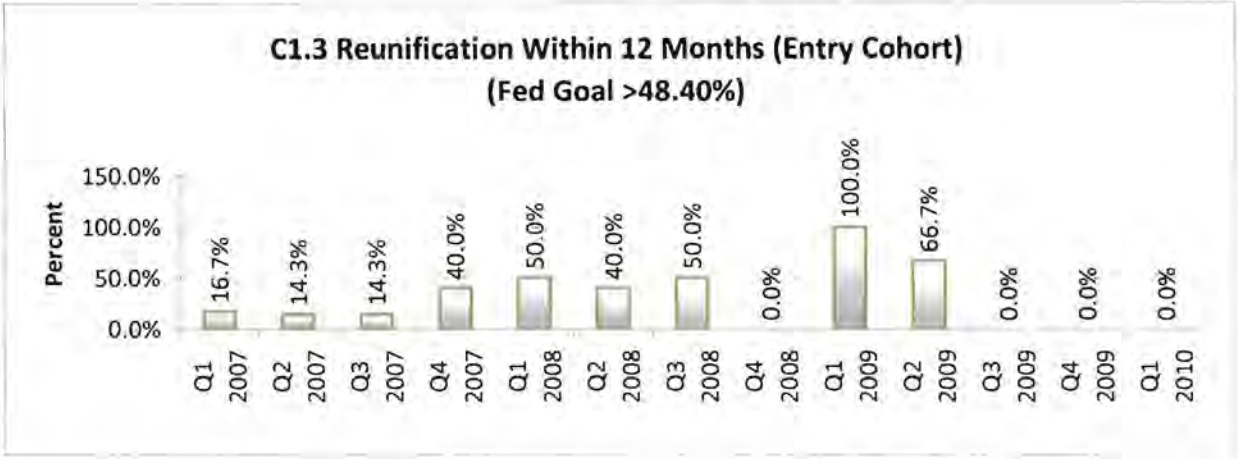
the CWS-CMS system; therefore, composite material is not available. The outcome scores are reflective of the time it takes to reunify children and their families.

Following are charts for each of the outcome measures for this composite which reflect the need for the County to improve performance to meet the federal standards. The three charts are for reunification measures related to time to reunification, specifically, reunification within 12 months (exit cohort) (Measure C1.1), median time to reunification (exit cohort) (Measure C1.2), and, reunification within 12 months (entry cohort) (Measure C1.3). The departments' performance in Measure C1.4 is greater than federal standard therefore it is not included in this report.

Strategies are being proposed for the first three measures (C1.1-C1.3) which are selected to help improve the scores within each measure.

Tulare County will present specific strategies to address each measure listed here within the matrices that are found later in this report. Following are the charts for the reunification outcomes as described above:





Improvement Goals:

- Increase the percentage of children who reunify within 12 months by increasing proactive efforts to address challenges faced by youth in care.
- Increase the percentage of children who reunify within 12 months by consistent early family involvement and utilization of a strength-based and family-centered approach.
- Increase the percentage of children who reunify within 12 months by increasing case staffings.
- Increase the percentage of children who reunify within 12 months by improving the consistency of concurrent planning practice.

Long Term Care Composite (C3 Measures):

Performance:

Tulare Probation Department's scores for long term care have been below the national standard. Tulare County Probation has only recently begun entering information into the CWS-CMS system; therefore, composite material is not available. The outcome scores are reflective of the permanency outcomes for youth in care.

Following are charts for each of the outcome measures for this composite which reflect the need for the County to improve performance to meet the federal standards.

The chart for long term care measures are related to permanency for youth who exit care, specifically, exits to permanency (24 months in care) (Measure C3.1). With regard to Measure C3.2, data contained within the CWS/CMS system appears flawed as youth within the delinquency system have not, thus far, been freed for adoption thus information regarding this measure is not contained within this report. The department's performance in Measure C1.4 is greater than the federal measure therefore it is not included in this report.

Strategies are being proposed for the measures (C3.1) which are selected to help improve the scores within the measure.

Improvement Goals:

- Increase the percentage of children who exit foster care within 24 months by strengthening family involvement.
- Increase the percentage of children who exit care within 24 months by improving Family Finding efforts.
- Increase the percentage of children who exit foster care within 24 months by developing policy and practice requiring youth in care to have mobility mapping or genograms completed to assist in the identification of permanent connections for youth.
- Increase the consistency and use of case staffings/Team Decision Meetings (TDM) to proactively supervise the youth.

Placement Stability Composite (C4 Measures):

Performance:

The Probation Departments scores within each placement stability measure are greater than the federal standard therefore are not included in this report.

C. CWS/Probation SIP Matrix:

This section defines the selected federal or state outcomes for improvement and incorporates the improvement goal, strategy, strategy rationale, milestones, and timeframes. The CWS/Probation SIP Matrices also include information about which strategies are supported by CAPIT/CBCAP/PSSF Funds. Please note: CAPIT/CBCAP/PSSF cannot be utilized to support probation strategies.

Information collected from the comprehensive California Outcome and Accountability System (COAS) process was gathered and used to develop a comprehensive SIP Matrix and Child Abuse Prevention Funds Three-Year Plan. The following SIP Matrix section outlines the improvement goals and includes strategy milestones, timelines, and staff assigned to milestones. CAPIT/CBCAP/PSSF-funded services are identified as such in the matrices.

The data source used in the following matrices for the period ending March 31, 2011 (Q1-2011) is:

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). Child Welfare Services Reports for California. Retrieved September 26, 2011 from the University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Reunification Composite: Measure C1 – Child Welfare Services (CWS)

County's Current Performance:

Tulare County will focus on two measures within this composite, Measure C1.1 (Reunification within 12 Months) and C1.4 (Re-entry Following Reunification). For outcome measure C1.1, since the baseline year of 2002/2003, the percentage of children who have reunified within 12-months of entering foster care has fluctuated between 74.50% (Q3-2007) and 72.20% (Q1-2011). The County's performance trend has been below the national standard of >75.20% and above the statewide performance of 64.70%. In terms of the number of children affected for this measure, during the quarter ending March 31, 2011, out of 180 children included for this measure, 130 of them were reunified within 12 months.

The second measure for additional review in this C1 Composite is related to Re-entry Following Reunification (C1.4). Specifically, the County finds that from the baseline year of 2001/2002, the percentage of the County's children who re-entered the CWS system was 20.10%. As of the most recent period, Tulare County's score for this measure was down to 13.90%, shy of the standard of <9.90% and the state's performance of 11.80%. As of the most recent reporting period, of 345 children who exited foster care to reunification, 48 children re-entered foster care. Tulare County CWS will improve performance for the C1.1 measure by 2.8% for and improve performance for outcome measure C1.4 by 4% by the end of this SIP Report period (December 2016).

Measure Number	Measure Description	Most Recent Start Date	Most Recent End Date	Numerator	Denominator	Most Recent Performance	Direction?	Percent Change
C1.1	Reunification within 12 Months (Exits)	04/01/10	03/31/11	130	180	72.20%	Yes	18.30%
C1.2	Median Time to Reunification	04/01/10	03/31/11	N / A	180	7.5 Months	Yes	-9.60%
C1.3	Reunification within 12 Months (Entries)	10/01/09	03/31/11	42	115	36.50%	No	-20%
C1.4	Re-entry Following Reunification (Exits)	04/01/09	03/31/10	48	345	13.90%	Yes	-30.60%

Improvement Goal 1.0

Increase the percentage of children who reunify within 12 months by strengthening family-centered practice.

Strategy 1.1:			**Strategy Rationale:**
Increase the number and quality of case staffings that engage the parents, caregivers, and the child (of appropriate age) in case planning.	[ ]	CAPIT	Research has shown that engaging children and families in the case planning process leads to earlier reunification. Tulare County uses case staffings to keep children, families and caregivers connected to maintain familial ties and keep them informed about the status of their case leading to more timely and successful reunification.
	[ ]	CBCAP	
	[ ]	PSSF	
	[X]	N / A	

Milestone	Timeline	Assigned To
1.1.1 Case staffing policy and training reviewed and revised to support the engagement of children, families and caregivers in developing and supporting case plans.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
1.1.2 Policy and training are delivered to staff on the case staffings requirements (i.e., inclusion of family, youth, and caregivers) for developing case plans.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Supervisors Training CWS Family Advocate Subject Matter Experts
1.1.3 Case staffings are held as prescribed in revised policy.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers
1.1.4 Case staffing process is evaluated for quality and for consistency in its implementation.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement
1.1.5 The case staffing process is evaluated for effectiveness in improving practice and modified as needed. Tulare County will use the Quarterly Outcome Reports and SafeMeasures® to measure and evaluate the impact of these strategies.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Analyst Team

Strategy 1.2:			**Strategy Rationale:**
Increase the consistent use of the Structured Decision Making (SDM) Reunification Assessment tool.	[ ]	CAPIT	To effectively and consistently assess a family's readiness for reunification.
	[ ]	CBCAP	
	[ ]	PSSF	
	[X]	N / A	

Milestone	Timeline	Assigned To
1.2.1 Utilize SafeMeasures and case reviews to assess SDM timely and appropriate usage.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement
1.2.2 Evaluate data to isolate and reveal barriers.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement
1.2.3 Review/revise or create/implement policies and implement training on the consistent use of the SDM Reunification Assessment tool.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
1.2.4 Implement the SDM Reunification Assessment tool for cases moving from FR to FM and at the point when PP is being considered.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors
1.2.5 Use case readings to determine and assist staff in the effectiveness, quality, and consistency in using the SDM Reunification Assessment tool.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement
1.2.6 Evaluate the effectiveness of practice in use of the SDM Reunification Assessment tool using SafeMeasures, and modify as needed.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team

Strategy 1.3:			Strategy Rationale:
Increase the use of SDM Family and Needs Assessment and Reunification Assessment tools at the point of exit and consistently develop family exit plans for FM and FR cases.	[ ]	**CAPIT**	Tulare County wants to better assess a family's readiness for reunification. Tulare County is working towards higher completion rates of the SDM tools to assist in developing exit plans to better target services and service connections to community-based providers to prevent re-entry.
	[ ]	**CBCAP**	
	[ ]	**PSSF**	
	[X]	**N / A**	

Milestone	Timeline	Assigned To
1.3.1 Complete a targeted review of a sampling of re-entry cases to evaluate for the consistent use of the SDM safety assessments at the point of exit. Use findings from case reviews to identify trends in the reasons that children re-enter foster care.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers Quality Improvement Analyst Team
1.3.2 Develop targeted policies and training curriculum based on case review findings.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Policy & Program Specialists Training
1.3.3 Implement policy and/or practice and training in response to case review findings.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers Training
1.3.4 Use data reports and targeted case reviews to establish a baseline of the usage of Family and Needs Assessments and Reunification Assessments and the impact on re-entry. This information will be used to evaluate, measure, and modify policy and practice shifts to continue making improvements.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers Quality Improvement CWS Policy & Program Specialists Training Analyst Team

Improvement Goal 2.0:

Increase the percentage of children who reunify within 12 months by improving the consistent use of concurrent planning.

Strategy 2.1:			Strategy Rationale:
Review and revise concurrent planning practice by updating policies and staff training to increase consistency and quality.	[ ]	CAPIT	Tulare County's concurrent planning has been inconsistent due to staff changes and losses since the last SIP. For this SIP, the County plans to pilot an improved concurrent planning model for targeted cases, evaluate its effectiveness, and expand the revised practice model across CWS for active PP cases.
	[ ]	CBCAP	
	[ ]	PSSF	
	[X]	N / A	

Milestone	Timeline	Assigned To
2.1.1 Research and develop improved concurrent planning model and policies to improve practice.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists
2.1.2 Develop and implement concurrent planning model pilot, providing policies, and training to staff.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Social Workers
2.1.3 Use data reports and targeted case reviews to monitor the use of the concurrent planning model for children coming into CWS.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement
2.1.4 Evaluate the effectiveness/efficiency of concurrent planning model through the use of data reports and case reviews -- revise as needed to improve consistency and practice. Expand use of new model to existing PP caseload.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Policy & Program Specialists CWS Supervisors Training Analyst Team

Improvement Goal 3:

Explore the development of best-practice/evidence-based programs for children and families with prevention-focused community partners.

Strategy 3.1			Strategy Rationale:
Explore and develop research-based, community-delivered, aftercare services targeted to family maintenance (FM) and family reunification (FR) families when exiting the CWS system. The County will work with community-based providers to expand its Differential Response services program to include the aftercare population and develop/deliver services which may include family case management and support services like parenting education, counseling, mentoring, respite, etc.	[X]	CAPIT	Tulare County will work with community-based providers to offer aftercare services to families exiting the CWS system. Aftercare services will be provided to families that have successful reunification and/or family maintenance (FM) services. Working with community-based providers to bring support to children and families is both a prevention and an aftercare services strategy that relies on an assessment of family's needs. This assessment provides the framework to refer a family for the appropriate services that are identified and delivered at the community level. The Tulare County Child Protection Plan (2012-2017) outlines and supports efforts here to strengthen community response to support children and families.
	[ ]	CBCAP	
	[X]	PSSF	
	[ ]	N / A	

Milestone	Timeline	Assigned To
3.1.1 Review data from CWS/CMS and SafeMeasures to identify and review cases resulting in re-entry and identify common factors.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers Analyst Team
3.1.2 Explore the development and implementation of training and/or resources for FM and FR families through collaborative endeavors with community-based providers.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Family Advocate Analyst Team Community-Based Organizations
3.1.3 Develop policies and procedures to expand aftercare safety plans for FM and FR families and provide appropriately targeted training.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Policy & Program Specialists CWS Supervisors Training
3.1.4 Implement the development of targeted aftercare plans.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers
3.1.5 Evaluate results of program and process improvements and modify as necessary.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Training Analyst Team Community-Based Organizations

Strategy 3.2:			**Strategy Rationale:**
Strengthen partnership with community partners to provide supportive services to children and families during and after reunification and/or following adoptions.	[X]	**CAPIT**	Continued outreach to community partners to coordinate efforts to support families exiting FM, FR, and PP to strengthen the informal supports that help families (including adoptive families) be successful (aftercare services). The Child Protection Plan (2012-2017) outlines and supports efforts here to strengthen community response to support children and families. Supportive services identified in the Child Protection Plan (2012-2017) include: counseling, parenting classes, community building for child well-being, aftercare such as pre and post-adoption and services designed to assist families during and after reunification.
	[ ]	**CBCAP**	
	[X]	**PSSF**	
	[ ]	**N / A**	

Milestones	Timeline	Assigned To
3.2.1 Continue attendance at countywide social services network meetings (community partners/agencies).	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Analyst Team
3.2.2 Work with community partners/agencies to determine available service and supports they can provide.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Family Advocate Analyst Team
3.2.3 Utilize the service needs assessment/gap analysis completed by the Child Protection Planning Committee (CPPC) to frame the service continuum.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration Community Partners Analyst Team
3.2.4 Identify opportunities to blend programs, services, and funding opportunities to meet newly identified or emergent child/family needs.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration Community Partners Analyst Team
3.2.5 Implement services and programs to meet identified needs and evaluate effectiveness of new services/program.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers Community Partners Analyst Team

Strategy 3.3			**Strategy Rationale:**
Work with the local Family Resource Centers' Differential Response program to help families develop an aftercare services plan and to access resources once their FM or FR CWS case closes.	[X]	**CAPIT**	Working with community-based providers to bring support to children and FM and FR families is both a prevention and aftercare service strategy that relies on an assessment of family's needs so that appropriate services are identified and delivered at the community level. The Child Protection Plan (2012-2017) outlines and supports efforts here to strengthen community response to support children and families.
	[ ]	**CBCAP**	
	[X]	**PSSF**	
	[ ]	**N / A**	

Milestone	Timeline	Assigned To
3.3.1 Continue regular meetings with FRCs as a forum for program review and evaluation.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Family Resource Centers

3.3.2 Identify additional strength-based/solution-focused services.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Lead Workers CWS Family Advocate Family Resource Centers
3.3.3 Deliver "road show" training to support strength-based/solution-focused services, as needed.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Lead Workers Training
3.3.4 Implement strength-based/solution-focused services and evaluate the effectiveness of the new services, and modify as necessary.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Quality Improvement Analyst Team Family Resource Centers

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

To improve aftercare services for all CWS families there is a need to expand and increase Family Resource Center services to more areas in Tulare County. Currently there are five Family Resource Centers in five locations within the County; however, there are regions with no service providers available. To expand the availability of Family Resource Centers there is the need to identify financial resources to accomplish this goal. Successful reunification can be supported by a marketing campaign being developed by the County's Maternal, Child & Adolescent Health Division to address safety in the home, infant mortality, and sudden infant death risk (SID) reduction. As cited in the CSA, findings from the California Center for Health Statistics, Vital Statistics, Birth Statistical Master File per UCSF/Family Health Outcomes Project 2000-2008 document the County's infant mortality rate has shown a decrease to 5.1 infant deaths per 1,000 children but remains above the Healthy People 2010 objective of 4.5 SIDS deaths per 1,000.

The County will increase the intensity of CWS services utilizing identified promising practices and models. This is being supported by strengthening the division's administrative capacity with the addition of key position (CWS Policy & Program Specialists, CWS Statistical Research Analyst, CWS Family Advocate, and CWS Division Managers) and additional Social Workers to lower the current caseloads thus delivering more support to children and families.

Finally, Tulare County will establish of a Permanency Team to case manage children and youth in a Planned Permanency Living Arrangement (PPLA) placement. This restructure will allow for more focused casework on Family Reunification cases. The strength of focusing staff caseloads affords opportunities to better implement the strategies outlined here and will increase opportunities to improve outcomes for children represented in this composite measure.

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

Tulare County has identified several areas for training in the goals and strategies outlined here. The training will include: case staffings, use of Structure Decision Making (SDM) assessments, development of exit and safety plans for FM and FR families, concurrent planning model focused on the PP caseload to

increase permanency options for children and youth, emerging practices or models to address successful reunification efforts, and topics to assist with the development of new FRCs to expand Differential Response (DR) and supportive services to FM and FR children and families exiting CWS.

No areas are identified that will require technical assistance.

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

Expansion of partner (i.e., FRCs, CBOs, faith-based community) roles to support family-centered practice and for the development of aftercare services.

Findings from the newly released Children's Services Network of Tulare County's Child Protection Plan (2012-2017) is the culmination of work by community-based organizations (CBOs), county departments, consumers, and individuals committed to supporting children and families. The Child Protection Plan outlines the framework developed by the Child Protection Planning Committee (CPPC) to address the integration of services required for the Integrated System Improvement Plan (SIP). The Child Protection Plan has preliminarily identified available services and service gaps along the continuum. The CPPC clearly recognizes that strengthening collaborative efforts among all entities along the service continuum offers the County the best chance for meeting the goal of having all children live in safe and nurturing communities.

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

None noted.

Long Term Care Composite: Measure C3 - Child Welfare Services (CWS)

County's Current Performance:

A review of the composite scores for this measure reveals that Tulare County's performance as of March 31, 2011 was 117.2 while the federal standard is held at 122.6. Comparatively, state performance for this measure was 114.7 for the same period under review; also lower than the federal standard.

A review of performance for the related measures in this composite (C3.1-C3.3) reflects that the County has failed to meet overall compliance scores. However, recent improvements in scores for measures C3.1 [Exits to Permanency – 24 Months in Care – (where 60 of 256 children exited)] and C3.2 [Exits to Permanency - Legally Free at Exit – (where 107 of 110 children achieved permanency)] are each continuing to show improvements.

Within the long term care composite, Tulare County will focus on the C3.3 (In Care 3 Years or Longer). Since the baseline year 2002/2003, the percentage of the County's children who were either discharged to emancipation or turned 18 while in care was 43.90%. Since the baseline period score, the County's scores have increased to 60.70% in March 2007 (Q1-2007) and then declined to 51.20% as of March 2011 (Q1-2011). The national performance standard is <37.50% and the state's average score for this outcome was 59.80% during the most recent reporting period. A closer review of the data reveals that of the 43 youth who are represented in this outcome measure as of March 31, 2011, a total of 22 had been in care for longer than 3 years when they turned 18 years (or emancipated at an earlier age) and left foster care and the dependency system. Tulare County will improve performance for measure C3.3 by 5% during the period of this SIP report (December 2016).

Measure Number	Measure Description	Most Recent Start Date	Most Recent End Date	Numerator	Denominator	Most Recent Performance	Direction?	Percent Change
C3	Long Term Care Composite	N / A	03/31/11	N / A	N / A	117.2	No	16.40%
C3.1	Exits to Permanency (24 Months in Care)	04/01/10	03/31/11	60	256	23.40%	Yes	4.80%
C3.2	Exits to Permanency (Legally Free at Exit)	04/01/10	03/31/11	107	110	97.30%	No	-1.60%
C3.3	In Care 3 Years or More	04/01/10	03/31/11	22	43	51.20%	No	16.40%

Improvement Goal 1.0

Increase the percentage of children/youth who exit to a permanent home within 24 months.

Strategy 1.1:	[ ]	CAPIT	**Strategy Rationale:**
Develop a Permanency Team within CWS. The new Permanency Team will be tasked with looking at select PP cases to identify common barriers to permanency, work with Quality Improvement to evaluate current practice and policy, and develop strategies to expedite permanency options for children/youth.	[ ]	CBCAP	Targeted efforts to review Permanency Planning (PP) cases can help identify greater permanency options for children and youth. Permanency planning options include adoptions and guardianship. Tulare County will meet this need by assigning staff within CWS to perform certain functions that will lead to children/youth finding permanent homes sooner.
	[ ]	PSSF	
	[X]	N / A	

Milestone	Timeline	Assigned To
1.1.1 Review select cases in CWS/CMS to identify reasons for children not achieving permanency.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers Quality Improvement
1.1.2 Conduct in-depth review of the process that occurs when the service component changes from FR to PP.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers Quality Improvement
1.1.3 Identify trends in process issues identified via the case reviews and propose policy and training needs.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers Quality Improvement
1.1.4 Implement any new changes to practice or policy and provide training to address permanency issues for youth in PP caseloads.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Quality Improvement CWS Policy & Program Specialists Training
1.1.5 Evaluate results of program and process improvements through the use of data reports and targeted case reviews, Quarterly Outcome Reports and SafeMeasures® and modify as necessary.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Quality Improvement Training Analyst Team

Strategy 1.2: Children in care will have genograms developed at assessment	[ ] CAPIT [ ] CBCAP [ ] PSSF [X] N / A	Strategy Rationale: Genograms developed for children in care will help identify family connections increasing the child's connections to adults in their family.

Milestone	Timeline	Assigned To
1.2.1 Existing material on developing genograms will be identified.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors
1.2.2 Policies and training curriculum will be developed on the use of genograms for children in foster care; training will be developed and delivered to staff	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Policy & Program Specialists Training MSW Intern
1.2.3 Staff will develop genograms for children in care.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Supervisors Social Workers
1.2.4 The consistent use of genograms will be monitored by supervisors and managers.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors
1.2.5 The use and quality of genograms will be evaluated for consistency and impact on outcomes.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors Quality Improvement

Improvement Goal 2.0

Improve permanency outcomes for children/youth in the Permanent Planning caseload.

Identify roles of the other partners in achieving the improvement goals. CWS will continue working with the CPPC membership to build support for families while and post their involvement with the dependency system. CWS will work with UC Davis for TDM training. CWS will work with community-based organizations (CBOs), schools, and others who are part of the TDM process.
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. None identified.

Permanency Outcome: Placement Stability (At Least 24 Months In Care): Measure C4.3 - Child Welfare Services (CWS)

County's Current Performance:

The County's review of the composite scores for this outcome reveals that historic performance has been in the 80% range and about 20% below the accepted standard of 101.50%. Placement stability has been the focus of the last two PQCR cycles.

Measure C4.1 measures stability rates for children newly entering foster care (beginning on day 8 through the first 12 months of care). Performance for this measure has continued in a positive trajectory since September 2009 (Q3-2009). As of the most recent quarter, of a total of 436 children represented in this measure, 364 had fewer than two placement changes during the period of review for a score of 83.50%. The federal goal for this measure is >86%.

Scores for the Measure C4.2 also reveal a positive trend beginning in December 2009 (Q4-2009) when the County posted a score of 50.20%. As of the latest review period (March 31, 2011), the County's score had improved to 59.30%, improved yet still shy of the federal goal of >65.40%. During this period, of a total of 275 children are included in this measure, 163 achieved placement stability when in care 12-24 months.

For the baseline year of 2002/2003, the percentage of children in foster care who were in care at least 24 months who had 2 or fewer placement was 38.20%. As of the most recent reporting period, March 2011, for measure C4.3 (In Care At Least 24 Months) of a total of 352 children included in this measure, a total of 86 met the stability standards. Tulare County will improve scores for this measure by 5% for the reporting period of this SIP report (December 2016).

Measure Number	Measure Description	Most Recent Start Date	Most Recent End Date	Numerator	Denominator	Most Recent Performance	Direction?	Percent Change
C4	Placement Stability Composite	N /A	03/31/11	N / A	N / A	89.90%	Yes	1.30%
C4.1	Placement Stability (8-days to 12 Mo. In care)	04/01/10	03/31/11	364	436	83.50%	Yes	11.30%
C4.2	Placement Stability (12-24 Months)	04/01/10	03/31/11	163	275	59.30%	No	-0.50%
C4.3	Placement Stability (At Least 24 Months)	10/01/09	09/30/10	96	372	25.80%	No	-32.50%

Milestone	Timeline	Assigned To
1.2.1 Review and/or revise policies and training around practice when seven-day notices are given.	☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Social Workers Training
1.2.2 Present new/revised policies and training for conducting a TDM when notice has been given.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
1.2.3 Implement TDM for every seven-day notice or placement change that is requested to discover additional support needs to preserve placements whenever possible.	☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers
1.2.4 Monitor and evaluate implementation of the new practice, review/revise policy and training as needed.	☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors CWS Policy & Program Specialists Training Quality Improvement

Strategy 1.3:			**Strategy Rationale:**
Identify additional supports and training needed by caregivers to help preserve placements.	[ ]	**CAPIT**	Research indicates that multiple placement changes for children can lead to a host of issues. Preserving placements and the engagement of parents and caregivers while the child is in care leads to placement stability and earlier reunification.
	[ ]	**CBCAP**	
	[ ]	**PSSF**	
	[X]	**N / A**	

Milestone	Timeline	Assigned To
1.3.1 Annually review and revise the existing Strategic Foster Parent Recruitment Plan to include foster parents and relative caregivers.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Licensing Staff
1.3.2 Continue joint meetings between caregivers (Foster Parents, Relatives, and Foster Family Agencies) and CWS to identify training and or supportive services needed.	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Licensing Staff CWS Family Advocate

	1.3.3 Continue marketing strategies for foster and adoptive parent recruitment and engage community partners as appropriate to explore ongoing community support.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016		CWS Managers CWS Supervisors Licensing Staff
	1.3.4 Implement Strategic Plan improvements and build capacity for community level support to caregivers.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016		CWS Managers CWS Supervisors Licensing Staff
	1.3.5 Evaluate implemented improvements for effectiveness and efficiency and their impact on placement stability outcomes.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016		CWS Administration CWS Managers CWS Supervisors CWS Family Advocate Licensing Staff
Strategy 1.4: Create a "Placement Unit" within the Permanency Planning Assessment Unit (PPAU).		[ ] **CAPIT** [ ] **CBCAP** [ ] **PSSF** [X] **N / A**	**Strategy Rationale:** Tulare County has developed the PPAU whose functions will include assisting in matching child placements to lower level of care for case carrying social workers, keeping updated lists of available placements for County Foster Homes as well as FFA homes. As cited in the PQCR, developing a Placement Unit to facilitate placements will aid in matching child needs and caregiver strengths, lend support to case carrying social workers, and lead to more stable child placements in lower levels of care.		
Milestone	**1.4.1** Continue to use intake tools to better match children and caregivers.	**Timeline**	☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	**Assigned To**	CWS Managers CWS Supervisors Social Workers PPAU Licensing Staff
	1.4.2 Develop and finalize policy coordinating placement with the PPAU and using the completed child and caregiver profiles.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016		CWS Managers CWS Supervisors PPAU
	1.4.3 Provide training to staff on the new profiles and policy; implement.		☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016		CWS Managers CWS Supervisors Training Social Workers

	1.4.4 Evaluate the impact of the Placement Unit on improving performance on placement stability outcomes using SafeMeasures® and Quarterly Outcome Reports; review and revise policy and training as needed.		☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers CWS Supervisors PPAU Quality Improvement Training Analyst Team
Strategy 1.5 Increase the number of children placed with relatives.		[ ] CAPIT [ ] CBCAP [ ] PSSF [X] N / A	**Strategy Rationale:** According to research, children who are placed with relatives experience more stable placements and maintain connections to families. Tulare County's current performance for initial relative/kin home placements in March 2000 was 37.9% but has steadily declined to 4.2% posted for March 2011. Comparatively, State performance for the same periods was 23.5% and 22.4%, respectively. This has driven the desire of the County to focus attention in the last PQCR and in the current SIP.	
Milestone		**Timeline**		**Assigned To**
	1.5.1 Review/revise current relative assessment and placement policies and training.		☒ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors CWS Policy & Program Specialists Training
	1.5.2 Deliver revised policies and training to staff on the relative assessment process, especially for emergency relative placements which impact initial placement rates for stability outcomes.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers Licensing & Relative Assessment Supervisors CWS Policy & Program Specialists Training
	1.5.3 Implement the new practices according to policy and training.		☒ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☐ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors Social Workers
	1.5.4 Monitor relative placement data using SafeMeasures and evaluate use of new practices to assure relatives are provided first placement preference when appropriate.		☐ Year 1 – Jan 2012-Dec 2012 ☒ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☐ Year 4 – Jan 2015-Dec 2015 ☐ Year 5 – Jan 2016-Dec 2016	CWS Managers CWS Supervisors

	1.5.5 Evaluate the effectiveness and efficiency of revised relative placement policies and revise accordingly.		☐ Year 1 – Jan 2012-Dec 2012 ☐ Year 2 – Jan 2013-Dec 2013 ☒ Year 3 – Jan 2014-Dec 2014 ☒ Year 4 – Jan 2015-Dec 2015 ☒ Year 5 – Jan 2016-Dec 2016	CWS Administration CWS Managers Licensing & Relative Assessment Supervisors Quality Improvement Analyst Team

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

Tulare County will need to hire and train Permanency Planning Assessment Unit (PPAU) staff to accomplish some of the milestones for this measure. Tulare County is committed to engaging and integrating service partners and families to assist with the development of profiles for children and caregivers, the implementation of "Ice Breakers", and the use of TDM. These strategies are meant to positively impact placement stability rates.

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

Additional staff training identified for this and prior measures include training on Team Decision Making (TDM) and on developing genograms. Other training/support needs may result from the ongoing work with caregivers, including relatives, and the new child and family assessments.

No other technical assistance needs identified.

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

Marketing and support for caregivers with community partners can come from ongoing work with the CPPC and the prevention network partners (see the CPPC Report as Appendix to this report Child Protection Plan (2012-2017)). The implementation of "Ice Breaker" meetings and TDMs will require that foster parents, relatives, schools, FRCs, CBOs, and others are engaged in the process of making and preserving child placements. Other services, programs, and blended funding opportunities may come from continued collaboration with system partners identified here.

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

None noted.

County's Current Performance: Probation
Tulare County Probation will focus on three measures within this composite, Measure C1.2 (Median Time to Reunification) and Measure C1.3 (Reunification within 12 Months - Entry Cohort) and C3.1 (Exits to Permanency - 24 Months in Care). In terms of the number of children affected for this measure, during the quarter ending June 2011 one of two children were reunified within 12 months.

Improvement Goal 1.0
Increase the number of children who reunify within 12 months by improving the collaborative case staffing process.

Strategy 1. 1

Increase the number of case staffings that engage the parent, caregivers and child in the case planning and placement decisions.

- ☐ CAPIT
- ☐ CBCAP
- ☐ PSSF
- ☒ N/A

Strategy Rationale
Research has shown that engaging children and families in the case planning process leads to earlier reunification.

Tulare County Probation utilizes case staffings to keep children, families and caregivers connected. In addition they are utilized to address issues as they arise such as behavior issues, placement changes and the transition from foster care.

Milestone	Timeframe	Assigned to
1.1.1 Develop policy and training to implement consistent case staffings	☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
1.1.2 Policy and training are delivered to staff	☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
1.1.3 Case staffings are held as prescribed.	☐ Year 1 Jan 2012- Dec 2012 ☒ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
1.1.4 Case staffing process is evaluated for quality and consistency of delivery	☐ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☒ Year 3 Jan 2014- Dec 2014 ☒ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor

	1.1.5 Case staffing process is evaluated for effectiveness		☐ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☒ Year 4 Jan 2015- Dec 2015 ☒ Year 5 Jan 2016- Dec 2016		Placement Supervisor

Improvement Goal 2.0
Increase the percentage of children who reunify within 12 months by improving the consistent use of concurrent planning

Strategy 2. 1 Review and revise concurrent planning process			☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Tulare County Probation Placement Unit has recently experienced staff turn over which has resulted in a unit of entirely new staff therefore fundamental concepts need to be taught and monitored. In addition, previous practice appears to have been inconsistent.	
Milestone	**2.1.1** Research and develop improved concurrent planning polices and practice.	**Timeframe**	☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	**Assigned to**	Placement Supervisor
	2.1.2 Develop and implement concurrent planning policy and training to staff.		☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016		Placement Supervisor
	2.1.3 Monitor the use of concurrent planning protocols		☐ Year 1 Jan 2012- Dec 2012 ☒ Year 2 Jan 2013- Dec 2013 ☒ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016		Placement Supervisor
	2.1.4 Evaluate the effectiveness of concurrent planning protocols and revise as needed.		☐ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☒ Year 4 Jan 2015- Dec 2015 ☒ Year 5 Jan 2016- Dec 2016		Placement Supervisor

Improvement Goal 3.0
Increase the number of children discharged to a permanent home who have been in care 24 months or longer.

Strategy 3. 1 Develop policy regarding family finding and family engagement and provide training to staff	☐ CAPIT ☐ CBCAP ☐ PSSF ☒ N/A	**Strategy Rationale** Tulare County Probation Placement Unit has recently experienced staff turn over which has resulted in a unit of entirely new staff therefore fundamental concepts need to be taught and monitored. In addition, previous practice appears to have been inconsistent.	

Milestone		Timeframe		Assigned to
	3.1.1 Research and develop improved family engagement/involvement polices and practice.		☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
	3.1.2 Develop and implement family engagement policy and training to staff.		☒ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
	3.1.3 Monitor the integration of family finding and engagement techniques.		☐ Year 1 Jan 2012- Dec 2012 ☒ Year 2 Jan 2013- Dec 2013 ☒ Year 3 Jan 2014- Dec 2014 ☐ Year 4 Jan 2015- Dec 2015 ☐ Year 5 Jan 2016- Dec 2016	Placement Supervisor
	3.1.4 Evaluate the effectiveness of family engagement protocols and revise as needed.		☐ Year 1 Jan 2012- Dec 2012 ☐ Year 2 Jan 2013- Dec 2013 ☐ Year 3 Jan 2014- Dec 2014 ☒ Year 4 Jan 2015- Dec 2015 ☒ Year 5 Jan 2016- Dec 2016	Placement Supervisor

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

Findings from the newly released Children's Services Network of Tulare County's Child Protection Plan (2012-2017) is the culmination of work by community-based organizations, county departments, consumers, and individuals committed to supporting children and families. The Child Protection Plan outlines the framework developed by the Child Protection Planning Committee (CPPC) to address the integration of services required for the System Improvement Plan (SIP) and the Prevention partners Three-Year Plan required by the Office of Child Abuse Prevention (OCAP). The Child Protection Plan has identified available services and has preliminarily identified service gaps along the service continuum. The CPPC clearly recognizes that strengthening collaborative efforts among all entities along the service continuum offers the County the best chance for meeting the goal of having all children live in safe and nurturing communities.

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

Training is needed in family engagement techniques, concurrent case planning processes and effective case staffings.

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

Expansion of partner roles to support family-centered practice.

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

None noted.

D. CWSOIP Narrative:

This section describes how the county will utilize the CWSOIP funds for both CWS and Probation. This is not a definitive commitment of the funds over the course of the SIP, but a documentation of the planning in conjunction with the SIP at the time the SIP is written. This section provides continuity between the three year SIP and the annual SIP Updates in which counties document how the funds were spent for the fiscal year.

CWSOIP funds are intended to support County efforts to improve safety, permanency and well-being for children and families by providing counties with additional resources for activities such as implementing new procedures, providing special training to staff or caregivers, purchasing services to address unmet needs, conducting focused/targeted recruitment of caregivers, improving coordination between public and/or private agencies or any other activity that addresses an AB 636 outcome identified by the county as an area needing improvement.

2008-2011 SIP Child Welfare Outcome Improvement Projects (OIP)

Counties receive an annual allocation of Child Welfare Outcome Improvement Projects (CWSOIP) funding to support SIP goals and strategies. Tulare County's 2009-2012 System Improvement Plan outlined safety, permanency, and stability of children in foster care as its priorities. To accomplish these goals, the County collaborated with its community partners to identify and access local resources to meet their needs. In doing so, Tulare County CWS and Probation utilized its Outcome Improvement funds as outlined below.

CWS Outcome Improvement Program (OIP) Funds (FY 2010/2011 & 2011/2012):

Fiscal Year 2010-2011 (Allocation $163,974) / FY 2011-2012 ($199,743):

Tulare County CWS utilized FY 2010/2011 OIP funds and plans to use FY 2011/2012 funds to further efforts to support safety, child permanency, and well-being. Specifically, the use of funds supported and will continue to support:

- Differential Response;
- Foster parent recruitment, training, and retention; and,
- Exploration of other supportive strategies with community partners which include developing prevention and aftercare support services for families using evidence-based strategies and best practices.

In FY 2012/2013 through 2016/2017, Tulare County plans to continue to utilize OIP funds to build on the above strategies. Additional strategies may include:

- Exploration and implementation of a child focus team for children ages zero to five;
- Aftercare support/recidivism reduction;
- Respite care and other support for foster parents; and,
- Differential Response expansion.

Probation Outcome Improvement Program (OIP) Funds (FY 2010/2011 & FY 2011/2012):

Fiscal Years 2010-2012 (Allocation $20,741) / FY 2011-2012 (Allocation $19,359)

Tulare County Probation utilized OIP funds to further support child permanency and well-being. Specifically, the use of funds supported:

- Family Finding Software
- Support family engagement efforts
- Training for enhanced case management techniques, mobility mapping, genograms, enhanced family finding techniques
- Exploration of other supportive strategies with community partners.

E. Part 1 - Required Attachments

1. **Attachment A - 2011 PQCR Executive Summary**

2. **Attachment B - 2011 CSA Executive Summary**

3. **Attachment C - 2009/2012 Key SIP Accomplishments**

4. **Attachment D – 2011 SIP Measures Logic Models For CWS & Probation**

Attachment A:
Tulare County 2011 Peer Quality Case Review (PQCR)
Executive Summary

Background: California Child and Family Services Reviews (C-CFSR)

In January 2004, California passed Assembly Bill 636 which instituted the Child Welfare Services and Accountability System, also known as the California Child and Family Services Review (C-CFSR). The Outcomes and Accountability System measures child welfare and probation outcomes in the areas of safety, permanency and stability, family relationships and connections, and well-being. The C-CFSR requires county Child Welfare Services (CWS) and Probation Departments to participate in a triennial review process which includes a Peer Quality Case Review (PQCR), County Self-Assessment (CSA), and System Improvement Plan (SIP). This process of continuous review enables counties to track progress on outcome measures and plan for improvement to better serve children and families. Both CWS and Probation work with and provide services to families and youth who are placed in out-of-home care. Additionally, the agencies often work closely with youth who fall under the jurisdiction of the Juvenile Court. Therefore, CWS and Probation partner to review their services and complete the C-CFSR process.

The PQCR is the first step in the C-CFSR process. The purpose of the PQCR is to learn, through intensive examination of a selected focus area aimed at improving the provision of child welfare and probation services. During the PQCR, Social Workers and Probation Officers are interviewed to gather information regarding agency practice, strengths, and concerns. For this PQCR Review cycle, Tulare County invited peers from seven other counties to promote the exchange of best practice ideas between the host county and peer reviewers. This report discusses the results of that collaborative process outlining ideas, practice issues, and recommendations to improve performance on identified outcomes.

Following the PQCR, Tulare County will conduct the County Self-Assessment (CSA). The CSA is a review of CWS and Probation services provided in the county. As part of the CSA, input is sought from community partners regarding county practices, strengths, and concerns. Tulare County will conduct focus groups to hear from community partners and families who work with Child Welfare Services and Probation. In 2011, for the first time, Tulare County will partner with the Office of Child Abuse Prevention (OCAP) for a comprehensive CSA and SIP.

Finally, using the information gathered in the PQCR and the CSA, Tulare County will develop its System Improvement Plan (SIP). The SIP outlines the ideas and changes the County plans to implement to improve practice and outcomes for children, youth, and families. The SIP is developed every three years by CWS and Probation, in collaboration with community partners.

Tulare County is currently in its third triennial cycle. The PQCR was conducted the week of January 10-14, 2011. The CSA will follow with the report due on September 14, 2011. The final integrated System Improvement Plan (SIP)/Three-Year Plan reports are due to California Department of Social Services (CDSS) and the Office of Child Abuse Prevention (OCAP) by January 14, 2012.

Findings:

Tulare County gained valuable information from its 2011 PQCR Review which should improve outcomes in placement stability (CWS) and permanency (Probation) for youth. Much of what was shared by peers, staff, caregivers, and youth resonated with a strong desire to improve practice and ultimately the lives of children and families.

Many of the findings from Tulare County's PQCR are validated by the information found in the literature review process. Specifically, for Child Welfare Services the findings from the research were:

- Multiple placement changes for children younger than five (5) years impacts brain development. Children with multiple moves experience higher levels of trauma and loss and have a higher tendency to exhibit mental health disorders and behavior problems.

- Children who move quickly from their first placement have a higher probability of multiple moves at a later time. Child behavior problems are the largest reason for placement change. Child behavior problems lessen when they have a stable relationship with a caretaker. Children with relatives experience more stability.

- Positive relationship between the child and their social worker minimizes placement changes/disruptions. The more accessible and positive the relationship with the social worker, the fewer placement changes. The retention of social workers is important since the social worker relationship with the child is important.

After reviewing all the PQCR information, the major recommendations being taken forward by CWS are as follow:

- The expansion/refinement of two practices already in place in CWS: Family Finding and Case Staffings. Tulare County CWS uses Family Finding in some cases but desires to institutionalize the practice. Additionally, Tulare County will implement a more formal Team Decision Making (TDM) model to complement the current work staff are doing in case staffings. Both will lead to increased engagement of children and families, strengthening relationships between staff, children, and the families they serve, and for increased placement stability for children.

- Become more intentional in our approach to placement matching. To achieve this CWS would explore a process that allows for the collection of data (foster parent profiles and child assessments) to find the best placement match for children. The act of being intentional in matching children with homes is not enough without some effort to provide training and support to those caretakers. These are endeavors that will require commitment of time and resources. The opportunity to explore support for caregivers will lead to stronger relationships for all and result, in the short term, in more stable placements and, in the longer term, stable and healthy children and families.

- Improve the internal processes of collecting and recording information (child assessments, placement matching, placement preservation efforts, etc.). This will require a review of existing staff resources to address the time consuming process of addressing

placement disruption, placement matching, concurrent planning, and consistently maintaining complete records.

For Probation, the Permanency literature review findings echoed were:

- Nearly half of released youth offenders are arrested within a few years of their release.
- Although many youth are referred for appropriate services, few youth actually receive the necessary services.
- Social/environmental factors associated with elevated risk of prolonged juvenile justice involvement included unmet service needs and/or prior services involvement with special education, child welfare, social services and mental health and/or substance abuse treatment.

After reviewing all the PQCR information, the major recommendations being taken forward by Probation follow:

- The expansion/refinement of two practices already in place in Probation: Family Finding and case staffings. Both will lead to increased engagement of children and families, strengthening relationships between staff, children, and the families they serve.
- Development of training material specific to needs of probation foster youth and expectations of probation to improve collaboration. Develop recruitment campaign for foster parents to assist youth in local resource options for care.
- Identify a network of resources and establish connections within each area to assist youth in receiving services and transitional planning.

This information will provide direction as CWS and Probation proceed with their next steps in the C-CFSR process. These issues will be further discussed and evaluated in the County Self Assessment (CSA). Tulare County will conduct another series of focus groups to gather additional system information from consumers, service partners, and other community-based organizations (CBOs) for the CSA.

Attachment B:
2011 County Self-Assessment (CSA) Executive Summary

County Self-Assessment Executive Summary

This following is a summary of overall findings of the County Self Assessment. Two areas are outlined below – System Strengths/Areas Needing Improvement and Strategies for the Future.

1. Discussion of the System Strengths and Areas Needing Improvements

   a. Safety: Below are highlights of the strengths and opportunities found for safety outcomes that impact performance:

      Tulare County uses Structured Decision Making (SDM) to determine the level of risk and safety for the child and family. The use of SDM is noted as a strength that has helped the County improve performance for the safety outcomes noted earlier by providing a tool that provides consistency in the safety assessments conducted during referral screening and investigation.

      A second strength is the use of SafeMeasures® by staff and supervisors to track caseload level information that can prompt them to respond to referrals and child contacts in a timely manner.

      Thirdly, Tulare County's foster care licensing staff have committed to auditing foster family homes on an annual basis (versus every five years) to increases oversight. This provides the County a means to provide an up to date evaluation of the physical and/or environmental conditions of the homes and to note changes to the household composition that might affect a child's safety.

      Challenges to improving and sustaining performance on safety measures the last couple of years include funding reductions and staff turnover rates. The reduction in funding has resulted in two major staff layoff events in the last two to three years. Staff turnover rates in the range of 20-25 percent also present challenges to sustaining current performance. Consequently, social workers may carry larger caseloads, leaving less time dedicate to each case. These challenges can also be viewed as opportunities to explore alternate ways to support staff and utilize scarce resources to meet a primary mandate – keeping abused and neglected children safe.

      Probation does not have data in the safety measure.

   b. Reunification: Below are highlights of the strengths and opportunities noted for the reunification outcomes that impact performance of both CWS and Probation.

      Tulare County has developed partnerships with community-based providers to offer parents services that help facilitate reunification. These collaborative

efforts maximize available services that are accessible to families in the communities that they live.

The timeliness of completing initial service and needs assessments is a noted strength. The County implemented a "case staffing" process following the last PQCR. The case staffings are used to bring social workers, parents, and service providers to the table to develop plans that can support reunification. Among the recommendations from staff and focus group participants is the desire to adopt a more consistent case staffing process as a way to institutionalize the practice of engaging children, families, and others in developing service plans and strategies that will more quickly reunify children with their families.

The implementation of Wraparound in the last two years provides intensive services to children and families in the home. The target population for Wraparound has been youth who are in group home care, sometimes for a number of years. Coupled with Family Finding efforts, the County has been able to bring youth from residential care back to their communities and to their families with intensive "whatever it takes" service options. This has resulted in a number of successful cases where children have left the dependency system.

Tulare County has identified the challenge of getting parents into needed services timely. While the initial service assessment process is completed timely, it may take some time for parents to actually receive services. These delays result in longer reunification periods which negatively impact these outcome measures. Strategies have been outlined in prior sections of this report and will be better defined in the subsequent System Improvement Plan (SIP) report the County will prepare for January 2012.

Probation noted the following strengths in the Reunification Measure:

It has been determined that consistent case staffings between the supervisor and case carrying probation officer assess service delivery and the need for modifications has benefited the reunification outcome.

The development of the case plan with the youth and family has also proven to assist in the collaborative process thus reunification. This approach to the development of the case plan has proven beneficial in the youth and family taking ownership of the case plan and working toward the goals identified.

Probation also consistently utilizes multi-interagency case staffings to address challenges as they arise. This process is similar to the Team Decision Making (TDM) process and has assisted with services received by our youth and families.

The implementation of Wraparound has also proven to be a positive resource; it has presented the ability to work not just with the youth and family but to partner with the family as a whole in a family-driven strength-based approach.

c. Adoptions: Below are highlights of the strengths and opportunities noted for the adoptions outcomes that impact performance.

Greater efficiencies within Child Welfare Services have resulted in a reduction in the unnecessary delays in getting cases to adoptions once reunification efforts have failed. Some of these improvements include the systematic tracking of timely court submission, the development of adoption case notes, and a reduction in case continuance reports.

A second strength is the recent development of the Permanency Planning Assessment Unit (PPAU). The PPAU was developed to improve permanency for a growing number of cases in the Permanency Planning (PP) caseload. The anticipated roles of the PPAU to directly impact performance for the Adoptions outcomes includes child assessments (for better placement matching), implementing Team Decision Making (TDM) coupled with Family Finding, and conducting concurrent planning to strengthen practice. It is anticipated the PPAU will have a very positive impact for the group of children in the PP caseload.

One other strength is that of the County's Juvenile Court system's partnership with CWS to keep from creating a pool of "legal orphans". This is accomplished by not freeing children in foster care without first identifying strong prospective adoptive families. This has become a standard practice locally and one that is seen as a practice that will result in better permanency for children.

With the strengths of the system also come challenges. One challenge is the large number of sibling group cases. This issue impacts performance because it is harder to get larger sibling groups adopted by one family. Another challenge is that families are not being prepared for the behavioral/mental health challenges children present at the point of finalization. To address this challenge, the County has partnered with a local Foster Family Agency to provide pre and post-adoption support services using Promoting Safe and Stable Family (PSSF) funds. The Foster Family Agency offers the Resources, Education, Advocacy, Crisis Intervention and Hope (REACH) program to the County's adoptive parents and children.

Finally, as discussed previously, the Adoptions Unit was impacted by recent staff reductions. While some of the team of staff who remained in adoptions are highly skilled and experienced, the unit also includes new staff that are still training and building their skills. Other strategies to improve adoption outcomes have been outlined in prior sections of this report.

Probation does not have a process to support adoptions.

d. Long Term Care: Below are highlights of the strengths and opportunities for the long term care outcomes that impact performance:

A key strength noted for this outcome area is the development of the PPAU discussed previously. The County's literature review for the PQCR and findings

from focus groups support that the longer children remain in foster care the harder it is to obtain permanency. The County proposes that the development of the PPAU will improve the outcome measurements in the reunification composites.

Improvement opportunities for CWS and Probation come in more consistent use of concurrent planning, holding case staffings, and Family Finding that will lead to identification of family members for placement and help improve outcomes for this area.

Probation noted the following strengths in the Long-Term-Care Measure:

Within this measure it appears probation officers (PO) have developed the skills necessary to foster a collaborative relationship with the youth. The officers meet with and speak with the youth on their caseloads on a constant basis to ensure youth are following through with the goals they with the PO have identified.

Regular case staffings and multi-interagency case staffing have provided supportive services to youth and assisted them in meeting their case plan goals.

Family finding efforts has also shown to assist with motivation of youth and their follow through in meeting their own needs.

e. Placement Stability: Below are highlights of the strengths and opportunities for the placement stability outcomes that impact performance:

Placement stability has been the focus of the last two PQCR reviews. The first review in 2008 focused on the stability rates for children in care between 12 and 24 months. The second review in 2011 focused on stability rates for children in care from eight days to 12 months. Since the reviews, the County has implemented a number of strategies that included the development of a strategic plan to recruit and retain foster parents and a review and streamlining of the relative home assessment process.

Other strengths of the current system include the development of the PPAU and the continuation of the joint meetings between CWS and care providers (both foster parents and foster family agency (FFA) operators). These joint meetings strengthen communication, identify training items that help support placement stability, and address other program challenges as they arise to find joint solutions.

A strength identified from the last PQCR by visiting peers, and echoed in part by participants of the focus groups held for this assessment, was that social workers exhibit much passion in working with children in their caseloads. Caregivers expressed a desire to do better meeting the needs of children in their care. While compassion in and of itself is not quantifiable, these

characteristics and values of the people responsible for children can only serve to improve outcomes for children and family.

A challenge for placement stability is the practice of placing children in an FFA home upon initial detention of the child. This practice is driven by three related factors: the low number of County foster homes, larger sibling sets encountered in recent years (presumed because of the growing ethnic groups in Tulare County which tend to have larger families), and the lengthy process for assessing and approving relative homes for placement.

The following opportunities to improve placement stability rates were suggestions for both the County's Child Welfare Services and Probation during the last PQCR and have been articulated in earlier portions of this report. These improvements include: use of case staffings; targeted training for caregivers to prepare them to meet the needs of children in their care; developing a mechanism that allows staff to access Criminal Law Enforcement Telecommunications (CLETS) information after hours so they can make emergency placements with relatives; and the expansion of Family Finding to broaden the pool of family members who can take children into their care. Strategies have been outlined in prior sections of this report and will be better defined in the subsequent System Improvement Plan (SIP) report the County will submit in January 2012.

Probation noted the following strengths in the Placement Stability Measure:

The collaborative approach by the probation officer to work with the youth and family in locating placement options appears to have supported placement stability. Parents and youth are asked immediately if there is an important person in their life they would like to be considered for placement and care. If relative or non-relative care is not an instant option youth then will meet the prospective foster parent to ensure they are part of decision making process. If neither of the two options appear available the youth is also part of the group home process it that the youth will meet with the provider prior to placement. In addition, through out the placement the minor and family are constantly asked about people in their lives they would like involved in their case plan or placement options they would like to be explored.

f. Children Transitioning to Adulthood: Below are highlights of the strengths and opportunities for ILP/Emancipation outcomes that impact performance for both Child Welfare and Probation:

Under the THP-Plus program, a partnership with the Tulare County Housing Authority, Section 8 Housing Subsidy Vouchers are made available to help emancipating youth find housing on exit from foster care. Tulare County's partnership with community-based agencies has been successful and the County is currently advocating for additional housing units to better meet demand.

Among the challenges for youth who emancipate, educational pursuits and employment can be difficult to achieve. As discussed in various areas of this report, the impact of a depressed economy, the agrarian-focused County economy, and the lack of state colleges or universities present real barriers for youth. This is an opportunity for the County to seek collaborative opportunities that will enhance the youth's ability to explore creative educational, training, or employment pursuits both locally and where the prospects may be more favorable.

Probation does not have data in this measure.

g. Child/Family Connections and Well-Being: Below are highlights of the strengths and opportunities for the well-being outcomes that impact performance:

A strength already discussed in the report is the passion of staff for the work with children and their desire to keep sibling groups intact whenever possible. The work of the PPAU may well enhance and support efforts to keep children connected to families through family finding efforts, the use of case staffing and/or Team Decision Making (TDM) meetings, and the assessment of children's needs to make better placement matches that will lead to permanency for the child.

Broadening foster parent recruitment, training, and retention will provide Tulare County more opportunity to place children in the most family like settings possible, therefore improving least restrictive placement outcomes. Through its collaborative meetings with care providers, Tulare County CWS is building strong working relationships and identifying additional supports. This effort will ensure that care providers are full partners in caring for abused and neglected children.

Tulare County continues to perform at or above standards in the Health and Dental Exam measures. Tulare County's placement of CWS Nurses in regional offices has been very positive for staff and families. The CWS Supervising Nurse has been able to focus on streamlining the work of the nurse support personnel to meet the health care needs of children in foster care as well as bridging connections between health providers and social workers.

Probation does not have data in this measure.

2. Strategies for the Future

Over the last CFSR cycle, Tulare County has faced a number of challenges in serving children and families. At the same time, the County has implemented a number of strategies and initiatives to help meet the growing need for service and supports. The work of addressing these needs has been informed by a larger group of community members that represent a variety of agencies, service providers, community-based and civic organization, and interested volunteers. These are outlined below:

a. Lisa Project:

One example of this type of collaboration is "The Lisa Project" endeavor during October 2010. That month-long exhibit brought recognition that child abuse and neglect is a community-wide concern and not just the problem of child welfare services alone.

b. Case Reviews/Quality Improvement:

The County's child welfare system has made great strides in improving compliance measures by implementing case review and quality improvement efforts. These efforts are demonstrated by the work of the Quality Improvement (QI) Unit and around focused reviews of case data and outcomes by managers and administrative support staff using SafeMeasures® and Business Objects programs and reports.

c. Agency/Community Partnerships:

Tulare County has been active in developing and strengthening a number of collaborative efforts outlined in this report. The County has recognized the need for continuing partnerships to ensure that children and families become successful. These same partnerships are needed if the County is to address the needs of children exiting foster care when connections to families may have been lost. Providing such support will increase the likelihood that emancipating youth will become contributing members of the communities in which they live.

d. Team Decision Making (TDM):

The County finds that a couple of strategies that will become the vehicles for the work outlined here are the implementation of Team Decision Making (TDM) and the creation of a Permanency Planning Assessment Unit (PPAU).

The County believes TDM will help make improvements in a number of outcome measures. TDM's will serve to:

- Engage children of appropriate age, their parents, the care providers, and others involved with the family to keep the child safe in the least restrictive placement setting possible.
- Be a forum to explore family connections for the child and identify other relatives who can provide safe and stable placement for the child, and his/her siblings, while parents complete services.
- Result in positive trending on placement stability rates as children will remain connected to friends and families, the communities they came from (when appropriate), and in their same schools.
- Can result in an increase in the number of children placed with relatives which increase the likelihood of successful reunification.

- Provide opportunity for social workers to meet with and develop relationships with the child, family, and caregivers through frequent meetings to define services and track progress towards reunification.

e. Permanency Planning Assessment Unit (PPAU):

The PPAU is a large part of the County's response to a addressing the needs of a growing population of children who have lost connections to their family. The staff for this new unit will lead efforts that will benefit not only children in foster care but also social workers carrying large caseloads. The tasks to be undertaken by this new unit include:

- The exploration of a foster parent mentor program for new foster parents who can become overwhelmed when new or unexpected circumstances arise.
- Assessment of foster parents and children that will make available all information to help staff make better placement matches. One strategy identified during focus groups with foster parents and youth was the "Ice Breaker" visits where a foster parent and child would meet before the placement to assure a "good fit" and ensure more stable placements.
- The use of Family Finding to conduct ongoing searches for family members who can be placement resources for children awaiting reunification.
- Coordination and facilitation of Team Decision Making meetings;
- Strengthening concurrent planning practice and ensuring that children find permanent connections when reunification with their families is not likely to occur.

Child Welfare Services believes this County Self-Assessment Report presents the context in which the current system operates. Opportunities are outlined here to increase support to children, their families, and their caregivers. There are also strategies that recognize the fact that Child Welfare Services alone cannot meet the preventative or aftercare needs of children and families and that it must rely on building and sustaining partnerships with agencies, organizations, and informal networks of providers to deliver services in all areas of Tulare County. Finally, there is recognition that front line staff (social workers) needs training, support and recognition for the work they perform. The hiring and training of new staff, the development of the PPAU, and a call to review current caseloads and other systemic factors that impact workload are seen as opportunities to improve the current system. Tulare County will continue its work with its partners so that the subsequent System Improvement Plan will be focused on improving the lives of children and families in Tulare County.

Probation has made great strides and continues to assess services to ensure the needs of our youth and families are met.

- Probation intends to build on identified strengths to better serve the youth and families we serve.
- Strengths identified include the ability of the probation officer to work collaboratively with the youth and family to develop a case plan that meets their individual needs,

the collaborative approach to engage the youth in the placement selection process, the continual discussion with the youth and family to identify life long connections or possible placement options, and the multi-interagency team (MIT) approach to case planning to meet the needs of the youth and family.

- Areas of focus include the formalization of the case staffing process and team decision making (TDM), the refocus of probation officers to utilize and initiate family finding techniques, the development of procedure to utilize mobility mapping, increase visitation between youth and family, and formalize procedures for exit planning.

Attachment C:

Key System Improvement Plan (SIP) Accomplishments (2009-2012)

Peer Quality Case Review (PQCR):

The purpose of the PQCR is to receive input on how to improve child welfare services and practice. The theme for Tulare County's 2008 PQCR was Placement Stability. The Probation Department partnered with the child welfare system and focused their examination on Reunification. Tulare County conducted its most recent PQCR in January 2011.

County Self Assessment (CSA):

The CSA provides an opportunity for counties to review their performance on each of the outcomes and to seek input from their community partners on strengths and challenges. The CSA culminated in a report reviewing the data and efforts of the County. The directors of the Child Welfare Services and Probation agencies signed the report that was submitted to the California Department of Social Services (CDSS) on September 14, 2011.

County System Improvement Plan (SIP):

The State requires that all Safety Outcomes for which the County did not meet state standards are included in the SIP. Tulare County CWS and Probation has targeted two Safety and two Permanency Outcomes along with one Systemic Factor for inclusion in the current SIP as listed below. This SIP Annual Update Report was submitted to CDSS in January 2010. Highlights of that report are outlined in the following sections of this report.

The current SIP cycle ends January 2012 at which time an integrated SIP and Office of Child Abuse Prevention (OCAP) Three-Year Plan are due. Tulare County has worked with its partners to developing the current integrated System Improvement Plan with the OCAP Three-Year Plan.

The Outcomes addressed in the last SIP Annual Update Report are:

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

- Outcome S1.1 – No Recurrence of Maltreatment - [CWS]

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

- Outcome 2B (10-Day Response): Child abuse and neglect referrals by time to investigation. [CWS]
- Outcome 2C: Social Worker Contacts With Child (Monthly) - [CWS]

Permanency and Stability Outcome 3: Children have permanency and stability in their living situations.

- Outcome C2.1: Adoption within 24 Months (Entry Cohort) - [CWS]
- Outcome C2.5: Adoption within 12 Months (Legally Free) - [CWS]
- Outcome C3.1: Exits to Permanency (24 Months in Care) – [CWS]
- Outcome C4.1: Reduce Multiple Foster Care Placements – [CWS]
- Outcome C1.1: Reunification within 12 Months – [Probation]
- Outcome C3.3: In Care 3 Years or Longer – [Probation]

Permanency and Stability Outcome 4: The continuity of family relationships and connections is preserved for children.

- Outcome 4B: Least Restrictive Placement (Initial) – [CWS]

Systemic Factor:

- Improve Management Information System – [Probation]

SIP Update - CWS/Probation Narrative:

Tulare County is providing the following update to the current SIP which addresses progress on the outcomes outlined here and the challenges it has faced since the SIP was submitted in January 2009. These are:

- The FY 2009/2010 State Budget combined with reductions in Tulare County's realignment revenue has had an impact on the County's operations. The most significant changes to the CWS Division are:
  - The CWS Division has decreased staff both in fiscal year 2008/2009 and 2009/2010 because of declining revenues. During these two years 104 positions (38% of its staff) was reduced. These staff reductions include support staff, social workers, probation officers, supervisors, and managers. Probation has not had to reduce filled positions within its department due to the reductions in funds.
  - Next fiscal year's budget reductions may result in additional staff losses for both the CWS Division and the Probation Department. It is anticipated that further reduction of staff might have an impact on service levels and outcomes related to safety, permanency, and well-being.
- Since the submission of the current SIP in January 2009, Tulare County CWS and Probation, like many other counties, have faced budget cuts. Both have been working to find ways to balance meeting mandates and protecting children.

<u>CWS Status Report:</u>

1. <u>Safety Design Team</u>: The group has been meeting for several months to review, implement, and evaluate the proposed strategies. These are:

   a. Outcome # S1.1 – Reduce the Recurrence of Maltreatment: During this period, this Design Team has reviewed data from the UC Berkeley website and from SafeMeasures to understand which children are included in this measure (methodology). As well, quarterly reports have been issued to community partners on the SIP Planning Committee.

Another updated report will be issued by the end of the calendar year to our community partners. The Design Team is also gathering information about Parent Partnership models. The Design Team will continue to monitor this outcome measure.

b. Outcome #2-B Response to 10-day Referrals: This Team has reviewed data and is monitoring the implementation of a couple of strategies to address the timely response to referrals. Scores for this outcome have improved and consistently surpassed the compliance threshold of 90% resulting from providing access to SafeMeasures for all staff. Staff now consistently uses SafeMeasures to monitor their caseloads resulting in better response rates to 10-day referrals.

2. Adoptions Design Team: This team has collected and reviewed the data for the two outcome areas noted here. One major task that has been undertaken is the review of local Concurrent Planning practice. This Team has taken the lead in revising the current policy to bring it into line with current staffing and practice. The team will be identifying and analyzing the issues behind current performance scores. In addition, they will explore the impact of court activities on these outcome measures.

3. Placement Stability Design Team: This team has focused on reviewing and understanding the methodology for each of the three separate areas of focus. Among the common areas for review is the use of SafeMeasures to assist staff with their case management and data tracking, the consistent use of the Team Leader/Social Worker monthly conferences to review outcomes, identification of training needs, and address the work of partner Design Teams.

4. Emerging Practice/Permanency Design Team: This team will focus on reviewing the methodology for one outcome area (#C3.1) and for exploring the implementation of new strategies/initiatives. Important areas for review with this outcome are the exploration of how / if Family Finding may help increase the scores for this outcome. Also, with this update, Tulare County will not pursue implementation of Team Decision Making (TDM) as it will not be implementing Family-to-Family during the current review period. Instead, Tulare County will be implementing a strategy that calls for cases being staffed at certain junctures. Starting in the new calendar year, staff will be required to hold case staffings that include parents, children, and other interested parties to make decisions about service plans and placement. Tulare County anticipates that the new practice will lead to shortened foster care stays and expedite finding less restrictive placements for youth in foster care or with family.

Probation Department Update:

Since the submission of the SIP, the outcome measures of the Probation Department have been evaluated to develop specific plans to address each area needing improvement. The matrices for each of these outcome areas follow this narrative report and serve as the basis

for the agreement between the County and the State for improving performance on these critical measures.

The sections below list the identified areas needing improvement and the action plan to address them.

Permanency and Stability Outcome 3: Children have permanency and stability in their living situations.

Outcome C1.1: Reunification within 12 Months

Within this population it was identified that increased efforts with regard to early and continued family involvement and the connection of the youth to life-long connections would assist in reunification efforts.

A. To address this area the department has modified unit policy to reflect specific mandates for the parent, minor and probation officer.
B. This entails immediate contact with the minor to discuss placement options, begin connectedness mapping, gather possible suitable relative information, begin family finding efforts and to speak to the minor regarding any possible individuals the minor would like involved in their case planning process.
C. In meeting with the parent(s) the focus remains on reunification and addressing the needs which lead to removal. In addition, emphasis is placed on their required involvement with the case planning process; involvement in treatment offered and continued contact with probation. Further information is gathered regarding possible suitable relatives, family finding begins and discussion regarding possible lifelong connections for the minor.

Outcome C3.3: In Care 3 Years or Longer

Within this population it was identified increased awareness and training is necessary to better evaluate treatment provided to this clientele.

A. Specialized training will be provided to the probation officers assigned to the unit to broaden their knowledge base with this specialized population and the variations of treatment offered.
B. With enhanced training it is hoped officers will be better equipped to identify when the treatment provided to the minor in care is not appropriately addressing their needs.
C. An additional resource available is to have an outside licensed professional assess the minor's treatment to assist in the decision making process.
D. Lastly, meetings will occur between probation and their group home providers to advise them of our focus in ensuring the best possible treatment is being provided to the youth in their care and our efforts to monitor that.

Systemic Factor (Probation):

Improve Management Information System

A. Prior to March of 2008 the department did not have an automated system that tracked placement unit (foster care) specific items. Since then, the department has purchased, implemented and is now in the process of fine tuning the system to ensure it meets our needs.
B. Evaluation and comparative analysis will continue to ensure each area within the automated system is utilized and can provide accurate statistical data.

Child Welfare Services & Community-Based Prevention Strategies

A number of systemic reform efforts have been undertaken to positively impact the current service system and make it more responsive to child and family needs. As our community partners have agreed, child abuse is a community problem and there are better ways to help preserve families and to help children remain safely in their home than through the complex system that Child Welfare presents. Among the steps that can be taken to prepare the platform for more systematized services include:

- The Family-to-Family Initiative: The County continues to explore the implementation of this approach to positively impact referral and recidivism rates. Tulare County has keen interest in utilizing the Team Decision Making (TDM) strategy to improve on several outcomes and to provide a platform for increased family engagement.

- Structured Decision Making: The County implemented this risk assessment model and will utilize the tools to help staff make informed case decisions at various stages of the case.

- Wraparound Services: This service delivery option was implemented in 2008. To date, twelve families have been enrolled. The county's partners, CWS, Mental Health, and Probation, are working with a contractor (EMQ FamiliesFirst) to implement this service process.

- Differential Response: In fiscal year 2007/2008, Tulare County implemented a demonstration project in three rural communities (Lindsay, Woodlake, and Goshen). In 2008, Differential Response has been expanded to two additional sites, Visalia and Cutler/Orosi. Tulare County continues strengthening its collaboration and relationships, both formal and informal, with its community partners.

- Early Intervention Unit: Child Welfare Services has developed Early Intervention is an internal program targeted at high-risk families that may benefit from early intervention services, and whose problems have not yet resulted in CWS intervention. The goal is to help families' correct problems at an early stage, before they escalate and require formal intervention.

- Post-Adoption Services: Tulare County contracts with a community-based provider (AspiraNet) to provide post-adoption support services. The service provider was selected via a competitive bid process. Services to post-adoptive parents are designed to improve

parenting skills with respect to matters such as child development and coping with stress, increase parents' confidence and competence in their parenting abilities and afford children a safe, stable and supportive family environment.

- Foster Parent Recruitment, Training, and Retention: Consistent with the *Annie E. Casey Foundations Family-to-Family* initiative, the County will focus efforts to increase placement resources to match child demographics. Increasing efforts to find a child's relatives, friends, or other individuals will support efforts to stabilize placements for children. Therefore, the County will continue to develop a comprehensive recruitment strategy and to engage more foster parents in the County.

- Respite Care Services: Tulare County contracts with a community-based provider (Parenting Network, Inc.) to offer respite care services to CWS families in Family Maintenance or Voluntary Family Maintenance. This service is designed to provide respite care to families in need of temporary relief and healthcare education and instruction for parents and other caregivers that would allow a child to safely return to a family or otherwise remain safely in the home.

- Transitional Housing Program Plus (THP Plus): In March 2008, the first Transitional Housing Program Plus (THP Plus) became operational in Tulare County. AspiraNet was selected to be the service provider by a competitive bid process. By June 2008, ten (10) former foster youth had entered into THP Plus housing and were receiving supportive services to work towards self-sufficiency. By July 2008, the County's THP Plus program had twelve (12) participants and a waiting list of youth needing the services.

- Supporting Father Involvement: Tulare County is one of five (5) pilot counties selected by the Office of Child Abuse Prevention (OCAP) to implement this program. The Lindsay Unified School District was selected as a Tulare County HHSA subcontractor for this grant and began the study on July 1, 2003. The study/program was scheduled to end in June 30, 2009. OCAP has communicated to the county that they intend to extend this contract through June 30, 2012. The study is changing during these additional three years to serve CWS families. The Supporting Father Involvement Study is an intervention designed to increase the positive involvement of father's with their children based on a risk-outcome model that suggests that positive father involvement is a protective factor for children's well being. Positive relationships with fathers can reduce a child's risk of poor school performance, teen pregnancy rates, substance abuse, welfare dependency, delinquency, truancy, and the likelihood of incarceration. Enhancing the quality of father involvement in a family context significantly benefits children, families, and society.

- Family Finding: Tulare County, in collaboration with community partners, will add Family Finding in 2009. Family Finding will be utilized to promote permanence for youth in care, for newly detained children, and to expand the natural supports of families and youth who come to the attention of the CWS system.

- Home-Based Visitation and Parent Education Program: Tulare County contracts with a community-based provider (Family Services of Tulare County) to provide these services. This program delivers services for CWS families who are in Family Maintenance or Voluntary Family Maintenance providing parenting education & life skills training utilizing

the "Parenting Wisely" curriculum. Trained Home Visitors meet with parents or primary caregivers of a child for eight (8) to twelve (12) weeks with the goal of preventing a child's removal from their family by providing one-on-one parent education. This intensive service both teaches and then allows the parent to practice parenting skills with their child under the supervision of a trained home visitor.

- Linkages: The Linkages project is a process to enhance service coordination between TulareWORKs and Child Welfare Services to help families achieve economic stability and ensure child safety and well-being. The Tulare County Linkages Planning Committee is in the process of writing a plan to be submitted to the state to implement linkages in the county. Policy and procedure is being developed. The County piloted Linkages offering services to Voluntary Family Maintenance families in fiscal year 2008/2009.

Attachment D:

2011 System Improvement Pan (SIP) Measures Logic Models

For CWS & Probation

Reunification within 12-Months (Measure C1.1) – Logic Model - CWS

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Consistent use of SDM tools & Comprehensive client assessments	Staff consistently uses the appropriate SDM tools from point of detention and throughout the life of the case including comprehensive assessments of child and family strengths, risks, and service needs	• Families are consistently assessed for safety factors • Children/families have updated, individualized, reliable service plans • Family are engaged in case planning • Clients receive targeted services	• Increased compliance with planned services • Increase in number of children who are safely reunified with families within 12 months • Increase in the compliance rates of SDM tool usage
Case staffing	Staff uses effective case staffing to engage the child, family, extended family, and caregivers while monitoring case plan services and reunification progress	• Children, families, and caregivers are engaged in case decisions/status • Case plan services are better matched to child and family needs • Children, parents, foster parents and staff have clear communication • Caregivers are provided improved services, training, and support • Caregivers are more confident in their skills to manage child behaviors and better support reunification efforts	• Number of case staffing increases • Increased number of children safely reunified with their families • Placement stability rates improve • Case reviews determines that case staffing is used consistently in all cases
Improve the services continuum	Engage community-based providers and public agencies to increase services to children and families	• Families receive services tailored to their needs • Families are more supported in the communities they reside • Community partners are engaged in providing support to children and families who are at risk	• Families successfully reunify earlier • Children do not re-enter the system
Concurrent planning	Staff will consistently conduct concurrent planning from the point of intake to identify permanent connections for children while preserving family connections	• Children have increased family connections as a primary permanency option. • Families are engaged in making permanency decisions • Children will have relationships with extended family	• Increased family engagement leading to increased and quicker reunification • Improved least restrictive placement outcomes with children being placed with extended family/relatives
Relative Search and Notification	Staff will consistently conduct relative searches and notifications for all children entering the foster care system	• Consistently find family connections for children in care	• Increased family engagement leading to quicker reunification • Increased placements in least restrictive settings
Policies are updated and Training is provided	Ensure that established practice changes are documented and understood and implemented	• Staff consistently use SDM, case staffing, client assessment, concurrent planning, and family finding	• Increased number of children who are safely reunified with their families • Improved least restrictive placement outcomes with children being placed with extended family/relatives

Re-entry Following Reunification (Measure C1.4) – Logic Model - CWS

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Consistent use of SDM tools	Staff consistently uses the appropriate SDM tools from point of detention and throughout the life of the case	• Families are consistently assessed for safety factors • Improved family/staff relationships • Families are aware of services, case plans and goals	• Increase in the compliance rates of SDM tool usage from reunification to point of exit • Reduction in number of children re-entering foster care • Reduction in the number of repeat family referrals to the CWS hotline
Case reviews	Staff conducts targeted case reviews of children re-entering foster care following reunification	• CWS has a better understanding for the reasons children re-enter foster care post reunification • CWS assesses practice for consistency and quality • Services will be targeted towards the needs of children and families with higher incidence of re-entry cases	• Case reviews will result in collecting client data to improve services and practice • Reduction in the number of children re-entering foster care following reunification
Data analysis	Track and analyze data gathered from case reviews and reports	• CWS improves policy and training • CWS increases their understanding of the reasons for re-entry • Increased quality of FM and FR services	• Reduction in the number of children re-entering foster care following reunification • Services are targeted to meet data supported needs for children exiting foster care
Improved services through Interagency collaboration and expand Differential Response	Identify community-based services that support families who have newly reunified with their children CWS will work with Family Resource Centers (FRCs) to identify gaps in services for families post reunification	• Increased collaboration between CWS and community partners • Families benefit from increased, targeted services • Children feel safe in their homes following reunification	• Post-reunification families report that they have received increased services that have resulted in happier, healthier, and safer homes • Reduction in the number of children re-entering foster care following reunification
Explore evidence-based/best-practice models	CWS and CPPC will review current practice and research best practice models for the identified needs and service priorities Once a model is selected, funding will be sought to support the service followed by training and implementation	• Increased partnerships between CWS and community based organizations. • Children and families receive evidence-based services • Children are safer once returned home and more likely to reside in positive environments • Families/caregivers feel supported at home and community	• Reduction in the number of children re-entering foster care following reunification • Community-based interventions and services are implemented • Families report that they have received effective services in the communities in which they live
Safety plans	Safety plan model, policies, and training are developed and implemented Social workers will meet with parents to develop individualized safety plans prior to reunification	• Staff consistently develop safety plans with each reunifying family • Families are provided the tools and referrals they need to be successful	• Reduction in the number of children re-entering foster care following reunification • Children are safer once returned home and less likely to be re-abused/neglected

In Care 3 Years or Longer (Emancipated at Age 18) (Measure C3.3) – Logic Model - CWS

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Analyze and Explore Solutions	Staff will research cases of children in Planned Permanent Living Arrangements (PPLA) to identify and analyze the reasons behind youth experiencing lack of permanency	• Staff will identify trends in process issues and recommend practice changes • CWS policies will be revised and practice will be changed to improve permanency for children	• Increased permanency outcomes for children in Planned Permanent Living Arrangement (PPLA) and emancipating youth
Genograms	Genograms will be consistently completed for all children in PPLA Develop curriculum, training and policies related to genograms	• Family members and others important to the child (NREFMs) are identified • Staff will have a tool to assess the level of connection between children and family members	• Increased family engagement leading to quicker reunification and improved permanency outcomes • Improved least restrictive placement outcomes with children being placed with extended family/relatives • Decrease in the length of time children and youth remain in care
Team Decision Making (TDM)	Staff will conduct TDM meetings at the point of a child entering the system and at each placement change Family Finding searches will be completed for children in care 3 years or longer CWS will identify and train key staff in TDM, develop TDM policies, and deliver training prior to implementing TDM	• Clear safety plans are developed by the staff, child, and family • Improved team approach to placement with children, families, caregivers, and community partners meeting to build client-specific support • Family members and others important to the child (NREFMs) are identified • Increased permanency options for children and youth • Children in PPLA obtain family connections • Staff have improved relationships with children and families	• Increased family engagement leading to quicker reunification • Increased placement with extended family/relatives • Increased permanency outcomes for children in PPLA and emancipating youth • Improve placement stability outcomes • Improved least restrictive placement outcomes with children being placed with extended family/relatives • Decrease in the length of time children and youth remain in care
Concurrent planning.	Staff will consistently conduct concurrent planning from the point of intake through the life of the case to identify permanent connections for children while preserving family connections	• Children will be assessed for a dual permanency track at the point of intake through the life of the case • Children and families will be engaged in permanency planning	• Increased family engagement leading to quicker reunification • Increased placement with extended family/relatives • Increased permanency outcomes for children in PPLA and emancipating youth

Placement Stability (At Least 24 Months in Care) (Measure C4.3) – Logic Model - CWS

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Case staffings	Staff consistently uses case staffings to engage the child, family, and caregivers and to continually explore relative placement options	• Children, families, and caregivers are engaged in case decisions/status • Case plan services are better matched to child and family needs • Children, parents, foster parents and staff have clear communication • Caregivers are provided improved services, training, and support • Caregivers are more confident in their skills to manage child behaviors and better support reunification efforts	• Number of case staffing increases • Increased number of children safely reunified with their families • Placement stability rates improve • Case reviews determine that case staffing is used consistently in all cases
Team Decision Making (TDM)	Staff will conduct TDM assessments at the point of a child entering the system and at each placement change (or Seven Day Notice) CWS will identify and train key staff in TDM, develop TDM policies, and deliver training prior to implementing TDM	• Clear safety plans are developed by the staff, child, and family • Improved team approach to placement with children, families, caregivers, and community partners meeting to build client-specific support • Staff have improved relationships with children and families	• Increased family engagement leading to quicker reunification • Increased placement with extended family/relatives • Increased permanency outcomes for children in Planned Permanent Living Arrangements (PPLA) and emancipating youth • Improved placement stability outcomes
"Ice Breaker" meetings	Staff, child, and parents will meet prospective foster parents before placement is made	• Improved placement matching • Increase youth engagement in making placement decisions	• Improve placement stability outcomes • Increased family engagement leading to quicker reunification
Comprehensive client assessments	Staff will conduct an assessment of child and family needs to tailor placement matching	• Children and families needs are accurately assessed • Case plan services are targeted to meet identified needs	• Client assessments are conducted consistently • Children are stable in their placements and retain familial connections • Children and families receive targeted services
Foster parent recruitment, training, and support	Continue recruitment, training and support for foster parents. Continue joint meetings between CWS and County Foster Parents/ FFAs	• CWS increase the number of county foster parents available as placement options • Caregivers obtain needed training and support and are better prepared to deal with specific child behaviors	• The number of children placed in least restrictive placements will increase • Children are placed close to their homes and schools • Improve placement stability outcomes
Relative Placement	Review and revise current policies for relative care placements, including emergency placement Identify training and support needed by relatives to preserve placements	• Relative assessment process becomes more efficient and completed more timely • Child connections to family are identified	• Increased number of children placed with relatives • Increased placement stability for children • Improved efficiency in the relative placement process. • Children have increased likelihood they are placed in least restrictive placements

Probation
Reunification Composite (Measure C1.1- C1.3) – Logic Model

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Comprehensive client assessments	Staff will conduct a comprehensive assessment of child and family strengths, risks, and service needs	• Families are provided effective individualized service plans • Families are engaged in case planning • Staff experience improved relationships with children and families	• Increased compliance with planned services • Improved reunification rates • Client assessments are reliable and valid • Clients receive targeted services
Case staffings	Staff uses effective case staffings to engage the child, family, extended family, and caregivers while monitoring case plan services and reunification prognosis	• Increase in the number of case staffings that are conducted • Case staffings are used consistently and result in effective reunification • Child, families, and caregivers feel supported • Children experience better service matching and an expanded pool of placement options.	• Increased number of children who are safely reunified with their families • Child and family connections are enhanced and families are engaged • Clear communication between children, parents, foster parents and staff are established • Service plans and supports are tailored to child and family needs • Increased placements in least restrictive settings.
Increase supportive services for caregivers	Caregivers will be included in case staffings to help identify service needs	• Caregivers feel heard and supported • Caregivers are provided improved services	• Caregivers are more confident in their skills to manage child behaviors • Caregivers better support reunification efforts
Improve the services continuum	Engage community-based providers and public agencies to increase services to children and families	• Families will receive services tailored to their needs	• Families successfully reunify earlier • Children do not re-enter the system • Families are more supported in the communities they reside. • Community partners are engaged in providing support to children and families who are at risk
Concurrent planning	Staff will consistently conduct concurrent planning from the point of intake to identify permanent connections for children while preserving family connections	• Children will have increased family connections as a primary permanency option for children.	• Increased family engagement leading to increased and quicker reunification • Increased placement with extended family /relatives • Children will have relationships with extended family
Family Finding	Staff will consistently utilize Family Finding for all children in placement	• Children will have increased family connections • Children will be placed with family whenever possible	• Increased success for finding and maintaining family connections for children in care • Increased family engagement leading to quicker reunification • Increased placements in least restrictive settings

Probation
Long Term Care Composite (Measure C3.1) – Logic Model

Inputs	Planned Activities	Outputs/Results	Outcomes/Goals
Family Finding	Family Finding searches will be consistently completed for all children in care Policy and training curriculum on Family Finding is will be completed	• Children will have increased family connections as a primary permanency option for children.	• Increased success for finding family connections for children in long term care • Children maintain family connections • Increased family engagement leading to quicker reunification/permanency • Increased placements in least restrictive settings
Mobility Mapping (genograms)	Mobility Mapping will be consistently completed for all children in long term care. Develop curriculum, training and policies related to mobility mapping	• Children in Permanency Planning will participate in the Mobility Mapping process to discover family connections	• Increased likelihood that family connections will be identified for children in this measure
Concurrent planning.	Staff will consistently conduct concurrent planning from the point of intake through the life of the case to identify permanent connections for children while preserving family connections	• Children will have increased family connections as a primary permanency option for children	• Increased family engagement leading to quicker reunification • Increased placement with extended family / relatives • Increased permanency outcomes for emancipating youth and those turning 18 years and exiting foster care • Increased permanency outcomes for children in long term foster care
Case Staffing/Team Decision Making (TDM)	Staff will conduct TDM assessments at the point of a child entering the system and at each placement change Probation will identify and train key staff in TDM, develop TDM policies, and deliver training prior to implementing TDM	• Children will have increased family connections as a primary permanency option for children. • Families are provided effective individualized service plans and are engaged in case planning • Staff experience improved relationships with children and families	• Children, families, caregivers, and community partners come together to build client-specific support • Increased permanency connections are identified for youth • Improved team approach in case planning • Increased placements in least restrictive settings

Part II – CAPIT / CBCAP / PSSF:

This component includes three sections: the cover sheet, the CAPIT/CBCAP/PSSF Plan, and attachments.

A. CAPIT/CBCAP/PSSF Cover Sheet

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	**January 15, 2012 – December 15, 2016**
Date Submitted:	**February 28, 2012**
Submitted by:	**Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs**
Name & title:	**Cheryl L. Duerksen, Ph.D., HHSA Director**
Signature:	
Address:	**5957 South Mooney Boulevard, Visalia, CA 93277**
Fax:	**(559) 737-4692**
Phone & E-mail:	**(559) 624-8011 / CDuerkse@tularehhsa.org**
Submitted by:	**Child Abuse Prevention Council (CAPC) Representative**
Name & title:	**Beth Wilshire, CAPC President**
Signature:	Beth Wilshire
Address:	**P.O. Box 1062, Visalia, CA 93279**
Fax:	**(559) 625-1533**
Phone & E-mail:	**(559) 625-4007 / beth@casatulareco.org**
Submitted by:	**Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)**
Name & title:	**Sheryl Jones, CAPC Vice President / Foster Parent**
Signature:	Sheryl Jones
Address:	**P.O. Box 1062, Visalia, CA 93279**
Fax:	**(559) 625-1533**
Phone & E-mail:	**(559) 735-0456**

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

Submitted by:	**PSSF Collaborative Representative**
Name & title:	**Cheryl Lennon-Armas, Children's Services Network Chair**
Signature:	
Address:	**327 S. K Street, Tulare, CA 93274**
Fax:	**(559) 686-7549**
Phone & E-mail:	**(559) 686-9772 / carmas@tysb.org**
Submitted by:	**CAPIT Liaison**
Name & title:	**Debbie Benevente, SSA**
Address:	**5957 S. Mooney Blvd., Visalia, CA 93277**
Fax:	**(559) 737-4694**
Phone & E-mail:	**(559) 624-7482 / dbenavente@tularehhsa.org**
Submitted by:	**CBCAP Liaison**
Name & title:	**Debbie Benevente, SSA**
Address:	**5957 S. Mooney Blvd., Visalia, CA 93277**
Fax:	**(559) 737-4694**
Phone & E-mail:	**(559) 624-7482 / dbenavente@tularehhsa.org**
Submitted by:	**PSSF Liaison**
Name & title:	**Debbie Benevente, SSA**
Address:	**5957 S. Mooney Blvd., Visalia, CA 93277**
Fax:	**(559) 737-4694**
Phone & E-mail:	**(559) 624-7482 / dbenavente@tularehhsa.org**
	Board of Supervisors (BOS) Approval
BOS Approval Date:	**February 28, 2012**
Name:	**Allen Ishida, Chairman**
Signature:	

B. CAPIT/CBCAP/PSSF Plan:

1. Planning Process/ County SIP Team Composition [**See Part II - Attachment I**]:

Tulare County's strategy towards developing the Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) plan of the Integrated System Improvement Plan (SIP) included the shared efforts of both internal and external sources. The needs assessment and planning process included the efforts of four autonomous, yet collaborative entities that comprised the SIP team. The partnership that made up the SIP team consisted of members from the Child Abuse Prevention Council (CAPC), Children's Services Network (CSN), Child Protection Planning Committee (CPPC), and the Joint Allocation Committee (JAC). CWS staff held an integral role at all of these meetings to provide technical assistance and ensure that all statutory regulations and funding requirements were followed. A description of the role each of these groups played in this process is described in section 2 (CAPC), section 3 (CSN), section 4 (CPPC), and section 5 (JAC) below.

2. CAPC:

The Tulare County Child Protection Coordinating Council (doing Business as the Tulare County Child Abuse Prevention Council (CAPC)) was incorporated as a private nonprofit in 1982. On February 24, 1987 the Board of Supervisor's appointed the CAPC as the independent agency responsible for reviewing funding recommendations for the Community-Based Child Abuse Prevention Grant (CBCAP), County Children's Trust Fund (CCTF), and Child Abuse Intervention and Treatment (CAPIT) grants. The Council is organized under California Welfare and Institution Code 18980 – 18983.8 and is a private, 501 (c) (3), not for profit agency.

The CAPC meets monthly and is comprised of administrators and managers from 20 local agencies and programs that provide services for children and families. The CAPC has four subcommittees consisting of the Executive Committee, the Prevention Education / Blue Ribbon Committee, the Training Committee, and the Joint Allocation Committee. The CAPC is staffed with a part-time coordinator and an independent bookkeeper.

CAPC provides leadership in public awareness campaigns, particularly about child abuse and neglect during National Child Abuse Awareness month (April). CAPC participates in community events around the County, informing the general public about child abuse and neglect prevention through health fairs, presentations at civic groups, and media outreach. In October 2010, the CAPC raised the funds and sponsored the Lisa Project, which is a multi-media exhibit that allowed visitors to experience stories of abuse and neglect from a child's perspective to raise the community's awareness of child abuse and neglect. The CAPC has decided to bring the Lisa Project back to Tulare County in April

2012 to continue to keep the issue of child abuse prevention awareness present in the community.

a. CAPC Strategic Plan

A grant from Tulare County First 5 supported a CAPC three-year strategic planning process in 2011 to guide the CAPC in future endeavors. The process began with a community advisory committee conducting face-to-face interviews with community representatives. This was followed by a facilitated strategic planning day attended by members of the CAPC. The strategic plan resulted in the following priority areas:

- Marketing and Branding Campaign

  Stakeholders indicate that CAPC recognition is most prevalent amongst non-profit agencies and clients within the child abuse prevention sector. After 30 years in the community, broader recognition and visibility is desirable. The purpose of the 2011-2014 marketing campaign will be to continue to educate the community on child abuse prevention while making the CAPC a household name in Tulare County.

- Community Engagement and Leadership

  Stakeholders from the broader Tulare County community are vital to the CAPC's capacity building efforts. The development of leadership among parents and youth, as well as among representatives of all the key community sectors, will enhance the impact of outreach and awareness. Key sectors include, but are not limited to, the faith based community, service clubs, schools, and the business community.

- Transitional Age Youth Education Campaign

  The purpose of the 2011-2014 Transitional Age Youth Education Campaign is to educate high school and community college students on appropriate parenting and the challenges of being a young parent. This was selected because there was agreement that focusing on the next generation of parents may in fact be the best strategy to eliminate child abuse. This program targets youth before they become parents, but will have components for young parents as well. CAPC will identify and pursue resources as needed to implement this strategy.

- Mandated Reporter Training

  The CAPC is uniquely qualified to be an authority in Mandated Reporter Training for Tulare County. The CAPC has the knowledge

and experience to set regional standardized trainings and delivery systems for mandated reporters. The CAPC may, however, have to increase its capacity to present information in electronic formats and through different types of social media platforms to be able to reach a larger audience.

- Community Building for Child Well-Being

  The CAPC understands that to create a mandate for child well-being and child abuse prevention in Tulare County, the CAPC needs to develop a replicable model. For this reason, the CAPC will focus an in-depth, yet broad effort to build capacity and ownership of child well-being in a selected community. The CAPC will identify a small town that has the following attributes to test a model program:

  i. Solid government and community-based organizational structure;
  ii. Proactive thinking and awareness about child abuse prevention;
  iii. Recognizable opinion-makers and decision-makers;
  iv. Sound program delivery structure;
  v. Involved indigenous leadership.

  Tulare County was recently chosen to partner with Parents Anonymous® Inc. to strengthen partnerships with parents through the development of parent leadership programs and strategies. Currently the CAPC has one parent consumer representative on the Executive Committee and is interested in developing more parent participation and leadership.

Note: The CAPC is exploring a variety of different avenues to increase their capacity to fund these five strategies as defined above. Funding may include pursuing sponsors, fundraising, grants, and CBCAP funds. CBCAP funds are currently being considered to assist in funding the Community Building for Child Well-Being strategy. Further information on CBCAP funding is located in section 5 (b) of this report entitled CBCAP Funding Recommendations. Additionally, CBCAP funding is referenced in section 12 of this report: CBCAP Outcomes.

b. <u>CAPC Support</u>

Tulare County, by funding the CAPC through the County Children's Trust Fund (CCTF), supports child abuse awareness efforts. Pursuant to the Welfare and Institution (W&I) Code Section 18980 et seq., the responsibility for establishing and funding CAPC rests with the County Board of Supervisors.

Revenue sources for CAPC consist of fees from local birth certificate sales and fees from "kid's plate" sales. A fiscal report of revenues and

expenditures is generated by the County's OCAP liaison and delivered at the monthly CAPC meeting to the committee and its membership. The following is the proposed CAPC support for fiscal year 2012-2013.

Funding for CAPC

Fund	Dollar Amount
CAPIT	0
CBCAP	0
PSSF	0
CCTF	$40,000
Kids Plate	0
Other: CAPC	0

3. Children's Services Network (CSN)/Promoting Safe and Stable Families (PSSF) Collaborative:

The Tulare County Children's Services Network (CSN) serves as a collaborative for informational exchange regarding issues, events, research, initiatives, and programs affecting children and families in Tulare County. The CSN consists of five standing committees which include: the Governance Committee, the Training Committee, the Joint Allocation Committee (JAC), the Legislative Advocacy Committee, and the newly formed Child Protection Planning Committee (CPPC). CSN was designated by the Board of Supervisors to review the funding recommendations for Promoting Safe and Stable Families (PSSF) programs and serves as Tulare County's PSSF Collaborative. Services funded with PSSF funds are geared to support community goals to prevent child abuse and neglect and positively impact child welfare outcomes.

In 2009, Tulare County recognized that in order to effectively address how prevention, intervention, treatment and aftercare activities and services would be coordinated and provided over the next three years, a needs assessment process was essential. To this end, the Tulare County's Children's Services Network (CSN) developed a subcommittee called the Child Protection Planning Committee (CPPC). Acknowledging that the information gleaned from this process would be instrumental in strategizing funding priorities for CAPIT/CBCAP/PSSF funds, it was decided that the CPPC would be comprised of leaders and members representing both CSN and CAPC and include Child Welfare Services and Probation Department representatives. The CPPC membership also includes many County and community-based service providers and partners as required for the development of this Integrated SIP. The list of the CPPC membership is included in the Child Protection Plan which is attached as an appendix to this report.

4. Child Protection Planning Committee (CPPC):

Originally convening in early 2010, the CPPC gathered monthly to begin a countywide needs assessment process. The process was designed to identify

service gaps and frame goals and strategies for Tulare County. In addition to the development of the needs assessment, the CPPC developed a framework for child protection which incorporated a continuum of care. This continuum addressed the core domains of prevention, early intervention, intervention, and aftercare, while also analyzing overarching systemic issues that impact these domains.

As previously described, the Child Protection Planning Committee (CPPC) is a subcommittee of the CSN and has membership from representatives who are in leadership roles on both the CSN and the CAPC. Members also include Child Welfare Services and Probation Department representatives along with many County and community-based service providers and partners. Over the course of a year, the CPPC met, gathered and analyzed County specific information to develop the 2012-2017 Child Protection Plan. This plan will be used to help frame the strategies the County is committed to taking over the next three years of this Integrated System Improvement Plan (see the attached Child Protection Plan for 2012-2017 as an Appendix at the end of the Part II report).

a. Gathering Information

To develop this Integrated SIP, the County shared and discussed the California Outcomes and Accountability System (COAS) process with the CPPC. The CPPC planning process was designed to occur concurrently with the development of the Tulare County Integrated System Improvement Plan (SIP) plan so that the results of these two processes could inform one another. Every month, starting in 2010, the CPPC met to examine the child welfare system as a whole. The CPPC reviewed information gleaned from reports provided to the CPPC including the 2011 County Self Assessment (CSA) and the Peer Quality Case Review (PQCR) (see Executive Summaries for each report attached to the end of Part I of this Report). From these reports they were able to view and analyze Tulare County demographic information, CWS performance and outcome data, and service needs. CPPC members were able to enrich the discussion by adding information about the needs for services in their communities where they work and live.

To better understand the need for child abuse prevention services the CPPC developed the 2011 Tulare County Community Survey. This survey was distributed and responses were gathered in February 2011. There were 221 respondents and it is recognized that this survey is not statistically relevant, however; the information did assist the CPPC committee to gather a larger picture of the countywide service needs. The survey results were tabulated and analyzed. From the survey the following is a highlight of some of the key results:

- 55.0% of the respondents selected parenting skills and education provided in a class room setting or in the home would provide the most help to prevent child abuse and neglect

- 40.4% of the respondents selected affordable marriage, family, and child counseling would provide the most help to prevent child abuse and neglect
- 48.9% of the respondents selected affordable child care for work or personal needs as a resource that is lacking in their communities
- 52.0% of the respondents were most comfortable obtaining assistance from a social service agency, family resource center, youth or community center

b. Unmet Needs Identified

Following the information gathering process as described above, the CPPC concluded that Tulare County had a number of unmet needs to address the continuum of child protection. These unmet needs are listed below:

- Community support services that build resiliency and are responsive to the needs of families throughout the County. The following are the top three support services identified:
  - Parenting classes,
  - Counseling/mental health services,
  - Affordable and available child care;
- Organizations in Tulare County with the capacity to provide and/or increase support services;
- Evidence-based programs in Tulare County to serve at-risk children and families;
- Community support services to serve children and families who have successfully reunified and are no longer in the CWS system (aftercare);
- Intense services provided to CWS foster children and families at the beginning of the case and at reunification utilizing strength-based and promising practices and models.

c. Child Protection Plan for 2012-2017

Following the needs assessment process, the CPPC set strategies and priorities for child abuse prevention, intervention, and treatment. The following is an overview of CPPC's Child Protection Plan for 2012-2017 which is provided as an attachment to this report).

There were six key questions the CPPC sought to address which guided their planning:

- What do we want to achieve?
- What are the vision and values that drive our work?
- What strategies will we pursue?
- What resources do we need?
- How do we know we are making progress?

- How will we implement the plan?

With the belief that everyone plays a crucial role in the safety and well-being of children, the CPPC used a comprehensive framework with a continuum of goals and strategies related to prevention, early intervention, intervention, aftercare, and overall systems improvement. The framework and planning process were designed to take a more systematic approach to child protection, focusing on how the child protection system can work effectively with community partners and stakeholders to nurture healthy families and protect children. There are five levels of the child protection continuum identified as follows:

- Systems Improvement: Activities that create connection and awareness across agencies promote and implement strength-based best practices, and increase availability and accessibility of services.

- Prevention: Activities that promote and strengthen the abilities of communities, families, and individuals to keep children safe and preserve healthy families.

- Early Intervention: More intensive supports and services for families where the risk or early evidence of abuse, neglect, exploitation, and violence is acute.

- Intervention: Service provided to families and children when child abuse, neglect, exploitation, and/or violence has occurred.

- Aftercare: Supports and services in the community to prevent re-occurrence of child abuse, neglect exploitation, and violence following intervention and maintain a safe and nurturing family environment.

The CPPC agreed that values are shared beliefs among stakeholders that drive decision-making and priorities. These values are embedded in the goals and strategies and will be used to help determine direction and build community around child protection efforts in Tulare County. The CPPC identified the following five values that will drive child protection efforts in Tulare County:

- Community-Driven: Our work is driven by the voices of children, parents, and leaders within our communities.

- Strength-Based: We believe that all people, families, and communities have strengths. We support organizations that focus on a child or family's strengths to promote positive change and healthy relationships.

- Family and Child-Centered: We value services that respect, support, and empower children and families within their communities.

- Prevention Focused: We support a continuum of services within communities that is reflective of family needs with a focus on supports and resources to help families before crises occur.

- Evidence-Based: We support strategies and activities that demonstrate their ability to meet desired outcomes and those that continue to refine their strategies based on the use of well grounded data.

d. Strategic Goals from the Child Protection Plan for 2012-2017

The efforts of the CPPC culminated in setting the goals and strategies for a comprehensive community plan to protect Tulare County children from abuse and neglect. Listed below are the strategic goals and strategies that Tulare County will explore over the next five years. From these strategies the CAPIT, CBCAP, and PSSF funding priorities will be determined.

System Improvement Goal:

Programs, services, and systems serve children and families effectively and efficiently.

Strategies for this goal:

- Create connections and awareness across agencies with shared vision, beliefs, and strength-based philosophy at all levels.
- Train existing service providers in family-strengthening philosophy and specific techniques.
- Promote and implement strength-based best practices throughout the system and continuum of care from prevention through aftercare.
- Share resources, data, and decision-making between and across all agencies to better support families and children.
- Increase the availability and accessibility of co-located services and the expansion of Family Resource Centers (FRCs) throughout the County.
- Utilize a community-based participatory approach that increases participation and diversity of participants in child abuse and neglect initiatives.
- Support the CAPC advisory committee to ensure community leadership and guidance for child abuse and neglect initiatives and policies.

Prevention Goal:

Tulare County residents are knowledgeable about signs of child abuse and neglect and what individuals, families, and communities can do to prevent it.

Strategies for this goal:

- Expose Tulare County residents to strength-based messaging about approaches, behaviors, and multi-cultural practices that support safe, loving environments where children can grow and thrive.
- Strengthen the inclusiveness of the Child Abuse Prevention Council (CAPC) membership beyond service providers.
- Establish and expand community supports that build resiliency and are responsive to the needs of families.

Early Intervention Goal:

At-risk families are effectively connected to community-based services that are responsive to family needs and prevent entrance into the County system.

Strategies for this goal:

- Identify and connect at-risk children and families to evidence-based services and programs in their communities.
- Identify and engage existing support organizations (schools, civic, etc) and build their capacity to partner and/or provide services.

Intervention Goal:

Children have a stable, safe, and nurturing environment in which to achieve their maximum potential.

Strategies for this goal:

- Utilize and strengthen family assessment to ensure services are aligned with specific family strengths and needs.
- Increase concurrent planning efforts to ensure all children in CWS have a permanent plan.
- Increase intensity of services at the beginning of a case and at reunification utilizing strength-based and promising practices models.
- Recruit more Tulare County foster parents – targeting areas of most need.
- Implement the provisions of AB12 to ensure youth successfully transition to adulthood

Aftercare Goal:

Youth and families leaving the County system have sustained stable, safe, and nurturing environments.

Strategy for this goal:

- Connect families and transitional-age youth with ongoing, long-term supports and services as needed.

e. Next Steps:

The Child Protection Plan for 2012-2017 provides strategic, high-level direction for countywide efforts to ensure the safety, permanency and well-being of children. The CPPC with many community partners will work towards achieving the goals and implementing the strategies outlined above.

The Child Protection Plan for 2012-2017 was formally presented to the CSN in December 2011. The CSN discussed the Plan and subsequently adopted it. This Plan was then used to help identify the needs and strategies included in this SIP (see section 5, Joint Allocation Committee, below).

5. Joint Allocations Committee (JAC)

The CSN and Tulare County CAPC formed a Joint Allocations Committee (JAC) in 2006 to conduct a shared planning process of allocating CAPIT, CBCAP, CCTF, and PSSF funds. The JAC has membership from the CSN, CAPC, and CWS. The County OCAP Liaison attends all JAC meetings and provides technical assistance and guidance over PSSF, CAPIT, and CBCAP regulations. The County OCAP Liaison ensures that all funding decisions meet Federal and State guidelines. The JAC is responsible for child abuse prevention requests for proposals (RFP) and grant funding recommendations. The JAC submits their recommendations for review with the CSN and CAPC. The Children's Services Network (CSN) is the group designated by the Board of Supervisors to review the funding recommendations for PSSF funds. CAPC is the Board of Supervisor's appointed independent agency responsible for reviewing the funding recommendations for the County's CAPIT, CBCAP, and CCTF grants.

The JAC has reviewed the Child Protection Plan for 2012-2017 to glean identified unmet needs, goals, and strategies for child protection in Tulare County. After analyzing the Plan, the JAC identified CAPIT, CBCAP, and PSSF funding recommendations. These recommendations are the following:

a. CAPIT Funding Recommendations

The JAC is recommending that CAPIT funds be used to support three main strategies. Each of these strategies is supported by the unmet needs that were identified in section 4(b) above (CPPC Identified Unmet Needs) and in the CWS SIP Matrix section located in Part 1 of the SIP. These strategies tied to unmet needs are identified below:

1. Identify and implement evidence-based parenting classes in Tulare County to serve at-risk families.

Strengthening partnerships with community-based organizations to provide support services during and after reunification is addressed in the CWS SIP Matrix under the Reunification Composite (Measure C1, strategy 3.2). Another strategy in this composite measure is to increase the use of Structured Decision Making (SDM) Family Strengths and Needs Assessments and Reunifications Assessments to develop better service plans and more effectively connect parents to community providers (strategy 1.3). This would also assist in meeting the following unmet needs identified in the Child Protection Plan for 2012-2017:

- Evidence-based programs in Tulare County to serve at-risk children and families.
- Community support services that build resiliency and are responsive to the needs of families throughout the County. Parenting classes was one of the top three support services identified as lacking in Tulare County.

2. Expand Differential Response services into an additional community in Tulare County. This would be accomplished by identifying and engaging a local organization that provides community support services such as a Family Resource Center located in a rural, impoverished community.

Differential Response is a strategy addressed in the CWS SIP Matrix section under the Reunification Composite Measure C1. Differential Response is described as a strategy to help families develop aftercare service plans and to access resources once their FM or FR case closes (strategy 3.1 and 3.3). This would help meet the following unmet needs identified in the Child Protection Plan for 2012-2017:

- Community support services that build resiliency and are responsive to the needs of families throughout the County. Family Resource Centers typically provide a variety of support services including partnering with community-based organizations (CBOs) to provide parenting classes, counseling/mental health services, and/or information and referrals of affordable and available child care ;
- Organizations in Tulare County with the capacity to provide and/or increase support services
- Community support services to serve children and families who have successfully reunified and are no longer in the CWS system (aftercare).

3. Increase the availability of counseling to at-risk children and families who would otherwise not be able to pay for this service.

Under the Reunification Composite Measure C1, strengthen partnerships with community-based organizations to provide support services during and after reunification is defined in strategy 3.2 of the CWS SIP Matrix. This service will assist in meeting the following unmet needs:

- Community support services that build resiliency and are responsive to the needs of families throughout the County. Counseling/mental health

services was one of the top support services identified as lacking in Tulare County.

- Community support services to serve children and families who have successfully reunified and are no longer in the CWS system (aftercare).

a. CBCAP Funding Recommendations

In planning for fiscal years 2012–2016, the JAC has recommended that the CAPC receive the full CBCAP allocation to help meet one of the goals identified in their strategic plan outlined in section 2(a) above. The CAPC has recommended to the JAC that the CBCAP funding go towards their strategic goal of "Community Building for Child Well-Being". To this end they would pilot a project in the underserved, rural community of Farmersville to develop, operate, expand, and enhance community-based, prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect, with an emphasis on promoting parent leadership and participation in the planning, implementation and evaluation of prevention programs. The CAPC is recommending they implement this pilot with the intended goal of creating a road map for other Tulare County communities to use in creating their own community and child well-being focus projects. This proposal is pending approval by the JAC.

Under the Reunification Composite Measure C1, strengthen partnerships with community-based organizations to provide support services during and after reunification is defined in strategy 3.2 of the CWS SIP Matrix.

This pilot project meets the following needs as identified in section 4(b) (CPPC Identified Unmet Needs):

- Community support services that build resiliency and are responsive to the needs of families throughout the County.
- Organizations in Tulare County with the capacity to provide and/or increase support services

b. PSSF Funding Recommendations

The JAC is recommending that PSSF funds be used to support three main strategies. Each of these strategies is supported by the unmet needs that were identified in section 4(b) above (CPPC Identified Unmet Needs).

1. Continue providing Differential Response services in Tulare County through Family Resource Centers to allow for early, comprehensive, and community-based services to families who have had allegations of abuse or neglect (i.e. home visitation, parent education/support, referral services, and counseling). This strategy will expand Differential Response services to include transitional services (aftercare) to families after children are reunified from CWS. This strategy would braid together both the PSSF Family Preservation and Family Support funding categories.

Differential Response is a strategy addressed in Part 1 of the SIP. Under the Reunification Composite Measure C1, Differential Response is described as a strategy to help families develop aftercare service plans and to access resources once their FM or FR case closes (strategy 3.1 and 3.3 of the CWS SIP Matrix). This would help meet the following unmet needs:

- Community support services that build resiliency and are responsive to the needs of families throughout the County.
  - The top three support services identified were parenting classes, counseling/mental health services, and affordable child care. Family Resource Centers typically provide a variety of support services including partnering with community-based organizations (CBOs) including the provision of parenting classes, counseling/mental health services, and/or information and referrals of affordable and available child care;
- Organizations in Tulare County with the capacity to provide and/or increase support services
- Community support services to serve children and families who have successfully reunified and are no longer in the CWS system (aftercare).

2. Continue to provide post-adoptive services to adoptive families in need of support and crisis intervention. Additionally, this strategy includes providing pre-adoptive services such as completing child available studies on hard to adopt foster children. Older children or children with behavior problems in the CWS system require extra effort to find an adoptive placement and can challenge prospective adoptive families. These children often languish in foster care until emancipation. This strategy would be allocated from the PSSF Adoption Promotion and Support funding category.

Under the Reunification Composite Measure C1, strengthen partnerships with community partners to provide support services during and after reunification is defined in strategy 3.2 addressed in the CWS SIP Matrix. Additionally, the Long Term Care Composite Measure C3 addresses identifying greater permanency options for children and youth. Providing pre-adoptive services would assist in matching children to adoptive homes, therefore facilitating improved permanency for CWS children.

This pilot project meets the following needs as identified in section 4(b) (CPPC Identified Unmet Needs):

- Community support services that build resiliency and are responsive to the needs of families throughout the County.
  - Tulare County has a need to provide specialized pre-adoptive services such as the completion of child available studies for hard to adopt foster children. Older children or children with behavior problems in the CWS system require extra effort to find an adoptive placement. These children often languish in foster care until emancipation.

- Community support services to serve children and families who have successfully reunified and are no longer in the CWS system (aftercare).
    - Families who have completed the adoption process (post-adoption) are historically not provided support services. This occurs because their CWS case is closed and the family is no longer eligible for services. This lack of programs has led some families to become overwhelmed and relinquishing the adopted child who is then placed back into the CWS system. This aftercare program would provide crisis counseling and referrals for mental health service, parenting classes/groups for adoptive parents, and referrals for a variety of other services including affordable child care. This service addresses the top three identified support services (parenting classes, counseling/mental health services, and affordable child care).

- Organizations in Tulare County with the capacity to provide and/or increase support services

3. Develop an intensive service that would be provided to children that are removed from their homes and placed in foster care to assist in facilitating an expedited reunification process. This would be done during the first 15 month period that begins when the child enters foster care. This strategy is not fully developed yet. However, one service the JAC is considering recommending is an intensive supervised visitation program such as the Family Visitation Center model described on the California Evidence-Based Clearinghouse for Child Welfare that can be found at http://www.cebc4cw.org/program/family-visitation-center. Studies have shown that the more a parent and child can visit, the sooner they can be successfully reunified. This is especially important when an infant is involved, as parents and infants benefit from multiple visitation opportunities in order to bond successfully together. This program would align with the Child Protection Plan for 2012-2017 strategy to increase the intensity of services at the beginning of a case and at reunification utilizing strength based and promising practices and models.

Under the Reunification Composite Measure C1, strengthen partnerships with community partners to provide support services during and after reunification is defined in strategy 3.2 addressed in the CWS SIP Matrix in Part I of the SIP. Another strategy in this composite measure is to increase the use of Structured Decision Making (SDM) Family Strengths and Needs Assessments and Reunifications Assessments to develop better service plans and more effectively connect parents to community providers (strategy 1.3). This service would help meet the following unmet needs as identified in section 4(b) (CPPC Identified Unmet Needs):

- Intense services provided to CWS foster children and families at the beginning of the case and at reunification utilizing strength based and promising practices and models.
- Evidence-based programs in Tulare County to serve at-risk children and families.

The JAC will take recommendations described above to the CSN for approval of PSSF funds and to the CAPC for CAPIT and CBCAP fund approval. It is anticipated that final approval will occur in either January or February of 2012. Following approval of this grant funding plan, the JAC will develop and release the Request for Proposals (RFP) targeting services towards these identified unmet needs, goals, and strategies. Contracted services that result from the RFP process are estimated to begin in July 2012. Any changes to these funding priorities will be addressed in the Tulare County CAPIT/CBCAP/PSSF Annual Report.

6. CCTF Commission, Board, or Council:

The CAPC is the planning body and is designated by the Tulare County Board of Supervisors as the council that makes recommendations regarding the County Children's Trust Fund (CCTF). CCTF information is published in the minutes of the CAPC as specified in the Welfare and Institution code section 18970; expenditures from the fund are approved by the CAPC. For further detail of CAPC's role please see the CAPC and OCAP Liaison sections of this report.

7. Parent Consumers:

The Parent Leadership Institute provided by a local contractor, Synchrony of Visalia, was supported with braided funding from CAPIT, CBCAP, CTF, and Tulare County First 5. This program provided parent leadership classes, parent workshops, and parenting skills classes. Participating parents in these programs were recruited from the communities throughout Tulare County. Many of the parents who graduated from these programs became mentors to other parents, community leaders, and parent advocates for various community councils. Annual parent surveys collected from participating parents were used to develop and improve this program.

At the end of fiscal year 2010/2011 Synchrony of Visalia lost their Tulare County First 5 funding. Office of Child Abuse Prevention (OCAP) funds alone could not keep program staff employed, training material on stock, support travel expenses, and pay for facility rent, consequently Synchrony closed the program.

The OCAP funds set aside for parent leadership and education were reallocated to another provider, Family Services of Tulare County, for fiscal year 2011–2012. Family Services provided parenting classes in a limited amount of select communities in Tulare County. The reallocated OCAP funds has increased classes throughout the County and therefore helped fill a service gap for countywide parenting classes.

As previously described, Tulare County recently was selected by Parents Anonymous® Inc. to receive technical assistance at the suggestion of the OCAP representative who identified the need for stronger parent involvement in child abuse and neglect initiatives. It is anticipated that partnership between Tulare County and Parents Anonymous® Inc. will provide the tools needed to effectively strengthen partnerships with parents.

Through these efforts, Tulare County will ensure parents are involved in planning, implementing, and evaluating funded programs. Financial support for parent participation will be explored through technical assistance provided by Parents Anonymous® Inc.

8. The Designated Public Agency:

Tulare County Health and Human Services Agency, CWS, is the public agency designated by the Tulare County Board of Supervisors to administer the programs funded through OCAP. The County ensures fiscal compliance, provides data collection, prepares amendments to the county plan, writes annual reports, and gathers outcome evaluation data for the CAPIT/CBCAP/PSSF plan.

9. The Role of the CAPIT/CBCAP/PSSF Liaison:

Tulare County has designated a County OCAP Liaison who is assigned to manage the prevention services contracts and to provide staff support and disseminate prevention information to the CSN, the CAPC, and the JAC.

The County OCAP liaison is responsible for gathering, storing, and disseminating program information for CAPIT/CBCAP/PSSF funded programs. Documents and data collection utilize Microsoft Office software, primarily Word and Excel. The OCAP Liaison retains electronic and hard copy files for each funded program including: correspondence, copies of contracts and corresponding Board Agenda Items, annual program budgets, mid-year and annual reporting narratives, and monthly or quarterly invoices. Hard files are stored in a secured filing cabinet at the administration office of the Child Welfare Services Agency. An annual 2011 listing of CAPIT/CBCAP/PSSF services is created and dispersed to CSN, CAPC, and CWS staff for informational purposes.

OCAP-funded programs are monitored by the County OCAP liaison who reviews monthly invoices and bi-annual program reports submitted by contract providers. Each provider is required to submit a bi-annual narrative that examines both expenditures and program outcomes. This report delineates successes and challenges experienced as well as strategies to address challenges. In the bi-annual narratives, providers are required to attach data on the number of clients served by age, group, and types of service provided, as required by OCAP. Annually the OCAP liaison conducts a thorough fiscal and programmatic on-site review of contract compliance for each provider. The annual monitoring process requires a list of items from the providers described below:

- OCAP Matrix identifying clients by demographic and services offered;
- A one to two page program narrative including a program review, outcome summary, expenditure report, and an explanation on how challenges were addressed;
- A facility tour and interview with the program director and bookkeeper;
- A review of client progress and program measurement tools, including:
    - Pre and Post -Test Evaluations

    - Customer Service Satisfaction Surveys
    - Program Evaluations;
- A budget review; and
- A review of the scope of work to ensure program fidelity.

The County OCAP liaison prepares an annual comprehensive overview report of the monitoring findings (both program and fiscal) that is presented and reviewed by the Child Abuse Prevention Council and the Joint Allocation Committee. Each provider then receives their individual report(s) that provide a summation of the monitoring results for each of their CAPIT, CBCAP, and PSSF-funded programs.

10. Fiscal Narrative:

Fiscal Accountability

Tulare County accounts for all programs in accordance with Generally Accepted Accounting Principles and adheres to the Financial Accounting Standards Board principles. Accounting systems are designed so that there is adequate safeguarding of assets, with segregation of duties of authorization, custody of assets, and recordkeeping. The accounting system is adequately designed to identify, classify, assemble, record and disseminate all transactions and activities in a timely manner. All transactions and activities are conducted in accordance with the Governmental Accounting Standards Board. Tulare County also undergoes an annual independent audit, which includes an examination of the internal control structure and accounting system.

Fiscal accountability is a shared responsibility between the contractor and the County. Contracted services are awarded based on Request for Proposals (RFP). These RFPs and resulting contracts spell out the contractor's responsibility to ensure fiscal accountability. Contractors are required to ensure that funds are used for the specific services and outcomes that are written into each contract. Contractors are required to track each program to the respective OCAP funding source. This is not a difficult task as most contracts have only one funding source to ensure that the funds are going to the correct target population. For example, contracts using CAPIT funds do not include CBCAP or PSSF funds. There is one exception: PSSF contracts for Differential Response (DR) services braid together two PSSF funding categories, Family Preservation and Family Support Services. DR contractors are required to track the targeted population under both these categories separately. Invoices reflect the percentage of clients served under both these categories.

When an invoice is received, the OCAP Liaison reviews charges for reasonableness and records the charges on a spreadsheet. The OCAP Liaison compares charges against the program budget. In the event a provider is 25% behind budget, the OCAP Liaison will immediately schedule a site visit to discuss if the provider is having difficulty meeting the contractual obligations. If the invoice and charges appear reasonable, the OCAP Liaison will record the CAPIT or PSSF pin code as required by the County Expense Claim, the County Agreement Number, the authorize to pay date, and the OCAP Liaison's signature. The OCAP Liaison will then forward the invoice to

the County Agency's Contracts Unit. CBCAP invoices do not go through the County Expense Claim, and funds are received in advance by the County. The OCAP Liaison will authorize payment in the same way as the CAPIT invoice; however, with no pin code.

Leveraging Funds

Tulare County partners with five Family Resource Centers (FRC's) located throughout the County that provide direct services to at-risk families in the communities where they reside. FRC's use braided and leveraged funding to maximize services. Services include the following:

- SafeCare®, an evidence-based in-home parenting program for children between the age of 0 – 5 (Mental Health Services Act (MHSA) funded)
- Parenting Wisely, an evidence-based in-home parenting program for children 3–18 (MHSA funded)
- Parenting Classes (CAPIT and CBCAP funded)
- Supervised visitations (CWS funded)
- Differential Response (PSSF funded)
- Respite Care for foster parents (PSSF funded)
- Mental Health Services (MHSA funded)
- Family Resource Center Case Management (First 5 funded)
- A variety of other services through various funding sources

The upcoming CAPIT and PSSF Request for Proposal (RFP) in January 2012 will give priority to programs that leverage and braid funding as listed above.

Assurance

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

PSSF – Twenty Percent per Service Category

In accordance with Federal guidelines, the County will allocate available PSSF funding to reflect the 20 percent threshold for each of the four service categories in the upcoming RFP process:

- Family Preservation Services (20% minimum) will support families with prevention and early intervention services.
- Family Support Services (20% minimum) will support families with early prevention and early intervention services.
- Family Time-Limited Reunification Services (20% minimum) will support families with intervention services.
- Family Adoption Support Services (20% minimum) to support prevention, intervention, and aftercare services.

11. Local Agencies – Request for Proposal:

The process for distribution of CAPIT and PSSF funds will be conducted through a competitive bid process. The Request for Proposal (RFP) is being developed and will solicit services identified by the goals set out in the CPPC Child Protection Plan for 2012-2017 (See CPPC section). The CPPC has recently completed a countywide assessment of services, gaps and strategies along with a service continuum (prevention, early intervention, intervention, and aftercare). The RFP for CAPIT, CBCAP, and PSSF will fund services for fiscal years 2012-2016 and will be released early 2012.

Oversight and Monitoring Assurances:

I. The County assures a competitive process will be used to select and fund programs.
II. The County assures that priority will be given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.
III. The County assures that agencies eligible for funding provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, are based on needs of children at risk, and are supported by a local public agency.
IV. The County assures that the project(s) funded shall be culturally and linguistically appropriate to the populations served.
V. The County assures training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
VI. The County assures services to minority populations shall be reflected in the funding of projects.
VII. The County assures the projects funded shall clearly be related to the needs of children, especially those 14 years of age and under.
VIII. The County assures a compilation with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.
IX. The County assures non-profit subcontract agencies have the capacity to transmit data electronically.

CAPIT Assurances:

I. CAPIT funds will give priority for services to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.
II. CAPIT funded agencies shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the California Department of Social Services.

12. CBCAP Outcomes:

Beginning in fiscal year 2012-2013, it is recommended that the full CBCAP allocation be used to support, strengthen, and grow the Tulare County Child Abuse Prevention Council (CAPC) to meet one of the goals of their strategic plan, Community Building for Child Well-Being (see JAC section 5(b)).

The outcome of this pilot project will be to develop, operate, expand, and enhance community-based, prevention-focused programs and activities in an underserved community. This pilot project will be designed to strengthen and support families to prevent child abuse and neglect, with an emphasis on promoting parent leadership and participation in the planning, implementation and evaluation of prevention programs. The CAPC intends on implementing this pilot with the projected goal of creating a road map for other Tulare County communities to use in creating their own community and child well-being focus projects.

Evaluation of outcomes will include the establishment of performance indicators for ongoing review of engagement, short-term, intermediate, and long-term outcomes as displayed below:

Outcomes	CAPC will provide:	Measure
Engagement	A parent feels comfortable accessing community resources.	Participants complete a survey indicating their comfort level and satisfaction in accessing services.
Short-Term	Parents will increase their knowledge of community resources and how to access them.	Increase in the number of referrals of at-risk families to support services.
Intermediate	Families will increase their use of supportive networks.	Increase the number of participants who successfully access and participate in services.
Long-Term	Families will establish safe and supportive environments for their children. Other Tulare County communities will use this model to create a road map to use in developing their own community and child well-being focus.	Decrease in reoccurrence of CWS referrals. Pending development

13. Peer Review:

Tulare County's limited CBCAP funds are not sufficient to plan or implement a peer review process. In fiscal year 2011 – 2012 there are currently two unique programs in Tulare County funded by CBCAP. It would be difficult to find similar programs within Tulare County to conduct a local peer review process. If Tulare County were to go out of county then funds would be needed to assist the visiting peer team.

14. Service Array:

a. Current CAPIT, CBCAP, and PSSF Contracts Ending in June 2012

Tulare County currently has CAPIT, CBCAP, and PSSF funded contracts that provide a continuum of support services for families at-risk of child abuse or neglect. These contracts will be ending on June 30, 2012 and were tied to needs identified in the 2005-2008 Tulare County Three Year Plan and a special CSN/CAPC Tulare County Planning Meeting (held on November 8, 2009) to develop more current strategies based on identified unmet needs. The contracted services and unmet needs are described more thoroughly in an addendum to the CAPIT/CBCAP/PSSF Services and Expenditure Summary Workbook that is included as an attachment. These contracts are funded by braiding funds from federal, state, and county sources including PSSF, CAPIT, CCTF, and CBCAP. Blending funding increases the County's ability to avoid duplication of services, ensures optimum prevention service utilization and maximizes funding to provide a continuum of services. Contracted services supported with CAPIT, CBCAP, and PSSF funds for fiscal year 2011-2012 include:

- AspiraNet provides pre- and post-adoption services to Tulare County families through the Resources, Education, Advocacy, Crisis Intervention and Hope (REACH) program. (PSSF Adoptions funded)

- Boys & Girls Club program offers children and youth ages 5 to 18 various programs designed to provide safety awareness and peer involvement. (CAPIT & CCTF funded)

- Court Appointed Special Advocates delivers support services to children and youth ages six to eighteen who are detained by the Juvenile Courts for abuse, neglect, and abandonment. Services consist of ensuring that children in the CWS system are provided support services in their home and community. This includes transportation to and from services (including counseling, mental health services, therapeutic services for families, etc.). (CCTF and PSSF Reunification funded)

- Central California Family Crisis Center performs counseling services for children and youth ages six to seventeen who are residing in emergency and transitional shelter programs due to homelessness and domestic violence. (CAPIT funded)

- Family Services of Tulare County conducts therapeutic reunification and supervised visitation at the Counseling Center and at the Children's Counseling/Supervised Visitation Center in Visalia. (CCTF funded)

- Family Services of Tulare County offers parenting classes in rural communities. (CAPIT and CBCAP funded)

- Children's Safety and Health offer height and weight appropriate booster seats, car seat curriculum, car seat inspection services and hands on car seat installation training for parents with children six to eight years. (CBCAP funded)

- Parenting Network provides respite care services for foster parents. (PSSF Time Limited Reunification funded)

- Tulare County Office of Education presents child abuse and neglect prevention education to empower elementary school aged children to seek help when faced with abuse or neglect. (CAPIT and CCTF funded)

- Tulare Youth Service Bureau provides treatment services and crisis counseling for victims of child sexual abuse and their families. (CAPIT and CCTF funded)

- Family Resource Centers provide Differential Response services to CWS referrals identified as Path I and Path II. (PSSF Preservation/Support funded)

b. CAPIT, CBCAP, and PSSF Funding Plan for Contracted Services Beginning July 2012

As discussed in section 5, the Joint Allocation Committee (JAC) has reviewed the Child Protection Plan for 2012-2017 to glean identified unmet needs, goals, and strategies. From this information, the JAC has developed the PSSF, CAPIT, and CBCAP funding recommendations. The JAC will take these recommendations to the CSN for approval of PSSF funds and to the CAPC for CAPIT and CBCAP fund approval.

It is anticipated that final approval of the PSSF, CAPIT, and CBCAP funding plan will occur in either January or February of 2012. Following approval, the JAC will develop and release the Request for Proposal (RFP) targeted towards these identified unmet needs, goals, and strategies.

c. Additional Service Array

The following describes addition services provided in Tulare County to support at-risk children, youth, and families:

SafeCare® (Early Intervention and Intervention)

The SafeCare® program is contracted to five Family Resource Centers and one community-based organization in Tulare County. This program teaches parents how to create safe environments for their children. SafeCare® is an evidence-based training program for parents who are at-risk or have been reported for child abuse and neglect. The primary target population is families with children ages zero to five but may serve children up to the age of seven. This in-home parenting program typically serves families from four to six months in length.

Parenting Wisely (Early Intervention and Intervention)

Parenting Wisely is another contracted evidence-based in-home parenting program that serves parents and children ages seven to eighteen. Parenting Wisely is a self-administered, highly interactive computer-based program that teaches parents and children skills to improve their relationships and decrease conflict through support and behavior management. This program is a minimum of eight weeks. The target population is CWS families either reunifying with their children or in Family Maintenance or Voluntary Family Maintenance Program.

Supporting Father Involvement (SFI)

The SFI program is an intervention designed to increase the positive involvement of father's with their children based on a risk-outcome model that suggests that positive father involvement is a protective factor for children's well being. Positive relationships with fathers reduces a number of risks to children and teens , including poor school performance, higher rates of teen sexual activity, substance abuse, welfare dependency, delinquency, truancy, and the likelihood of incarceration. Enhancing the quality of father involvement in a family context significantly benefits children, families, and society.

Transitional Housing Program-Plus (THP-Plus)

THP-Plus is a program that assists former foster youth to secure stable housing and progress with life goals including educational attainment, employment, physical and mental well-being, and connections to the community. Tulare County is funded to provide twelve (12) beds in six (six) apartment units for the fiscal year 2011/2012.

Youth Transitions

The Youth Transitions program is a partnership between CWS, TulareWORKs, the Tulare County Workforce Investment Board, and Community Services & Employment Training (a community-based organization). This program is designed to serve youth ages 16-21. Emancipated foster youth and youth currently in foster care are a primary focus of this program. The Youth Transitions collaborative offers training, job placement, mentoring, and support services. Through this program, young people gain the skills and confidence necessary for successful transitioning to adulthood, employment, and self-sufficient lives.

Intensive Treatment Foster Care (ITFC)

ITFC is a family-based treatment program with enriched support services that provides a stable alternative to institutional care for severely emotionally disturbed children or children with behavior issues. Intensive foster care services provide effective therapeutic intervention. Foster parents are trained to provide care to children with special needs. Each child's treatment is goal directed, outcome specific, and behaviorally oriented.

SB 163 Wraparound Services

Senate Bill 163, Chapter 795, Statutes of 1997, provided for the establishment of a statewide pilot project to keep eligible children in or return them to permanent family settings. Wraparound is a family-centered, strength-based, needs-driven planning process for creating individualized services and supports for children and their families. This allows counties the flexible use of state foster care funds to provide eligible children with family-based service alternatives to group home care using Wraparound as the service alternative.

Central Valley Regional Center (CVRC):

CVRC is responsible for the placement of developmentally disabled, special needs, and drug exposed infants/children. CVRC maintains crisis and placement homes where caretakers are trained to care for these children. CVRC also assists the county in the placement of these children who become dependents of the courts, and are providers and contractors for respite care for foster parents of special needs children.

Respite Care Services

Tulare County contracts with a community based provider to offer respite care services to CWS families in Family Maintenance or Voluntary Family Maintenance. This service is designed to provide respite care to families in need of temporary relief and healthcare education and instruction for parents and other caregivers that would allow a child to safely return to a family or otherwise remain safely in the home.

13. CAPIT/CBCAP/PSSF Services and Expenditure Summary:

The CAPIT/CBCAP/PSSF Services and Expenditure Summary is included as an attachment

Glossary of Terms:

Term	Definition
AB 636	The Child Welfare System Improvement and Accountability Act of 2001 (AB 636, Steinberg). Identifies and replicates best practices to improve child welfare service (CWS) outcomes through county-level review processes. Also referred to as California-Child and Family Services Review (C-CFSR).
Alternative Dispute Resolution (ADR)	Non-adversarial and confidential process conducted by a neutral third party to assist two or more disputing parties reach a mutually acceptable and voluntary agreement as an alternative to litigation or contested hearing.
C-CFSR	California Child and Family Services Review: See AB 636
CalWORKS Child Welfare Service Integration Project	Families who are recipients of both CalWORKS and CWS receive coordinated services to leverage maximum effectiveness from each program.
Children	Under 18 years of age.
Child Well-Being	A primary outcome for CWS focuses on how effectively the developmental, behavioral, cultural and physical needs of children are met.
Child Abuse and Neglect Prevention	W& I Code Section 18951 (e) defines "child abuse." Therefore we may define "child abuse and neglect prevention" as: The prevention of (1) serious physical injury inflicted upon a child by other than accidental means; (2) harm by reason of intentional neglect, malnutrition, or sexual abuse; (3) lack of basic physical care; (4) willful mental injury; and (5) any condition which results in the violation of the rights or physical, mental, or moral welfare of a child.
Child Abuse Prevention, Intervention and Treatment Program (CAPIT)	The Child Abuse Prevention Intervention and Treatment (CAPIT) program was established with the intent to address needs of children at high risk of abuse and neglect and their families by providing funding for child abuse and neglect prevention, intervention, and treatment programs.
Child Abuse Prevention Coordinating Councils (CAPC) Child Abuse	Child Abuse Prevention Coordinating Councils (CAPC) of California are community councils appointed by the county Board of Supervisors whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. Their activities include: providing a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases, promoting public awareness of the abuse and neglect of children, and the resources available for intervention and treatment, encouraging and facilitating training of professionals in the detection, treatment, and prevention of child abuse and neglect, and recommending improvements in services to families and victims. CAPC's work in collaboration with representatives from disciplines, including: public child welfare, the criminal justice system, and the prevention and treatment services communities. Council participation may include the County Welfare or Children's Services Department, the Probation Department, licensing agencies, law enforcement, the office of the District Attorney, the courts, the coroner, and community-based social services, community volunteers, civic organizations, and religious community.
Children with Disabilities	The term "children with disabilities" has the same meaning given the term "child with a disability" in section 602 (3) or "infant or toddler with a disability" in section 632 (5) of the Individuals with Disabilities Education Act (IDEA), (42 U.S.C. 5116h)
Community-Based Child Abuse Prevention (CBCAP)	The Community-Based Child Abuse Prevention (CBCAP) program supports community based efforts to develop, operate, expand, enhance and network initiatives aimed at the prevention of child abuse and neglect. CBCAP supports networks of coordinated community resources and activities in an effort to strengthen and support families and reduce the occurrence of child abuse and neglect. CBCAP is intended to foster an understanding and appreciation of diverse populations to increase effectiveness in prevention and treatment of child abuse and neglect.

Community Response (*see also Differential Response)*	A proactive response for assessment of situations involving families under stress who come to the attention of the CWS but who do not present an immediate risk for child maltreatment. Provides families with access to services to address identified issues without formal entry into the system.
Concurrent Planning	The process of coupling aggressive efforts to reunify the family with careful planning for the possibility of adoption or other permanency options should the circumstances prevent the child from returning home.
Consolidated Homestudy	Our current system licenses foster parents, and if a foster parent decides they wish to adopt a foster child they have in their home, a separate process called an adoptive Homestudy is completed. The consolidated Homestudy is a one-time study that would approve families for foster care and/or adoption and would facilitate concurrent planning.
County Data Report	The County Data Report is a compilation of data provided by CDSS and is the basis of the County Self-Assessment. The report includes: ➢ Child Welfare Participation Rates ➢ Outcome Indicators ➢ Process Measures ➢ Caseload Demographics
Differential Response (DR)	A graduated system for addressing referrals to the Child Abuse Hotline/Intake involving an initial assessment designed to identify immediate steps necessary to assure child safety and family engagement in such services as may be required to support them in performance of their parenting responsibilities.
Early Reunification	Efforts directed at enhancing parental protective capacity in order to permit the child to return to his or her family within 30 to 60 days of placement.
Entry Cohorts	A group of children who entered out of home care for the first time during a designated time period (e.g., what are the characteristics of children who entered care for the first time during the given year?) Entry cohorts represent ***all*** children taken into care along with their entire histories in out of home care. Thus, information based on entry cohorts is the most accurate approach to tracking outcomes (e.g., of all children entering during a given year, what proportion had reunified by 12 months after coming into care?)
Evidence-Based Programs and Practice	Evidence-based programs and practices (EBP) is an approach to social work practice that includes the process of combining research knowledge; professional/clinical expertise; and client and community values, preference, and circumstances. It is a dynamic process whereby practitioners continually seek, interpret, use, and evaluate the best available information in an effort to make the best practice decisions in social work. Valuable evidence may be derived from many sources – ranging from systematic reviews and meta-analysis (highest level of evidence) to less rigorous research designs (lower level of evidence).
Exit Cohorts	A group of children who left out of home care during a designated time period (e.g., what are the characteristics of children reunified with families during the past 12 months?) Exit cohort-based data (e.g., time in care for those children who reunified during a given year) are misleading, since this cohort only captures children who did actually exit.
Fairness and Equity	Modification of policies, procedures, and practices and expansion of the availability of community resources and supports to ensure that all children and families (including those of diverse backgrounds and those with special needs) will obtain similar benefit from child welfare interventions and attain equally positive outcomes regardless of the community in which they live.
Family Preservation	The term "family preservation services" means services for children and families designed to help families (including adoptive and extended families) at risk or in crisis to remain intact. These services include:

	➢ Service programs designed to help children, where safe and appropriate, return to families from which they have been removed; or be placed for adoption, with a legal guardian, or, if adoption or legal guardianship is determined not to be safe and appropriate for the child, in some other Planned Permanent Living Arrangement (PPLA) ➢ Pre-placement preventative services programs, such as intensive family preservation programs, designed to help children at risk of foster care placement remain safely with their families; ➢ Service programs designed to provide follow-up care to families to whom a child has been returned after a foster care placement; ➢ Respite care of children to provide temporary relief for parents and other caregivers (including foster parents); ➢ Services designed to improve parenting skills (by reinforcing parents' confidence in their strengths, and helping them to identify where improvement is needed and to obtain assistance in improving those skills) with respect to matters such as child development, family budgeting, coping with stress, health, and nutrition; and ➢ Infant safe haven programs to provide a way for a parent to safely relinquish a newborn infant at a safe haven designated pursuant to a State law. (42 U.S.C. 629a)
The Family-to-Family Initiative	This initiative was developed in 1992 by the Annie E. Casey Foundation. It was field tested in communities across the country and was shown to effectively incorporate a number of strategies consistent with the values and objectives of the redesign of child welfare services. Currently, 25 counties are participating in the initiative.
Family Well-Being	A primary outcome for California's CWS whereby families demonstrate self-sufficiency and the ability to adequately meet basic family needs (e.g., safety, food, clothing, housing, health care, financial, emotional, and social support) and provide age-appropriate supervision and nurturing of their children.
Initial Assessment	The intake function, the focus of which is to learn more about the immediate safety issues for the child, as well as obtain background information about the parent through collateral contacts.
Promoting Safe and Stable Families (PSSF) Program	The Promoting Safe and Stable Families (PSSF) program provides grants to states and Indian tribes to help vulnerable families stay together. The PSSF is 100% federally funded. In an effort to reduce child abuse and neglect, the PSSF program supports services to help strengthen and build healthy marriages, improve parenting skills and promote timely family reunification in situations where children must be separated from their parents for their own safety. The program works with state child welfare agencies to remove barriers that stand in the way of adoption when children cannot be safely reunited with their families. The Adoption and Safe Families Act (ASFA) specifies that PSSF funds be allocated at a minimum of 20 percent to each of the following service components: Family Reunification, Family Support, Time-Limited Family Reunification, and Adoption Promotion and Support. Strong rationale must be presented if allocations fall below the 20% funding level.
Maltreatment	An act of omission or commission by a parent or any person who exercises care, custody, and ongoing control of a child which results in, or places the child at risk of, developmental, physical, or psychological harm.
Non-Adversarial Approaches	Practices, including dependency mediation, permanency planning mediation, family group conferencing, or decision-making and settlement conferences, designed to engage family members as respected participants in the search for viable solutions to issues that have brought them into contact with CWS. (*See also Alternative Dispute Resolution (ADR)*).
Outcome Indicators	To show *whether* or *how much* the client has improved, or was otherwise affected by what we have done.

Peer Quality Case Reviews (PQCR)	A key component of the C-CFSR designed to enrich and deepen understanding of a county's actual practices in the field by bringing peers from neighboring counties to assess and help shed light on the subject county's strengths and areas in need of improvement within the Probation and CWS delivery systems and social work practice.
Performance Indicators	Specific, measurable data points used in combination to gauge progress in relation to established outcomes.
Permanence	A primary outcome for CWS whereby all children and youth have stable and nurturing legal relationships with adult caregivers that create a shared sense of belonging and emotional security enduring over time.
Process Indicators	To show *how* we will achieve the outcome. [Many Division 31 regulations measure *process* indicators.
Program Improvement Plan (PIP) (federal)	A comprehensive response to findings of the CSFR establishing specific strategies and benchmarks for upgrading performance in California in all areas of nonconformity with established indicators.
Prevention	Service delivery and family engagement processes designed to mitigate circumstances leading to child maltreatment before it occurs.
Resource Families	Relative caregivers, licensed foster parents, and adoptive parents who meet the needs of children who cannot safely remain at home. Resource families participate as members of the multidisciplinary team.
Risk, Safety, and Needs Assessment	After the initial face-to-face assessment, there are subsequent meetings with the family to do a comprehensive assessment of strengths and needs, parental protective capacity, ongoing risk, and continued review of safety plans. If safety is continuing concern, and the case is being handled by the community network, the agency will re-refer the case to CWS. The nature of the case plan that emerges from the comprehensive assessment will differ based on what had to be done to assure safety, what the goals are for the case, and who should be involved in promoting the necessary changes within the family. Safety assessments will be done at multiple times during the life of a case. The first face-t-face assessment will be done when direct information is gathered as to the current safety and risk. Based on this initial assessment, safety plans will be put into place immediately as needed. By gathering information as to the concerns about the protection of the child, by exploring the protective capacity of the parents, and by preliminarily identifying needs for services, the worker will assess risk. As the case moves forward to comprehensive assessment and service planning, a more thorough understanding will be obtained of family strengths and needs, as well as changes that must be made to assure the ongoing safety and protection of the child. Decisions on case closure will also address safety, risk, and whether necessary changes to assure child safety have been made.
Safety	A primary outcome for CWS whereby all children are, first and foremost, protected from abuse and neglect.
Shared Family Care	Temporary placement of children and parents in the home of trained community members who, with the support of professional teams, mentor the families to the point that they develop the necessary skills, supports, and protective capacity to care for their children independently.
Shared Responsibility	The concept encourages community residents to get involved in child protection. It offers opportunities for participation and stresses the importance and impact of the whole community's responsibility for child safety and well-being. This does not negate the ultimate accountability for the CWS agency for child protection – rather, it engenders a community mind-set to develop the necessary capacity to protect children and to strengthen and preserve families.
Standardized Safety Approach	A uniform approach to the safety, risk, and protective capacity of the adult caretaker to assure basic levels of protective responses statewide and to assure that fairness and equity is embedded in criteria used for case decisions.

Successful Youth Transition	The desired outcome for youth who experience extended stays in foster care, achieved by the effective provision of a variety of services (e.g., health and mental health, education, employment, housing, etc.) continuing through early adulthood, while simultaneously helping youth to maintain, establish or re-establish strong and enduring ties to one or more nurturing adults.
System Improvement Plan (SIP)	A key component of the C-CFSR, this operational agreement between the county and the state outlines a county's strategy and action to improve outcomes for children and families.
Time-Limited Family Reunification	In general the term "time-limited family reunification services" means the services and activities described below that are provided to a child that is removed from the child's home and placed in a foster family home or a child care institution. The services and activities are also provided to the parents or primary caregiver of such a child in order to facilitate the reunification of the child, but only during the 15-month period that begins on the date that the child, pursuant to section 475(5)(F), is considered to have entered foster care. The services and activities described for time-limited family reunification include the following: ➢ Individual, group, and family counseling. ➢ Inpatient, residential, or outpatient substance abuse treatment services. ➢ Mental health services. ➢ Assistance to address domestic violence. ➢ Services designed to provide temporary child care and therapeutic services for families, including crisis nurseries. ➢ Transportation to or from any of the services and activities described in this subparagraph. (42 U.S.C. 629a)
Uniform Practice Framework	A fully articulated approach to all aspects of child welfare practice that: ➢ Uses evidence-based guidelines for the start-up phase and on-going incorporation of known well-supported, best, or promising practices. ➢ Aligns with sound child and family policy. ➢ Is responsive to unique needs of diverse California counties. ➢ Can be integrated with a Differential Response System. ➢ Addresses shared responsibility with the community. ➢ Emphasizes non-adversarial engagement with caregivers. ➢ Integrates practice work products from the Full Stakeholders Group and the Statewide Regional Workgroups.
Vulnerable Families	Families who face challenges in providing safe, nurturing environments for children, including those demonstrating patterns of chronic neglect, those with young children (ages 0-5), those impacted by alcohol and drug abuse, homeless/poverty families, victims of domestic violence, and those with members whose mental health is compromised.
Workforce	A broad array of professionals and paraprofessionals who must come together to ensure the protection, permanence and well-being of children and families, including CWS at the county and state level along with such partners as resource families, community agencies, other public systems (e.g., mental health, education, public welfare, the court) and other service providers.

Part II - ATTACHMENTS

Attachment E:	**BOS Notice of Intent**
Attachment F:	**Tulare County Child Abuse Prevention Council (CAPC) Membership Roster**
Attachment G:	**2011 Tulare County Children's Services Network (CSN) Membership Roster**
Attachment H:	**CAPIT/CBCAP/PSSF Services and Expenditures Summary – Proposed Expenditures - Workbooks I & II**
Attachment I:	**CAPIT/CBCAP/PSSF Services and Expenditures Addendum Summary (For Contracts Ending June 30, 2012)**
Attachment J:	**Tulare County 2012 System Improvement Planning (SIP) Committee**
Attachment K:	**BOS Resolution Approving the 2012-2016 Integrated System Improvement Plan (SIP)**
Attachment L:	**BOS resolutions establishing a Child Abuse Prevention Council (CAPC) and the Commission, Board or Council for administration of the County Children's Trust Fund (CCTF)**
References:	
Appendix:	**Tulare County Children's Services Network (CSN) Child Protection Plan (2012-2017)**

Attachment E: BOS Notice of Intent

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

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

PERIOD OF PLAN: JANUARY 15, 2012 THROUGH DECEMBER 15, 2016

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 **Tulare County Health and 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 **Tulare County Health and Human Services Agency** as the public agency to administer PSSF.

Please enter an X in the appropriate box.

[X] The County intends to contract with public or private nonprofit agencies to provide services.

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

In order to receive funding, please sign and return the Notice of Intent 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 — Date: February 28, 2012

Allen Ishida — Board Chair

Print Name — Title

Attachment F:

2011 Tulare County Child Abuse Prevention Council (CAPC) Membership Roster

Beverly Anderson, MFT - (559) 901-6931 / (559)635-4281
P.O. Box 1063
Visalia CA 93292
heartworks3@comcast.net

AspiraNet - (559) 741-7358
2436 E. Valley Oaks Dr.
Visalia CA. 93292
Cece Anthony (661)342-3880
canthony@aspiranet.org

Big Brothers Big Sisters of Central CA - 687-1108 / Fax 687-8392
Laura Scott
948 N. H St., Suite 2
Tulare, CA 93274
333-1217 cell
lscott@bigs.org

Boys and Girls Club Tulare Co. - (559)625-4422 / (559)625-1379
Galen Quenzer, ED
215 W. Tulare Ave
Visalia, CA 93277
galen@bgclubtc.org

CASA of Tulare County - (559)625-4007
1146 N. Chinowth
Visalia, CA 93291
Marilyn Barr, Executive Director - (559)280-9581
marilyn@casatulareco.org

Beth Wilshire, Program Manager (559)308-4225 *CAPC Executive Committee President*
beth@casatulareco.org

Central California Family Crisis Center - (559)781-7468 / (559)359-4445
Betty Luna
77- N Main St.
Porterville, CA 93257
ssccfcc@ocsnet.net

COS – Foster Care Education - (559)737-4842 / (559)730-3793
Linda Paredez, Director *CAPC Executive Committee Secretary*
915 S. Mooney Blvd.
Visalia, CA 93277
www.cos.edu/fostercare or lindap@cos.edu

Cutler-Orosi JUSD – 559-528-1793
Cynthia Garcia, Grant Coordinator
cagarcia@cojusd.org
12623 Avenue 416
Orosi, CA 93647

EMQ Families First - 559-446-3054 Fax – 559-248-8555 / Cell – 559-301-4240
Marilyn Bamford –mbamford@emqff.org
7080 N. Marks Ave. #104
Fresno, CA 93711

Family Builders F.C. Inc. - (559)685-1200/ (559)909-1100
Mona Chadwell - mona@fbcares.org
Carrol Holdsworth – carrol.h@fbcares.org
6500 S Mooney Blvd.
Visalia, CA 93277

Family Services of Tulare County – (559)625-4897
Kathy Contreras – kathy.contreras@fstc.net
Jennifer Botielho – Jennifer.botielho@fstc.net
Karen Cooper - karen.cooper@fstc.org
815 W. Oak
Visalia, CA 93291

Jones, Sheryl - 799-9538 *CAPC Executive Committee Vice President*
1311 N. Hall
Visalia, CA 93291
tiggerbluewater@yahoo.com

Martin-Del Campo, Lynne & Mike - 564-2271, Cell – 594-2023
545 W. Valencia Blvd.
Woodlake, CA 93286
Silvershield93@att.net

Parenting Network – 625-0834: Fax – 625-1533
Mike Gibson – 967-0544 cell *CAPC Executive Committee Treasurer*
1900 N. Dinuba Blvd., Suite C
Visalia, CA 93291
mike@parentingnetwork.org

Tulare County Child Abuse Prevention Council – 735-0456: Fax – 625-1533
Billie Shawl – 730-9117 cell *Coordinator*
1900 N. Dinuba Blvd., Suite C
Visalia, CA 93291
billieshawl@sbcglobal.net

Tulare County HHSA - Child Welfare Services - (559) 730-2552 / (559)737-4029
Heidi Pearson, CWS Supervisor - warmeh@cws.state.ca.us
3346 W. Mineral King
Visalia, CA 93291

Tulare County HHSA, MCAH, Public Health Nursing
(559)623-0197 / (559)786-1525
Carla Sawyer, PHN. - csawyer@tularehhsa.org
4031 W. Noble
Visalia, CA 93277

Tulare County HHSA Child Welfare Services - (559)624-7482 / (55)302-0510
Debbie Benavente *County's Prevention Liaison / Staff Support*
5957 S. Mooney Blvd.
Visalia, CA 93277
dbenevente@tularehhsa.org

Tulare County Office of Education – 730-2910 / Fax – 559-651-1995
Marilyn Rankin – marilynr@tcoe.org
P.O. Box 5091
2637 W. Burrel Avenue
Visalia, CA 93278-5091

Tulare County Office of Education – CAN
651-6851, #3712 / Fax – 651-1995
Elena Hawley - ehawley@tcoe.org
7000 Doe Ave., Bldg. 700
Visalia, CA 93291
Cell – 679-6851

Tulare Youth Service Bureau - (559)686-9772 / (559)686-7549
Cheryl Lennon-Armas *CAPC Executive Committee Director*
325 S. K. Street
Tulare, CA 93274
carmas@tysb.org

Woodlake Family Resource Center
Phone: (559)564-5212 / (559)472-6535
Irma Rangel, Director - irangel@woodlakepublicschools.org
168 N. Valencia
Woodlake, CA 93286

Attachment G:
2011 Tulare County Children's Services Network (CSN) Membership Roster

Steering Council		
Name	**Agency**	**E-mail Address**
Beth Wilshire	CASA of Tulare County	beth@casatulareco.org
Bev Anderson	CAPC	heartworks3@comcast.net
Brooke Frost	Big Brothers Big Sisters of Central CA	bfrost@bigs.org
Carla Calhoun	CSET	carla.calhoun@cset.org
Cathy Volpa	Maternal, Child, Adolescent Health	cvolpa@tularehhsa.org
Celia Anthony	Aspira Foster Family Services	canthony@aspiranet.org
Cheryl Duerksen	Tulare County Mental Health	cduerkse@tularehhsa.org
Cheryl Lennon-Armas	Tulare Youth Service Bureau	carmes@ysb.org
Ernie Hernandez	United Way of Tulare Co.	ernie@unitedwaytc.org
Gloria Guzman	Central Valley Regional Center	gguzman@cvrc.org
Irma Rangel	Woodlake Family Resource Center	irangel@woodlakepublicschools.org
Janet Hogan	First 5 Tulare County	jhogan@first5tc.org
Janet Honadle	Tulare County Probation	jhonadle@co.tulare.ca.us
Janie Elson	Lindsay Healthy Start	jcelson@lindsay.k12.ca.us
Jeff Fly	Turning Point	tpincceo@aol.com
John Davis	Tulare County HHSA	jdavis@tularehhsa.org
John Rozum	Tulare County - County Counsel	jrowum@co.tulare.ca.us
Juan Guerrero	Proteus, Inc.	juang@proteusinc.org
Juliet Webb	Child Welfare Services	jwebb@tularehhsa.org
Karen Cooper	Family Services of Tulare County	karen.cooper@fstc.org
Kaye Van Gilluwe	Tulare County Office of Education	kayev@tcoe.org
Linda Paredez	College of the Sequoias (COS)	lindap@cos.edu
Marilyn Bamford	EMQ Families First	mbamford@emqff.org
Morri Nash	Visalia Rescue Mission	morri@visaliarescue.org
Ray Chavez	Tulare County Office of Education	rchavez@cc.tcoe.k12.ca.us
Robert Dempsie	District Attorney's Office	rdempsie@co.tulare.ca.us
Alternates		
Amy Costa (Rozum)	Tulare County Counsel	ACosta@co.tulare.ca.us
Brian Conway (Bamford)	EMQ Families First	brianconway@emqff.org

Christie Myer (Honadle)	Tulare County Probation	cmyer@co.tulare.ca.us
David Sweeney (Tripp)	Koinonia Foster Family Services	dsweeney@kfh.org
Marilyn Barr (Wilshire)	CAPC	marilyn@casatulareco.org
Michele Morrow (Hogan)	First 5 Tulare Co.	mm@first5tc.org
Raquel Gomez (Calhoun)	CSET	
General Membership		
Anna Green	Central California Family Crisis Center	edccfcc@ocsnet.net
Billie Shawl	CAPC Coordinator	billieshawl@sbcglobal.net
Charlotte Wittig	Commissioner	
Cynthia Garcia	Cutler-Orosi JUSD	cgarcia@cojusd.org
Galen Quenzer	Boys & Girls Clubs, Tulare County	galen@bgclubtc.org
Greg Gonzalez	Woodlake School District	ggonzalez@woodlake.k12.ca.us
Juliet Boccone	Presiding Judge	
Kari Wilson	TCOE	kari.wilson@sbcglobal.net
Larry Dodson	New Life Ministries	newlifetulare@sbcglobal.net
Mike Gibson	Parenting Network	mike@parentingnetwork.org
Pat Foster	Tulare County Courts	PFoster@tulare.courts.ca.gov
Patricia Pullen	Synchrony of Visalia, Inc.	patricia@synchronyofvisalia.com
Sally Saunders	Parenting Network	Sally@parentingnetwork.org
Staff		
Kristi Barnhart	Tulare County HHSA	KLBarnha@tularehhsa.org
Kalyn Gereg	Tulare County HHSA	KGereg@tularehhsa.org

Attachment H:

CAPIT/CBCAP/PSSF Services and Expenditures Summary

Proposed Expenditures Workbooks I & II

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

(1)COUNTY: Tulare **(2) PERIOD OF PLAN:** 1/15/2012 **thru** 6/30/2012 **(3)YEAR:** 1

(4) FUNDING ESTIMATES **CAPIT:** $163,566.00 **CBCAP:** $28,943.00 **PSSF:** $570,829.00 **OTHER:** $194,921.00

Line No.	Title of Program / Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPIT	CBCAP				PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL
										From Column H						
				Dollar amount that will be spent on CAPIT Direct Services	Dollar amount that will be spent on CBCAP Direct Services	Dollar amount that will be spent on CBCAP Infra Structure	Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities — sum of columns F1, F2, F3	Dollar amount of PSSF allocation that will be spent on PSSF activities — sum of columns G2, G3, G4, G5	Dollar amount of Column G1 that will be spent on Family Preservation	Dollar amount of Column G1 that will be spent on Family Support	Dollar amount of Column G1 that will be spent on Time-Limited Reunification	Dollar amount of Column G1 that will be spent on Adoption Promotion & Support	Dollar amount that comes from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program / Practice — sum of columns E, F4, G1, H1
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
1	Safety Educational Program	NA	Boys & Girls Club	$37,940				$0	$0					$41,568	Children's Trust Fund	$79,508
2	Counseling for Homeless Children	NA	Central CA Family Crisis Center	$31,342				$0	$0					$22,673	Cal EMA	$54,015
3	Counseling	NA	Family Services	$25,000				$0	$0					$15,000	Children's Trust Fund	$40,000
4	Parenting Classes	NA	Family Services	$15,000				$0	$0						Children's Trust Fund	$15,000
5	Child Abuse & Neglect Education Program	NA	Tulare County Office of Education	$22,941				$0	$0					$7,432	Children's Trust Fund	$30,373
6	Child Sexual Abuse Treatment	NA	Tulare Youth Service Bureau	$31,343				$0	$0					$27,500	United Way, Children's Trust Fund	$58,843

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures
Worksheet 1 – Page 2

A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
7	Parenting Classes	NA	Family Services		$14,518	$6,371		$20,889	$0					$24,649	First Five, Superior Court, Alcohol & Drug Class Fees, Children's Trust Fund	$45,538
8	Booster Seat Program	NA	Children Safety & Health		$9,000			$9,000						$41,000	HHSA Violator Funds, Tulare City Redevelop ment, City of Visalia, Care Seat Class Fees, Blue Cross/Healt h Net	$50,000
9	Pre and Post Adoption Support Services	SIP C1(3.2) C3(1.1)	Aspiranet					$0	$130,351				$130,351	$15,099	Pending Response	$145,450
10	Judicial System Support Services for Foster Children	NA	Court Appointed Child Advocates					$0	$40,192			$40,192		$0	*Judicial Council, First Five, United Way, Local Foundation, Children's Trust Fund, Fundraiser Events	$40,192
11	Respite Program	NA	Parenting Network					$0	$96,677			$96,677		$0	*First Five, Department of Development Services, Family Services, Mental Health Services Act, CWS Basic	$96,677

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
Proposed Expenditures
Worksheet 1 – Page 3

A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
12	Differential Response - Path I & II	SIP C1(3.1) C1(3.3)	Parenting Network					$0	$87,715	$43,857	$43,858			$0	*First Five, Department of Developme nt Services, Family Services, Mental Health Services Act, CWS Basic	$87,715
13	Differential Response - Path I & II	SIP C1(3.1) C1(3.3)	Cutler/Orosi Family Ed Center					$0	$71,965	$35,982	$35,983			$0	*Mental Health Services Act, First Five, Cutler Unified School District	$71,965
14	Differential Response - Path I & II	SIP C1(3.1) C1(3.3)	Lindsay Healthy Start Family Resource Center					$0	$71,965	$35,982	$35,983			$0	*First Five, United Way, Family Services	$71,965
15	Differential Response - Path I & II	SIP C1(3.1) C1(3.3)	Woodlake Family Resource Center					$0	$71,964	$35,982	$35,982			$0	*MAA Medi-cal, First Five, Mental Health Services Act	$71,964
Totals				$163,566	$23,518	$6,371	$0	$29,889	$570,829	$151,803	$151,806	$136,869	$130,351	$194,921	$0	$959,205

* Dollar amount will be included in the Annual CAPIT/CBCAP/PSSF report as Tulare County does not have this information at this time.

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
CAPIT Programs, Activities, and Goals
Worksheet 2

(1) COUNTY: Tulare **(2) YEAR:** 1

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity														Other Direct Service Activity (Provide Title)	Goal
			Family Counseling	Parent Education & Support	Home Visiting	Psychiatric Evaluation	Respite Care	Day Care/ Child Care	Transportation	MDT Services	Teaching & Demonstrating Homemakers	Family Workers	Temporary In Home Caretakers	Health Services	Special Law Enforcement	Other Direct Service		
A	B	C	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	E	F
1	Safety Educational Program	Lack of services for children and families at risk for abuse and neglect with high rates of poverty and rural areas. (SIP pg. 136) Services targeted to children at risk for abuse and neglect. (CSA p. 141)														X	Safety Education and Training for Youth	Children and Youth Are Nurtured, Safe and Engaged
2	Counseling for Homeless Children	Lack of services for children with special needs with high risk families in rural areas; lack of therapy services at women's shelters. (SIP pg. 136-137)	X													X	Individual and sibling counseling to support holistic healing.	Identified Families Access Services and Supports
3	Counseling	Lack of services for children with special needs with high risk families in rural areas; lack of therapy services at women's shelters (SIP pg. 137) Services for children with special needs. (CSA pg. 141)	X															Identified Families Access Services and Supports
4	Parenting Classes	Lack of parenting education for at-risk children and families living in rural areas with high poverty rates. (SIP p. 139) Services for children and their families with special needs. (CSA pg. 141) Services accessible in all geographic locations. (CSA pg. 142)		X														Identified Families Access Services and Supports
5	Child Abuse & Neglect Education Program	Lack of school programs/counselors to educate students/parents on child neglect and abuse. (SIP pg. 138) Education services for at risk children of child abuse and neglect and prevention education. (CSA pg. 141 & 143)														X	Safety Education and Training for Youth	Children and Youth Are Nurtured, Safe and Engaged
6	Child Sexual Abuse Treatment	Lack of counseling services for at risk families (especially those exposed to abuse and violence) who do not qualify for Medi-cal or Healthy Families (SIP pg 138). Services for at risk children to abuse or violence (CSA pg 141)	X													X	Individual counseling to support holistic healing for children who have experienced sexual abuse.	Families Are Free from Substance Abuse and Mental Illness

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
CBCAP Programs, Activities, and Goals
Worksheet 3

(1) COUNTY: Tulare **(2) YEAR:** 1

Line No.	Title of Program/Practice	Unmet Need	Public Awareness, Brief Information or Information Referral	CBCAP Direct Service Activity							Other Direct Service Activity (Provide Title)	Logic Model Exists	Logic Model Will be Developed	EBP / EIP (Identify Level)					County has documentation on file to support Level selected	Goal
				Voluntary Home Visiting	Parenting Program (Classes)	Parent Mutual Support	Respite Care	Family Resource Center	Family Support Program	Other Direct Service				Program Lacking support	Emerging & Evidence Informed Programs & Practices	Promising Programs & Practices	Supported	Well Supported		
A	B	C	D	E1	E2	E3	E4	E5	E6	E7	F	G1	G2	H1	H2	H3	H4	H5	I	J
7	Parenting Classes	Lack of parenting education for at-risk children and families living in rural areas with high poverty rates. (SIP p. 139) Services for children and their families with special needs. (CSA pg. 141) Services accessible in all geographic locations. (CSA pg. 142)	X		X					X	Parent Education and Leadership		X		X				X	Communities Are Caring And Responsive
8	Booster Seat Program	Lack of services for at risk children, high risk families, residing in rural areas, with high poverty. Lack of community based efforts aimed at prevention of child abuse and neglect. (SIP p.140) Services for child and family health and well-being resources. (CSA p.143)								X	Booster Seat Education		X	X					X	Communities Are Caring And Responsive

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
PSSF Programs, Activities, and Goals
Worksheet 4

(1) COUNTY: Tulare **(2) YEAR:** 1

Line No.	Title of Program/Practice	Unmet Need	PSSF Family Preservation							PSSF Family Support Services (Community Based)								Time Limited Family Reunification Services							Adoption Promotion and Support Services					Other Direct Service Activity (Provide Title)	Goals
			Replacement Preventive Services	Services Designed for Child's Return to their Home	After Care	Respite Care	Parenting Education & Support	Case Management Services	Other Direct Service	Home Visitation	Drop-in Center	Parent Education	Respite Care	Early Development Screening	Transportation	Information & Referral	Other Direct Service	Counseling	Substance Abuse Treatment Services	Mental Health Services	Domestic Violence	Temporary Child Care/ Crisis Nurseries	Transportation to / from Services / Activities	Other Direct Service	Pre-Adoptive Services	Post-Adoptive Services	Activities to Expedite Adoption Process	Activities to Support Adoption Process	Other Direct Service		
A	B	C	D1	D2	D3	D4	D5	D6	D7	E1	E2	E3	E4	E5	E6	E7	E8	F1	F2	F3	F4	F5	F6	F7	G1	G2	G3	G4	G5	H	I
9	Pre and Post Adoption Support Services	Lack of post adoption services, Child Availability studies to adopt foster children. (SIP p. 141) Services for children with special needs and achieve permanency (CSA pg 141 & 142)																							X	X					Families Are Strong and Connected
10	Judicial System Support Services for Foster Children	Lack of support services to foster children in the judicial system attempting to reunify with parent(s)/families. (SIP pg. 142) Services to at risk children for abuse and neglect. (CSA pg. 141)																					X	X						Court advocates for foster children.	Identified Families Access Services and Supports
11	Respite Program	Lack of supportive resources for foster parents which would improve placement stability. (SIP pg. 95, 96 & 142, 143) Services to at risk children for abuse and neglect (CSA pg. 141)																				X									Identified Families Access Services and Supports
12	Differential Response - Path I & II	Lack of prevention services for at-risk for child abuse and/or neglect. Lack of services to high-risk families and children who reside in rural communities with high poverty rates. (SIP pg 143) Services to assess strengths and needs of children, to at risk children for abuse and neglect (CSA pg. 139, 140, & 141)					X	X		X	X	X		X	X	X															Communities Are Caring And Responsive

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
PSSF Programs, Activities, and Goals
Worksheet 4 – Page 2

A	B	C	D1	D2	D3	D4	D5	D6	D7	E1	E2	E3	E4	E5	E6	E7	E8	F1	F2	F3	F4	F5	F6	F7	G1	G2	G3	G4	G5	H	I
13	Differential Response - Path I & II	Lack of prevention services for at-risk for child abuse and/or neglect. Lack of services to high-risk families and children who reside in rural communities with high poverty rates. (SIP pg 143-144) Services to assess strengths and needs of children, to at risk children for abuse and neglect (CSA pg. 139, 140, & 141)					X	X		X	X	X			X	X															Communities Are Caring And Responsive
14	Differential Response - Path I & II	Lack of prevention services for at-risk for child abuse and/or neglect. Lack of services to high-risk families and children who reside in rural communities with high poverty rates. (SIP pg 144-145) Services to assess strengths and needs of children, to at risk children for abuse and neglect (CSA pg. 139, 140, & 141)					X	X		X	X	X			X	X															Communities Are Caring And Responsive
15	Differential Response - Path I & II	Lack of prevention services for at-risk for child abuse and/or neglect. Lack of services to high-risk families and children who reside in rural communities with high poverty rates. (SIP pg 145-146) Services to assess strengths and needs of children, to at risk children for abuse and neglect (CSA pg. 139, 140, & 141)					X	X		X	X	X			X	X															Communities Are Caring And Responsive

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

(1) COUNTY: Tulare **(2) PERIOD OF PLAN:** 7/1/12 **thru** 12/15/16 **(3) YEAR:** 2, 3, 4 & 5

(4) FUNDING ESTIMATES **CAPIT:** *$163,566.00 **CBCAP:** *$28,943.00 **PSSF:** *$570,829.00 **OTHER:** $0.00

Line No.	Title of Program / Practice	SIP Strategy No., if applicable	Name of Service Provider, if available	CAPIT	CBCAP				PSSF					OTHER SOURCES	NAME OF OTHER	TOTAL
										From Column H						
				Dollar amount that will be spent on CAPIT Direct Services	Dollar amount that will be spent on CBCAP Direct Services	Dollar amount that will be spent on CBCAP Infra Structure	Dollar amount that will be spent on Public Awareness, Brief Information or Referral Activities	Dollar amount of CBCAP allocation to be spent on all CBCAP activities — sum of columns F1, F2, F3	Dollar amount of PSSF allocation that will be spent on PSSF activities — sum of columns G2, G3, G4, G5	Dollar amount of Column G1 that will be spent on Family Preservation	Dollar amount of Column G1 that will be spent on Family Support	Dollar amount of Column G1 that will be spent on Time-Limited Reunification	Dollar amount of Column G1 that will be spent on Adoption Promotion & Support	Dollar amount that comes from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program / Practice — sum of columns E, F4, G1, H1
A	B	C	D	E	F1	F2	F3	F4	G1	G2	G3	G4	G5	H1	H2	I
1	Counseling	SIP C1(3.2)	Pending RFP **	$54,522**				$0	$0					***	***	$54,522
2	Parenting Classes	SIP C1(3.1) C1(3.2)	Pending RFP **	$54,522**				$0	$0					***	***	$54,522
3	Differential Response Expansion	SIP C1(3.1) C1(3.3)	Pending RFP **	$54,522**				$0	$0					***	***	$54,522
4	Community Building for Child Well-Being	SIP C1(3.2)	Child Abuse Prevention Council				$28,943	$28,943	$0					***	***	$28,943
5	Pre and Post Adoption Support Services	SIP C1(3.2)	Pending RFP**					$0	$142,707**				$142,707	***	***	$142,707
6	Differential Response-Path I & II	SIP C1(3.1) C1(3.3)	Pending RFP**					$0	$285,414**	$142,707	$142,707			***	***	$285,414
7	Reunification	SIP C1(3.2)	Pending RFP**					$0	$142,708**			$142,708		***	***	$142,708
	Totals			$163,566	$0	$14,471	$14,471	$28,943	$570,829	$142,707	$142,707	$142,708	$142,707	$0	$0	$763,338

* CAPIT/CBCAP/PSSF funding estimates are based on Fiscal Year 2011/12 allocations and are only estimates.

** Service Provider and exact dollar amount to be determined upon completion of the RFP process. Following the RFP process, worksheets for year 2, 3, 4, and 5 will be revised to reflect specific services and include an attachment with a thorough program description of each of these proposed services. These documents will be submitted to OCAP for approval.

*** Dollar amounts that come from other sources and names of other funding source(s) will be determined upon completion of the RFP process. Update to be reported in the OCAP monitoring report.

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
CAPIT Programs, Activities, and Goals
Worksheet 2

(1) COUNTY: Tulare **(2) YEAR:** 2, 3, 4 & 5

Line No.	Title of Program/Practice	Unmet Need	CAPIT Direct Service Activity														Other Direct Service Activity (Provide Title)	Goal
			Family Counseling	Parent Education & Support	Home Visiting	Psychiatric Evaluation	Respite Care	Day Care/ Child Care	Transportation	MDT Services	Teaching & Demonstrating Homemakers	Family Workers	Temporary In Home Caretakers	Health Services	Special Law Enforcement	Other Direct Service		
A	B	C	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	E	F
1	Counseling	Lack of community support services for at-risk children and families (counseling/mental health). (SIP pgs. 88, 93 & 94)	X															Children and Youth Are Nurtured, Safe and Engaged
2	Parenting Classes	Lack of community support services for at-risk children and families (parenting classes). (SIP pgs.88, 92 & 93)		X														Identified Families Access Services and Supports
3	Differential Response Expansion	Lack of community support services for at-risk children and families (parenting classes, counseling/mental health services); support services for families who have reunified and are no longer with CWS. (SIP pgs. 88 & 93)	X	X	X													Identified Families Access Services and Supports

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
CBCAP Programs, Activities, and Goals
Worksheet 3

(1) COUNTY: Tulare **(2) YEAR:** 2, 3, 4 & 5

Line No.	Title of Program/Practice	Unmet Need	Public Awareness, Brief Information or Information Referral	CBCAP Direct Service Activity							Other Direct Service Activity (Provide Title)	Logic Model Exists	Logic Model Will be Developed	EBP / EIP (Identify Level)					County has documentation on file to support Level selected	Goal
				Voluntary Home Visiting	Parenting Program (Classes)	Parent Mutual Support	Respite Care	Family Resource Center	Family Support Program	Other Direct Service				Program Lacking support	Emerging & Evidence Informed Programs & Practices	Promising Programs & Practices	Supported	Well Supported		
A	B	C	D	E1	E2	E3	E4	E5	E6	E7	F	G1	G2	H1	H2	H3	H4	H5	I	J
4	Community Building for Child Well-Being	Lack of community support services for at-risk children and families, organizations with the capacity to provide support services (SIP pgs. 94 & 102)	X										X							Communities Are Caring And Responsive

Five-year CAPIT/CBCAP/PSSF Services and Expenditure Summary
PSSF Programs, Activities, and Goals
Worksheet 4

(1) COUNTY: Tulare **(2) YEAR:** 2 , 3, 4 & 5

Line No.	Title of Program/Practice	Unmet Need	PSSF Family Preservation							PSSF Family Support Services (Community Based)								Time Limited Family Reunification Services							Adoption Promotion and Support Services					Other Direct Service Activity (Provide Title)	Goals
			Replacement Preventive Services	Services Designed for Child's Return to their Home	After Care	Respite Care	Parenting Education & Support	Case Management Services	Other Direct Service	Home Visitation	Drop-in Center	Parent Education	Respite Care	Early Development Screening	Transportation	Information & Referral	Other Direct Service	Counseling	Substance Abuse Treatment Services	Mental Health Services	Domestic Violence	Temporary Child Care/ Crisis Nurseries	Transportation to / from Services / Activities	Other Direct Service	Pre-Adoptive Services	Post-Adoptive Services	Activities to Expedite Adoption Process	Activities to Support Adoption Process	Other Direct Service		
A	B	C	D1	D2	D3	D4	D5	D6	D7	E1	E2	E3	E4	E5	E6	E7	E8	F1	F2	F3	F4	F5	F6	F7	G1	G2	G3	G4	G5	H	I
5	Pre and Post Adoption Services	Lack of community support services for at-risk children/families and children/families who or are no longer in the foster care system.(SIP pgs. 95 & 96)																							X	X					Identified Families Access Services and Supports
6	Differential Response-Path I & II	Lack of Community support services for at-risk children and families (parenting classes, counseling/mental health services); support services for families who have reunified and are no longer with CWS. (SIP pgs. 88, 94 & 95)	X				X	X		X	X	X				X															Identified Families Access Services and Supports
7	Reunification Services	Lack of intensive services to CWS foster children and families during reunification; evidence-based programs. (SIP pgs. 88 & 96)																						X						Intensive Supervised Visitation Program	Identified Families Access Services and Supports

Attachment I:

CAPIT/CBCAP/PSSF Services and Expenditures

Addendum Summary

(For Contracts Ending June 30, 2012)

Addendum to the CAPIT/CBCAP/PSSF Services and Expenditure Summary

Current Contracted Services Ending June 30, 2012

Background: CAPIT and CBCAP contracted services from fiscal year 2009/2010 through 2011/2012 (ending June 30, 2012) were awarded based on Request for Proposal (RFP) #09-047. The service strategies and unmet needs identified in this RFP were based on the 2005-2008 Tulare County Three Year Plan and a special CSN/CAPC Tulare County Planning Meeting (held on November 8, 2009) to develop more current strategies based on identified unmet needs. This planning process resulted in contracted services being delivered from July 2009 and ending in June 2012. Since the planning meeting in 2009, Tulare County has continued a forward thinking posture to identify the unmet needs and link families to services. The most recent efforts are the 2012 – 2017 Child Protection Plan, CSA, and SIP strategies. Reported for the first six months of the new funding cycle, the county will recap history, the previously identified unmet needs, and strategies as cited below.

CAPIT/CBCAP FY 09-12 Priorities:

a. Non-profit agencies w/programs based on unmet needs of children at-risk of abuse or neglect.
    - Unmet need identified: Countywide lack of supportive services for at-risk children and families.
b. Providers that work with children w/special needs including, but not limited to, physical, social, emotional, and educational.
    - Unmet need identified: There was a lack of services to children with special needs in the communities they reside.
c. Programs that serve rural communities w/high rates of poverty and isolated families.
    - Unmet need identified: There was a lack of services to at-risk families and children who reside in communities that are rural and with high rates of poverty
d. Programs that demonstrate broad-based community partnerships and have letter of commitment from at least one local public agency including but not limited to one of the following: the county welfare department, a public law enforcement agency, the county probation department, the county board of supervisors, the county public health department, the county mental health department, the school district.
    - Unmet need identified: Need to leverage funding to be able to maximize prevention dollars. Agencies that lack community partnership also lack the ability to leverage other services and funding sources.
e. Programs targeted to children 6-17 years old.
    - Unmet need identified: First 5 funding has increased the number of services targeted to at-risk children ages 0-5; however, there is a lack of services to at-risk children 6-17 years old.

CAPIT FY 09-12 Strategies:

a. Parent Education and Family Support-services designed to teach basic parenting skills and decrease parental practices and behaviors associated with child abuse & neglect.
    - Unmet need identified: There was a lack of parenting classes offered countywide resulting in parents either being on waiting lists or unable to access services.

b. Skills-Based Curricula-for children, parents/caretakers.
   - Unmet need identified: There was a lack of school programs/counselors to educate students/parents on child neglect and abuse.
c. Individual and Family-Based Counseling-crisis assistance, family therapy, case management, and play therapy provided by a licensed professional.
   - Unmet need identified: There was a gap in services for at-risk families and children who do not qualify for Medi-Cal or Healthy Families and who lack resources for private counseling.
d. Services to Children Exposed to Violence-crisis assistance, therapy provided by a licensed professional.
   - Unmet need identified: There was a gap in services for at-risk families and children who do not qualify for Medi-Cal or Healthy Families and who lack resources for private counseling. Women's shelters had limited funding to be able to provide therapy to women and children.
e. Public Awareness Activities-primary prevention activities to promote healthy parenting practices, child safety skills, and protocols for reporting suspected child abuse (ex. PSA's, press releases, posters, info kits, information & referral services, brochures, public forums).
   - Unmet need identified: There was a lack of public awareness activities in Tulare County to promote healthy parenting practices, child safety skills, and protocols for reporting suspected child abuse.

CBCAP FY 09-12 Strategy:

a. Parent Leadership*-services ensuring the continued leadership of parents in the on-going planning, implementation, and evaluation of community-based, prevention-focused family resources and support programs (ex. workshops on parent leadership, teaching parents to facilitate support groups, parent involvement in boards, parent involvement in CAPC, promote activities to ensure leadership of parents).
   - Unmet need identified: The CAPC had lacked adequate and consistent parent leadership in decision-making roles. There was a need to mentor and develop parent leaders in order for parents/consumers to have a voice in the child abuse prevention system in Tulare County.
b. Support networks of coordinated resources and activities to better strengthen and support families to reduce the likelihood of child abuse and neglect.
   - Unmet need identified: There was a lack of parenting classes offered county wide resulting in parents either being on waiting lists or unable to access services. A county wide parenting class resource list needed to be developed to inform the community of the available parent education resources.
c. Support community-based efforts to develop, operate, expand, enhance, and network initiatives aimed at the prevention of child abuse and neglect.
   - Unmet need identified: There was a lack of families who own age appropriate car seats and who properly install these car seats. This was particularly problematic for families who live in rural settings and live in poverty. In addition, there was a higher rate of auto accidents on rural roads.

*Note: In fiscal year 2009/2010 and 2010/2011, CBCAP funds were awarded to the Parent Leadership Institute provided by Synchrony of Visalia which was

supported by braided funding from CAPIT, CBCAP, CTF, and First 5. This program provided parent leadership classes, parent workshops, and parenting skills classes. Unfortunately, during fiscal year 2010 – 2011 Synchrony of Visalia lost their First 5 funding. OCAP funds alone could not support the program and Synchrony closed the program. Since there was no other appropriate parent leadership program in Tulare County, the County was not able to allocate the funds to a Parent Leadership program. Instead, the County determined that these CBCAP funds should go towards meeting the unmet need of increasing parenting classes and implementing an up to date countywide parenting class resource list. The funds were reallocated to Family Services of Tulare County, for fiscal year 2011 – 2012. The full description is below under number 7.

PSSF FY 09-12 Strategies

The CSN/CAPC Tulare County Planning Meeting discussed above also was used to review strategies and develop more current strategies for PSSF contracted services from 2009 through 2012. Most of the PSSF services below were contracted out based on service specific RFPs; unless they met the qualifications to be able to sole source the service. From this planning meeting the following PSSF strategies based on unmet needs were identified:

Family Preservation: services for children and families designed to help families at-risk or in crisis,

Family Support: community-based services to promote the safety and well-being of children and families. The following strategies braid together both the Family Preservation and Family Support funding categories:

a. Continue Differential Response services offered through FRC's to allow for earlier, more comprehensive and community-based services to families who have had allegations of abuse or neglect (home visitation, parent education/support, referral services, and counseling).
   - Unmet need identified: There was a lack of prevention services available to families who had been identified by CWS as at-risk for child abuse or neglect but did not meet the criteria for CWS intervention. Differential Response is a strategy to meet this unmet need and improve CWS outcomes as identified in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP by providing direct services such as home visitation, parenting skills, information and referral, etc.
b. Expand Differential Response services to include transition services (post-care) to families after children are reunified from CWS.
   - Unmet need identified: There was a lack of after care services available to families who have reunited with their children. This is an additional strategy to improve CWS outcomes identified in the 2011 CSA and new 2012-2016 Integrated SIP and would improve CWS outcomes. Families face stressors upon reunification and providing support services is key to keeping families together.

Note: Differential Response services was contracted to four service providers from fiscal year 2008/2009 through 2011/2012 (ending June 30, 2012) based on

Request for Proposal (RFP) #09-004 (see program descriptions 12, 13, 14, and 15 below).

Time-Limited Reunification: services and activities that are provided to a child that is removed from their home and placed in foster care to facilitate reunification of the child during the 15 month period that begins when the child enters foster care (ex. Counseling, substance abuse treatment, mental health services, assistance to address DV, crisis nurseries, transportation to and from any of the above services).

a. Continue to increase court-appointed advocate services through PSSF funds
   - Unmet need identified: There was a lack of court appointed advocates to serve and advocate for children in the CWS system. Some CWS dependent children did not have a CASA worker due to this shortage.

b. Continue to provide at-home respite care program provided to foster parents and families reuniting with their children to stabilize placement, reduce stress and facilitate reunification.
   - Unmet need identified: There was a lack of foster parents to care for foster children in Tulare County, especially in isolated areas. Foster parents who are not provided adequate support services tend to experience stress and subsequently quit. Supporting foster parents to improve the CWS placement stability outcome is in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

Note: The bidding process for both the court appointed advocate services and the respite care services for foster parents noted above was waived based on sole source criteria authorized from the Tulare County Board of Supervisors Resolution Number 86-0614 (see program descriptions 10 and 11 below).

Adoption Promotions and Support: services and activities designed to encourage more adoptions out of the foster care system (ex. pre- and post-adoptive services, activities designed to expedite the adoption process and support adoption families).

a. Continue to provide pre- and post-adoptive services to families in need of support and crisis intervention.
   - Unmet need identified: There was a lack of supportive services available to families post-adoption. After a family adopts a child, their CWS case is closed and the family is no longer eligible for services. This lack of services has led to some families becoming overwhelmed and relinquishing the adopted child who is then placed back into the CWS system. Specific supportive services identified include crisis counseling, parenting education specific to adoptive families, information and referral.
   - Unmet need identified: There is a lack of child available studies completed on hard to adopt foster children. Older children or children with behavior problems in the CWS system require extra effort to find an adoptive placement and can challenge prospective adoptive families. These children often languish in foster care finally aging out of the foster care system.

Note: Pre- and Post-Adoptions services was contracted to one service provider from fiscal year 2007/2008 through 2011/2012 (ending June 30, 2012) based on Request for Proposal (RFP) #07-101 (see program description 9 below).

The following contracts are the results of these aforementioned RFPs and will be ending on June 30, 2012. These contracted services are nurnbered to coincide with page one of the OCAP Workbook.

1. **Provider: Boys & Girls Club**
   Program: Safety Educational Programs
   Allocation $37,941/CAPIT

Program Overview:
CAPIT funds four programs focused on safety to educate youth who are members of the Boys & Girls Club. At the Boys & Girls Club a youth may walk and register to become members. The Clubs are located in poor communities and primarily services at-risk youth with educational services and after school activities. The youth who voluntarily choose to be members in the safety education programs are provided classes on site in a classroom setting in the following subjects: Kids & Company which is a community and home safety program; Smart Moves which is a substance abuse awareness program; NetSmartz which is an internet safety program; and You Matter which is a program to deal with childhood stressors. The kids served by these programs are of various ethnicities with caregivers who are biological parents, grandparents, relative guardians, and foster parents. Many of the Boys and Girls club staff members were former teens who participated in the programs themselves and are now teachers and mentors to current club members.

Target Population:
These Safety Educational Programs, as listed above, are targeted to serve 168 at-risk children in fiscal year 2011-2012 between the ages of 6-18 in the cities of Visalia, Ivanhoe, Tulare, Exeter, Porterville, and Farmersville.

Unmet Needs:
There is a lack of countywide services for at-risk children and families; lack of services to high risk families and children who reside in communities that are rural and with high rates of poverty; lack of services to at-risk children 6-17 years old; lack of school programs/counselors to educate students/parents on child neglect and abuse.

2. **Provider:** Central California Family Crisis Center
   Program: Counseling for Homeless Children
   Allocation $31,342: CAPIT

Program Overview:
Central California Family Crisis Center operates a 38 bed emergency shelter for women and their children who are victims of domestic violence and/or homelessness. The shelter also has a Children's Center coordinated by a certified parent instructor who meets with mothers and their children to provide education and encourage healthy interaction between the two. Group counseling sessions for children include Safe Zones and healing art therapy from a program called Windows between Worlds. The agency also operates a Transitional Housing program which includes 7 transitional apartments for families who have completed the shelter program and are ready to progress to self-sufficiency. The CAPIT funded program serves both shelter and transitional clients with individual and group counseling sessions.

Target Population:
This counseling program is targeted to serve 105 at-risk children in fiscal year 2011-2012 between the ages of 6-18 in the city of Porterville.

Unmet Needs:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to children with special needs, lack of services to high risk families and children who reside in communities that are rural and with high rates of poverty; lack of services to at-risk children 6-17 years old, lack of therapy services provided at women's shelters due to limited funding.

3. **Provider:** Family Services
   Program: Counseling - Child Abuse and Neglect Prevention Program
   Allocation $25,000: CAPIT

Program Overview:
The Child Abuse and Neglect Prevention Program provided collocated mental health services at local Family Resource Centers for families referred by the Child Welfare Services Differential Response program. Services included professional mental health education and treatment intervention.

Target Population:
This counseling program is targeted to serve 30 children in fiscal year 2011-2012 between the ages of 6-18 in the cities of Woodlake, Lindsay, Goshen, Cutler-Orosi, and Visalia.

Unmet Needs:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty; lack of services to at-risk children 6-17 years old, lack of therapy services provided at Women's shelters due to limited funding.

4. **Provider:** Family Services
   Program: Parenting Classes
   Allocation $15,000: CAPIT

Program Overview:
This parent education program is designed to teach basic parenting skills and decrease parental practices and behaviors associated with child abuse & neglect.

Target Population:
This parent education program is targeted to serve 73 parents throughout Tulare County but primarily North, East, and Central County where there is a lack of parenting classes for fiscal year 2011-201.

Unmet Needs:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high risk families and children who reside in communities that

are rural and with high rates of poverty; lack of parenting classes offered countywide resulting in parents either being on waiting lists or unable to access services.

5. **Provider:** Tulare County Office of Education
   Program: Child Abuse and Neglect (C.A.N.) Education Program
   Allocation $22,941: CAPIT

Program Overview:
The Child Abuse and Neglect (C.A.N.) Prevention program conducts presentations throughout schools in Tulare County with kindergarten, first and fifth grade students. The presentations are administered both in English and Spanish and include scripted presentations, videos, role playing and materials students can take home. The program goal is to help raise awareness of threatening situations that could result in physical, emotional or sexual abuse. The program teaches students to be assertive and to seek help while providing protective skills information. The parent education component "We CAN" helps increase parent involvement and awareness of child abuse and neglect as well. It is presented in English and Spanish.

Target Population:
This parent education program is targeted to serve 1800 children age 6-18, 300 children ages 4-5, and 200 parents in rural school districts of Tulare County fiscal year 2011-2012.

Unmet Needs:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty; lack of school programs/counselors to educate students/parents on child neglect and abuse.

6. **Provider:** Tulare Youth Service Bureau (TYSB)
   Program: Child Sexual Abuse Treatment Program
   Allocation $31,343: CAPIT

Program Overview:
The Child Sexual Abuse Treatment Program conducts treatment to help prevent further abuse in the family system, reduce the risk of re-victimization, break the cycle of abuse, and provide child (ren) and family with effective tools to promote safety and healing. Referrals to the program are made by Child Welfare Services, private parties and self referrals. TYSB therapists are trained in Trauma Focused – Cognitive Behavioral Therapy (TF-CBT), a best practice model in working with survivors of sexual abuse and their families.

Target Population:
This Child Sexual Abuse Treatment Program is targeted to serve 4 children age 0-5, 20 children ages 6-18, and 20 parents fiscal year 2011-2012. Referrals to the program are made by Child Welfare Services, private parties and self referrals. Services are provided countywide, especially rural areas.

Unmet Needs:

This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty; lack in services for at-risk families and children (especially those exposed to abuse and violence) who do not qualify for Medi-Cal or Healthy Families and who lack resources for private counseling.

7. **Provider:** Family Services
   Program: Parenting Classes
   Allocation $20,889: CBCAP

Program Overview:
Family Services provides parenting classes in both in English and Spanish to families at school and community-based organizations sites countywide. Workshop course topics included: discipline vs. punishment, setting limits, parenting styles, bullying, domestic violence, and brain development. The average classroom size contained 15 parents each. For many parents, these workshops were the only source of parenting education that they had ever received. This program also builds the infrastructure of parent education resources in Tulare County by developing and distributing an up-to-date countywide parenting class resource list. This list is revised quarterly and provided to a network of community-based organizations and public agencies who in turn share this information with parents in their communities.

Target Population:
This parent education program is targeted to serve 73 parents throughout Tulare County but primarily North, East, and Central County where there is a lack of parenting classes for fiscal year 2011-2012. Contractor ensures that no parent currently served in the Child Welfare Services system is served under these funds.

Unmet Need:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high risk families and children who reside in communities that are rural and with high rates of poverty; lack of parenting classes offered countywide resulting in parents either being on waiting lists or unable to access services; lack of a county wide parenting class resource list to inform the community of the available parent education resources.

8. **Provider:** Children's Health and Safety Services (To Your Health)
   Program: Booster Seat Program
   Allocation $9,000: CBCAP

Program Overview:
The Booster Seat Belt program provides hands-on car seat education to low income, non-CWS families who are unable to purchase car seats for their children. A sizeable amount of families who reside in rural areas of Tulare County own older vehicles with short seats and no head rests. Many of these families do not own the correct kind of car seat to protect their children in an accident. This was a safety hazard that required the program to purchase expensive high back booster seats to provide head protection for children in addition to the standard booster seats given to families.

Target Population:
This Booster Seat Program is targeted to serve 450 families with children ages 4-8 in fiscal year 2011-2012. These families do not have open CWS cases. Families are referred to the program by physicians, hospitals, law enforcement agencies, health clinics, family resource centers, preschools, schools, and by community event presentations. Services are provided at police substations throughout Tulare County.

Unmet Need:
This program fits the following unmet needs: countywide lack of services for at-risk children and families; lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty; lack of community-based efforts to develop, operate, expand, enhance, and network initiatives aimed at the prevention of child abuse and neglect; lack of families who own age appropriate car seats and know how to properly install these car seats (not having a child in a car seat, using an unsafe car seat, or not properly installing a car seat is a form of child neglect and can lead to death or injury).

The following data was obtained during the RFP process in 2009 and written in Children's Health and Safety Services' proposal:

- Children's Hospital of Philadelphia (CHOP) study found (http://www.research.chop.edu/programs/injury/our_research/pcps.php) :
  - Almost 60% of crashes occurred within 10 minutes "drive time" of the child's home.
  - Parent's assessment of risk is significantly inaccurate, especially when transporting children in their vehicles, so they allow children to ride unsecured.
  - 85% of children in the US who are using child restraints are improperly restrained and are at-risk in car crashes.
  - More crashes occur on rural roads with speed limits of less than 40 mph.
  - Parents in rural and low income communities are less likely to use child restraints.
  - Children are 33% safer in the vehicle back seat in child restraints.
  - Use of booster seats for children age 6 and older significantly reduces death and injury rates.
- Safe Kids USA (http://www.safekids.org/our-work/programs/buckle-up/child-passenger-safety.html) :
  - Motor vehicle crashes are the leading cause of death among children ages 3 to 14.
  - Correctly used child safety seats are extremely effective and reduce the risk of death as much as 71%.
  - Nearly half of kids 14 and under who died in crashes were completely unrestrained.
- Local data demonstrating the success of this program that has been in operation since 1998 reflects that Tulare County hospitalization for children due to injury related to a car accident has decreased from 34.8% in 1998 to 18.1 % in 2008. This information was obtained through partnership with the CA Highway Patrol.

Leveraged Funding:

Children's Health and Safety Services is the only child passenger safety program in Tulare County. At the time this contract was awarded in fiscal year 2009/2010 (from the 2009 RFP as written in the background section above) the Booster Seat Program had leveraged funding with First 5, Blue Cross of CA, CA Highway Patrol, and SB 1073 Trust Fund (violator fines). In fiscal year 2009/2010 the SB 1073 Trust Fund allocation had been reduced which would have caused the reduction in car seat purchases. CBCAP funds allowed this service provider to serve 450 more families than they would otherwise been able to serve by purchasing 450 car seats. These funds did not supplant existing funding. In fiscal year 2010-2011, this program lost their First 5 funding and CBCAP funds became even more crucial to be able to continue providing car seats to at-risk families.

9. **Provider:** Aspiranet
   Program: Pre- and Post-Adoption Support Services (Resource, Education, Advocacy, Crisis Intervention, Hope (REACH))
   Allocation $130,351: PSSF (Family Adoption)

Program Overview
The REACH program serves families with pre- and post-adoption services. This program began in fiscal year 2007/2008 in response to the unmet need of supporting families post adoption. This contracted service from fiscal year 2007/2008 through 2011/2012 (ending June 30, 2012) was awarded based on Request for Proposal (RFP) #07-101. In the REACH program, post adoption families are supported by a number of services including; crisis intervention, case management, support counseling, parent support groups, education groups, newsletter distribution, resource directory, a lending library, and a website. Families are also referred to community services applicable to adoption needs. This program additionally provides pre adoptive services which include completing Child Available Summaries for Tulare County children who have not been matched in adoptive homes. Aspiranet hosts a bi-monthly Adoption Exchange of Child Available Summaries meeting that provides an opportunity for county agencies to present children they have available for adoption. Adoption agencies attend this meeting and the goal is to match available children to adoptive homes.

Target Population:
This pre- and post-adoption program is targeted to serve the following number of post adoption clients for fiscal year 2011-2012: 20 children ages 0-5, 35 children ages 6-18, and 35 families. This program will serve the following pre-adoption clients for fiscal year 2011-2012: 35 children ages 0-5, 55 children ages 6-18. Children and families are served throughout Tulare County.

Unmet Need:
There was a lack of services available to families post-adoption. After a family adopts a child, their CWS case is closed and the family is no longer eligible for services. This lack of services has led some to families becoming overwhelmed and relinquishing the adopted child who is then placed back into the CWS system. There is a lack of Child Available studies completed on hard to adopt foster children. Older children or children with behavior problems in the CWS system require extra effort to find an adoptive placement. These children often languish in foster care until emancipation.

10. **Provider:** Court Appointed Special Advocates (CASA) of Tulare County
Program: Judicial System Support Services for Foster Children
Allocation $40,192: PSSF (Family Reunification)

Program Overview:
The CASA program delivers child advocacy services by representing the best interests of dependents of the juvenile court in the court environment. These PSSF contracted services are for the purpose of ensuring children in the CWS system are provided support services in their home and community. Services offered include transportation to and from services (including counseling, mental health services, therapeutic services for families, etc.). The CASA program maintains vital child records such as health, educational, and citizenship documentation. The CASA program also ensures the child's Child Welfare Services (CWS) social worker has a copy of the filed CASA report prior to the regularly scheduled court hearing.

Target Population:
CASA is targeted to serve the following number of children in the CWS system during the first fifteen months in family reunification for fiscal year 2011-2012: 150 children ages 6-18 countywide.

Unmet Need:
There is a lack of court appointed advocates to serve and advocate for children in the CWS system. Some CWS dependent children did not have a CASA worker due to this lack. In fiscal year 2010-2011 CASA served 123 youth between the ages of 6-18 yet still had a waiting list of 136 youth in that age group (52.5% shortage of CASA volunteers). In fiscal year 2009-2010 CASA served 154 youth between the ages of 6-18 with a waiting list of 127 youth (45% shortage of CASA volunteers).

11. **Provider:** Parenting Network Family Resource Center
Program: Respite Program
Allocation $96,677: PSSF – (Time Limited Family Reunification)

Program Overview
The Respite program provides child care for Tulare County foster parents. This support service reduces stress and assists in the retention of foster parents. Respite workers care for foster children and youth in their respective homes around the county in cities such as Porterville, Visalia, Tulare, Exeter, and Dinuba. Each foster child can receive up to 80 hours of respite per referral. Authorization for additional hours may be approved on an individual basis. Foster families utilize respite for a number of reasons including: medical and mental health appointments, school appointments, training sessions, CVRC appointments, and childcare for one sibling while another sibling needs medical attention or is hospitalized, and helping to secure some well deserved rest for foster parent(s). Respite workers provide supervision as well as offering educational, social and recreational activities for the child (ren).

Target Population:
This Respite program is targeted to serve the following number of children in the CWS system during the first fifteen months in family reunification for fiscal year 2011-2012: 30 children ages 0-5, 28 children ages 6-18, and 30 families.

Unmet Need:
There is a lack of foster parents to care for foster children in Tulare County. Foster parents who are not provided adequate support services tend to experience stress and subsequently quit. Supporting foster parents to improve the CWS placement stability outcome is in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

12. **Provider:** Parenting Network Family Resource Center
    Program: Differential Response Path I and II
    Allocation $87,715: PSSF (Family Preservation / Family Support)

Program Overview:
The Differential Response (DR) program serves families referred by Child Welfare Services (CWS) when allegations for general neglect have been identified. These referrals are distributed at a monthly multi-disciplinary team (MDT) meeting conducted by CWS. These cases are considered Path I. A Path I case is managed by the Parenting Network Family Resource (FRC) DR case manager who meets with the family and conducts the intake assessment. Families that agree to participate with DR case management are introduced to available services and linkages to community partners. Parenting Network also partners with CWS to work with Path II cases. A Path II case meets statutory definitions of abuse or neglect and a conjoint home visit is conducted by both the CWS social worker and the DR case manager. The Path II case is opened to Differential Response only if it does not meet the criteria for CWS intervention following the investigation.

Parenting Network is a Family Resource Center that offers a wide array of services to the DR clients they serve based on their individual needs. These family support services include: case management, home visitation, drop in center, mental health services, support groups, family health and wellness services, parenting classes (parent education), basic needs assistance, extensive services to children with special needs (early developmental screening), tutoring for youth, transportation to appointments, and information/referral.

Target Population:
This Differential Response program is targeted to serve the following number of at-risk children for fiscal year 2011-2012 in the city of Visalia: 40 children ages 0-5, 45 children ages 6-18, and 75 families. These children and families are not in the CWS system as they do not have an open case, however, have been identified as at-risk since they have had a referral for child neglect or abuse.

Unmet Need:
There was a lack of prevention services available to families who had been identified by CWS as at-risk for child abuse or neglect but did not have an active/open case with CWS. There is a lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty. Differential Response is a strategy to meet this unmet need and improve CWS outcomes as identified in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

13. **Provider:** Cutler-Orosi Family Education Center (FEC)
    Program: Differential Response Path I and II
    Allocation $71,965: PSSF (Family Preservation / Family Support)

Program Overview:
The Differential Response (DR) program serves families referred by Child Welfare Services (CWS) when allegations for general neglect have been identified. These referrals are distributed at a monthly multi-disciplinary team (MDT) meeting conducted by CWS. These cases are considered Path I. A Path I case is managed by the Cutler-Orosi FEC DR case manager who meets with the family and conducts the intake assessment. Families that agree to participate with DR case management are introduced to available services and linkages to community partners. Cutler-Orosi FEC also partners with CWS to work with Path II cases. A Path II case meets statutory definitions of abuse or neglect and a conjoint home visit is conducted by both the CWS social worker and the DR case manager. The Path II case is opened to Differential Response only if it does not meet the criteria for CWS intervention following the investigation.

Cutler-Orosi Family Education Center is a school-based Family Resource Center that offers a wide array of services to the DR clients they serve based on their individual needs. These family support services include: case management, home visitation, drop in center, mental health services, support groups, family health and wellness services, parenting classes (parent education), basic needs assistance, educational services (including computer classes and English as a Second Language), legal services for victims of domestic violence, transportation to appointments, and information/referral. In addition, the Cutler-Orosi Unified School District conducts monthly strategic meetings to address challenges for kids of transitional grades. DR case managers are invited to be part of this strategic team.

Target Population:
This Differential Response program is targeted to serve the following number of at-risk children for fiscal year 2011-2012 in the city of Cutler-Orosi: 45 children ages 0-5, 80 children ages 6-18, and 60 families. These children and families are not in the CWS system as they do not have an open case, however, has been identified as at-risk since they have had a referral for child neglect or abuse.

Unmet Need:
There was a lack of prevention services available to families who had been identified by CWS as at-risk for child abuse or neglect but did not have an active/open case with CWS. There is a lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty. Differential Response is a strategy to meet this unmet need and improve CWS outcomes as identified in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

14. **Provider:** Lindsay Healthy Start / Family Resource Center (FRC)
    Program: Differential Response Path I & II
    Allocation $71,965: PSSF (Family Preservation / Family Support)

Program Overview:
The Differential Response (DR) program serves families referred by Child Welfare Services (CWS) when allegations for general neglect have been identified. These referrals are distributed at a monthly multi-disciplinary team (MDT) meeting conducted by CWS. These cases are considered Path I. A Path I case is managed by the Lindsay Healthy Start (FRC) DR case manager who meets with the family and conducts the intake assessment. Families

that agree to participate with DR case management are introduced to available services and linkages to community partners. Lindsay Healthy Start also partners with CWS to work with Path II cases. A Path II case meets statutory definitions of abuse or neglect and a conjoint home visit is conducted by both the CWS social worker and the DR case manager. The Path II case is opened to Differential Response only if it does not meet the criteria for CWS intervention following the investigation.

Lindsay Healthy Start FRC is a school-based Family Resource Center that offers a wide array of services to the DR clients they serve based on their individual needs. These family support services include: case management, home visitation, drop in center, mental health services, support groups, family health and wellness services, parenting classes (parent education), support for homeless families, basic needs assistance, legal services for victims of domestic violence and for Family Court, youth development services, transportation to appointments, and information/referral.

Target Population:
This Differential Response program is targeted to serve the following number of at-risk children for fiscal year 2011-2012 in the city of Lindsay: 30 children ages 0-5, 60 children ages 6-18, and 30 families. These children and families are not in the CWS system as they do not have an open case, however, has been identified as at-risk since they have had a referral for child neglect or abuse.

Unmet Need:
There was a lack of prevention services available to families who had been identified by CWS as at-risk for child abuse or neglect but did not have an active/open case with CWS. There is a lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty. Differential Response is a strategy to meet this unmet need and improve CWS outcomes as identified in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

15. **Provider:** Woodlake Family Resource Center (FRC)
    Program: Differential Response Path I & II
    Allocation $71,965: PSSF (Family Preservation/Family Support)

Program Overview:
The Differential Response (DR) program serves families referred by Child Welfare Services (CWS) when allegations for general neglect have been identified. These referrals are distributed at a monthly multi-disciplinary team (MDT) meeting conducted by CWS. These cases are considered Path I. A Path I case is managed by the Woodlake (FRC) DR case manager who meets with the family and conducts the intake assessment. Families that agree to participate with DR case management are introduced to available services and linkages to community partners. Woodlake FRC also partners with CWS to work with Path II cases. A Path II case meets statutory definitions of abuse or neglect and a conjoint home visit is conducted by both the CWS social worker and the DR case manager. The Path II case is opened to Differential Response only if it does not meet the criteria for CWS intervention following the investigation.

Woodlake FRC is a school-based Family Resource Center that offers a wide array of services to the DR clients they serve based on their individual needs. These family support

services include: case management, home visitation, drop in center, mental health services, substance abuse services for adolescents, support groups, family health and wellness services, parenting classes (parent education), basic needs assistance, legal services for restraining orders and for Family Court, youth development services, transportation to appointments, and information/referral.

Target Population:
This Differential Response program is targeted to serve the following number of at-risk children for fiscal year 2011-2012 in the city of Woodlake: 30 children ages 0-5, 50 children ages 6-18, and 35 families. These children and families are not in the CWS system as they do not have an open case, however, has been identified as at-risk since they have had a referral for child neglect or abuse.

Unmet Need:
There was a lack of prevention services available to families who had been identified by CWS as at-risk for child abuse or neglect but did not have an active/open case with CWS. There is a lack of services to high-risk families and children who reside in communities that are rural and with high rates of poverty. Differential Response is a strategy to meet this unmet need and improve CWS outcomes as identified in the 2009 SIP, 2011 CSA, and the new 2012-2016 Integrated SIP.

Attachment J:

Tulare County Integrated
2012 System Improvement Planning (SIP) Committee

Name	Title	Representing
Charlotte Wittig	Juvenile Court Commissioner	Juvenile Courts
Beth Wilshire	CASA Program Manager	Child Abuse Prevention Council (CAPC) / CASA
Billie Shawl	Coordinator	Child Abuse Prevention Council (CAPC)
Irma Rangel	Chair	Children's Services Network (CSN)
Cathy Volpa	MCH Deputy Director	County Public Health
Kyla Surrat	Division Manager	County Mental Health Alcohol & Other Drugs
Elisa Padilla	Manager	Alcohol & Drugs Program
Juliet Webb	CWS Deputy Director	Child Welfare Services
Gary Kupfer	CWS Manager	Child Welfare Services
Bob Browne	CWS Manager	Child Welfare Services
John Mauro	CWS Manager	Child Welfare Services
Mary Ann Cantu	CWS Manager	Child Welfare Services
Laurel Hernandez	Administrative Specialist	Child Welfare Services
Kimberly Xavier	Administrative Specialist	Child Welfare Services
Dawn Westling	Administrative Specialist	Child Welfare Services
Javier Robles	Staff Services Analyst	Child Welfare Services
Debbie Benevente	Staff Services Analyst	Child Welfare Services/Prevention Liaison
Deborah Hernandez	CWS Supervisor	Child Welfare Services
Heidi Pearson	CWS Supervisor	Child Welfare Services
John Ikerd	CWS Supervisor	Child Welfare Services
Allison Hendrix	CWS Social Worker	Child Welfare Services
Diane Higginbotham	CWS Social Worker Lead	Child Welfare Services
Janet Honadle	Chief Probation Officer	Probation Department
Jose Gonzalez	Probation Manager	Probation Department
Michelle Bonwell	Supervising Probation Officer	Probation Department
Ryan Valentine	Probation Officer	Probation Department
Loleta Garfield	ICWA Coordinator	Tule River Indian Reservation
Jennifer Tarvin	Foster Youth	Youth
PENDING	Parent/Consumer	Parent/Consumer
Sheryl Jones	Foster Parent	Resource Families / Other Caregivers
Janet Hogan	First 5 Tulare County	Child Protection Planning Committee (CPPC)
Janie Elson	Director	Family Resource Center/Father Involvement
Rob Schimpf	Law Enforcement	Tulare County Sheriff
Marilyn Rankin, Ed.D.	Education	County Schools
Paula Abbiss	Conflict Attorney	Legal / Judicial

Attachment K:

BOS Resolution Approving the System Improvement Plan (SIP)

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF Submission of Tulare County's 2012-2016 Integrated System Improvement Plan (SIP) to California Department of Social Services (CDSS).	))))	**Resolution No. 2012-0186**

UPON MOTION OF SUPERVISOR VANDER POEL, SECONDED BY SUPERVISOR WORTHLEY, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD FEBRUARY 28, 2012, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE

ATTEST: JEAN M. ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: Deputy Clerk

* * * * * * * * * * * * * * * * * * * *

1. Received a presentation to provide an overview of Tulare County's Child Protection Plan (2012-2017) and Tulare County's 2012-2017 Integrated System Improvement Plan (SIP).

2. Adopt the Tulare County's Child Protection Plan (2012-2017) as the overarching, county-wide plan for protecting Tulare County children from abuse and neglect.

3. Approve Tulare County's 2012-2017 Integrated System Improvement Plan (SIP) in compliance with the California Outcomes and Accountability System (COAS) to improve outcomes for children.

4. Authorized the Director of the Health & Human Services Agency and the Chief of Probation to sign and submit Tulare County's 2012-2017 Integrated System Improvement Plan (SIP) to California Department of Social Services (CDSS); and

5. Authorize the Chairman of the Board to sign four (4) copies of the Tulare County's 2012-2017 System Improvement Plan (SIP).

HHSA

DAY
3/1/12

Attachment L:

BOS Resolution establishing the Child Abuse Prevention Council (CAPC) and the Commission, Board or Council for the administration of the County Children's Trust Fund (CCTF).

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATER OF Request to sign the Notice of Intent Regarding Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention; and Promotion Safe and Stable Families Plan Contracts for Tulare County.	)))))))	**Resolution No. 2012-0160**

UPON MOTION OF SUPERVISOR WORTHLEY, SECONDED BY SUPERVISOR ENNIS, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD FEBRUARY 28, 2012, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE

ATTEST: JEAN M. ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: Denise A. Ybarra
Deputy Clerk

1. Designated the Tulare County Health & Human Services Agency as the public agency responsible for administration of the Child Abuse Prevention, Intervention and Treatment; Community Based Child Abuse Prevention; and Promoting Safe and Stable Families Plan Contracts.

2. Designated the Children's Services Network as the community group to make funding recommendations to the Board for Promoting Safe and Stable Families Funds.

3. Designated the Child Abuse Prevention Council community group to make funding recommendations for Child Abuse Prevention, Intervention, and Treatment; Community Based Child Abuse Prevention; and Child Trust Funds; and

4. Authorized the Chairman of the Board to sign four (4) copies of the Notice of Intent Regarding Child Abuse Prevention, Intervention, and Treatment; Community Based Child Abuse Prevention; and Promoting Safe and Stable Families Plan Contracts for Tulare County.

HHSA

DAY
2/28/12

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APPENDIX

Tulare County Children's Services Network
Child Protection Plan
2012 – 2017

Prepared by: Harder+Company Community Research
Prepared For: Children's Services Network of Tulare County
Date: November 2011

Children's Service Network of Tulare County

All children in Tulare County live in safe and nurturing families

Child Protection Plan

2012-2017

Prepared by Harder+Company Community Research for the Children's Service Network of Tulare County

"When it comes to protecting children, the family (including kin) plays a central role, particularly during the child's earliest days. Children are also part of a broader community where their relationships, engagement, and roles deepen over time and take on increased significance. For this reason, protecting children is both a private and a public responsibility."[1]

In early 2010 representatives from several member organizations of the Children's Services Network of Tulare County embarked on a collaborative effort to examine our child welfare system as a whole and develop new approaches to working together to improve outcomes for our children. This group named itself the Child Protection Planning Committee to denote its broad scope of interest. Early in our discussions, members developed a framework incorporating a continuum of activities covering prevention, early intervention, intervention, and aftercare with attention also given to overarching systems issues supporting the continuum. Over the course of 18 formal meetings and several additional work group meetings, the *Child Protection Plan* emerged.

Committee members worked together to meet obligations for required plans and to go beyond the basics to begin building a new understanding of the potential of collective efforts to create stable families and supportive communities. Our charge now is to move forward over the next five years (2012 through 2017) to fully develop, implement, and evaluate these efforts. We hope that you will join us as we do so.

This plan would not have been possible without the knowledgeable support of staff from the Tulare County Health and Human Services Agency. We acknowledge their efforts and sincerely thank them. In addition, Harder+Company did an able job facilitating our wide-ranging discussions and guiding us as we distilled our thinking into the goals, strategies, and indicators included in this plan.

Additionally, the visionary leadership and unwavering commitment of Tulare County Health and Human Services Agency Director John Davis and Tulare County Chief Probation Officer Janet M. Honadle provided the foundations for this effort.

Janet Hogan
Chair, Child Protection Planning Committee

[1] Adapting a Systems Approach to Child Protection: Key Concepts and Considerations. UNICEF, New York (2010). http://www.iattcaba.org/IATT-theme/documents/Adapting_a_Systems_Approach_to_Child_Protection.pdf

Acknowledgements

The Children's Services Network would like to thank the following members of the CPPC for their dedication and contributions to the development of this plan.

CHILD PROTECTION PLANNING COMMITTEE	
Name	**Agency of Affiliation**
Paula Abbiss	Children's Attorney
Bev Anderson, MFT	Heartworks
Marilyn Barr, Executive Director	Court Appointed Special Advocates (CASA) Tulare County
Hon. Juliet Boccone, Presiding Judge of the Juvenile Court	Superior Court of California, County of Tulare
Michelle Bonwell, Placement Supervisor	Tulare County Probation Department
Mike Boudreaux, Captain	Tulare County Sheriff's Department
Karen Cooper, Executive Director	Family Services of Tulare County
John Davis, Ph.D., Agency Director	Tulare County Health and Human Services Agency
Cheryl L. Duerksen, Ph.D., Mental Health Director	Tulare County Health and Human Services Agency
Janet Hogan, Executive Director	First 5 Tulare County
Janet Honadle, Chief Probation Officer	Tulare County Probation Department
Gary Kupfer, Child Welfare Services Manager	Tulare County Health and Human Services Agency
Cheryl Lennon-Armas, LMFT, Executive Director	Tulare Youth Service Bureau
Prudence Morris, Social Worker	Koinonia Family Services
Linda Paredez, Director	Foster and Kinship Care Education Program, College of the Sequoias
Marilyn Rankin, Ed.D., Assistant Superintendent	Tulare County Office of Education
Rob Schimpf, Lieutenant	Tulare County Sheriff's Department
Billie Shawl, Coordinator	Tulare County Child Abuse Prevention Council
Kyla Surratt, Division Manager, Alcohol and Other Drugs	Tulare County Health and Human Services Agency
Jennifer Tarvin	Youth Representative
Cathy Volpa, RN, PHN, Deputy Director, Public Health	Tulare County Health and Human Services Agency
Christie Walls	Parent
Juliet Webb, Deputy Director, Child Welfare Services	Tulare County Health and Human Services Agency
Beth Wilshire, President	Tulare County Child Abuse Prevention Council
Charlotte Wittig, Commissioner	Superior Court of California, County of Tulare
STAFF:	
Kristi Barnhart	Tulare County Health and Human Services Agency
Debbie Benavente	Tulare County Health and Human Services Agency
Laurel Hernandez	Tulare County Health and Human Services Agency
Javier Robles	Tulare County Health and Human Services Agency
Kimberly Xavier	Tulare County Health and Human Services Agency

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Introduction: Setting the Stage

The goal of child protection is to promote, protect and fulfill children's rights to protection from abuse, neglect, exploitation and violence.[2]

On any given day, agencies and individuals throughout Tulare County are working hard to ensure the safety, permanence, and well-being of children. Nonetheless, keeping children free from abuse and neglect requires thoughtful planning, the effective use of resources, and active collaboration among public agencies, service providers, educators, advocates, health professionals, law enforcement, the judicial system, and community residents. This is particularly critical given the economic and financial crisis that has placed additional strain on families, service providers, and the child welfare system. In an effort to strengthen the system of care, a broad-based group representing community-based organizations, county agencies, child welfare advocates, and community residents came together in 2010 to develop a comprehensive, county-wide plan for protecting Tulare County children from abuse and neglect. This document describes the planning process, the comprehensive child protection framework, and the vision, values, goals, and strategies developed by the Child Protection Planning Committee (CPPC) of the Children's Services Network (CSN) of Tulare County.

The CPPC planning process was launched in 2010 with the desire to strengthen the system of care, increase collaboration across agencies, encourage community involvement, and ultimately ensure that every child has the opportunity to grow and thrive in a safe and nurturing environment. The CPPC used six broad questions to guide their planning sessions which spanned approximately 18 months (see Tulare County CPPC Key Planning Questions).

Tulare County CPPC Key Planning Questions
- What do we want to achieve?
- What are the vision and values that drive our work?
- What strategies will we pursue?
- What resources do we need?
- How do we know we are making progress?
- How will we implement the plan?

[2] Save the Children's Definition on Child Protection, http://sca.savethechildren.se/PageFiles/3189/child%20protection%20definition%20SC.pdf)

The Tulare County Child Protection Plan serves as a road map for child protection efforts in Tulare County for the next five years. In times of scare resources, the plan provides thoughtful consideration of what we believe to be effective strategies and funding priorities for a comprehensive approach across Tulare County.

The Framework: A Comprehensive Continuum

With the belief that everyone plays a crucial role in the safety and well-being of children, the CPPC used a comprehensive framework with a continuum of goals and strategies related to prevention, early intervention, intervention, aftercare, and overall systems improvement (see graphic on page 3). The framework and planning process were designed to take a more systemic approach to child protection, focusing on how the child protection *system* can work more effectively with community partners and stakeholders to nurture healthy families and protect children.

Child Abuse in Tulare County

In 2010, there were 14,002 allegations of child abuse and neglect in Tulare County; allegations for 933 children and youth were substantiated.

Source: CWS/CMS

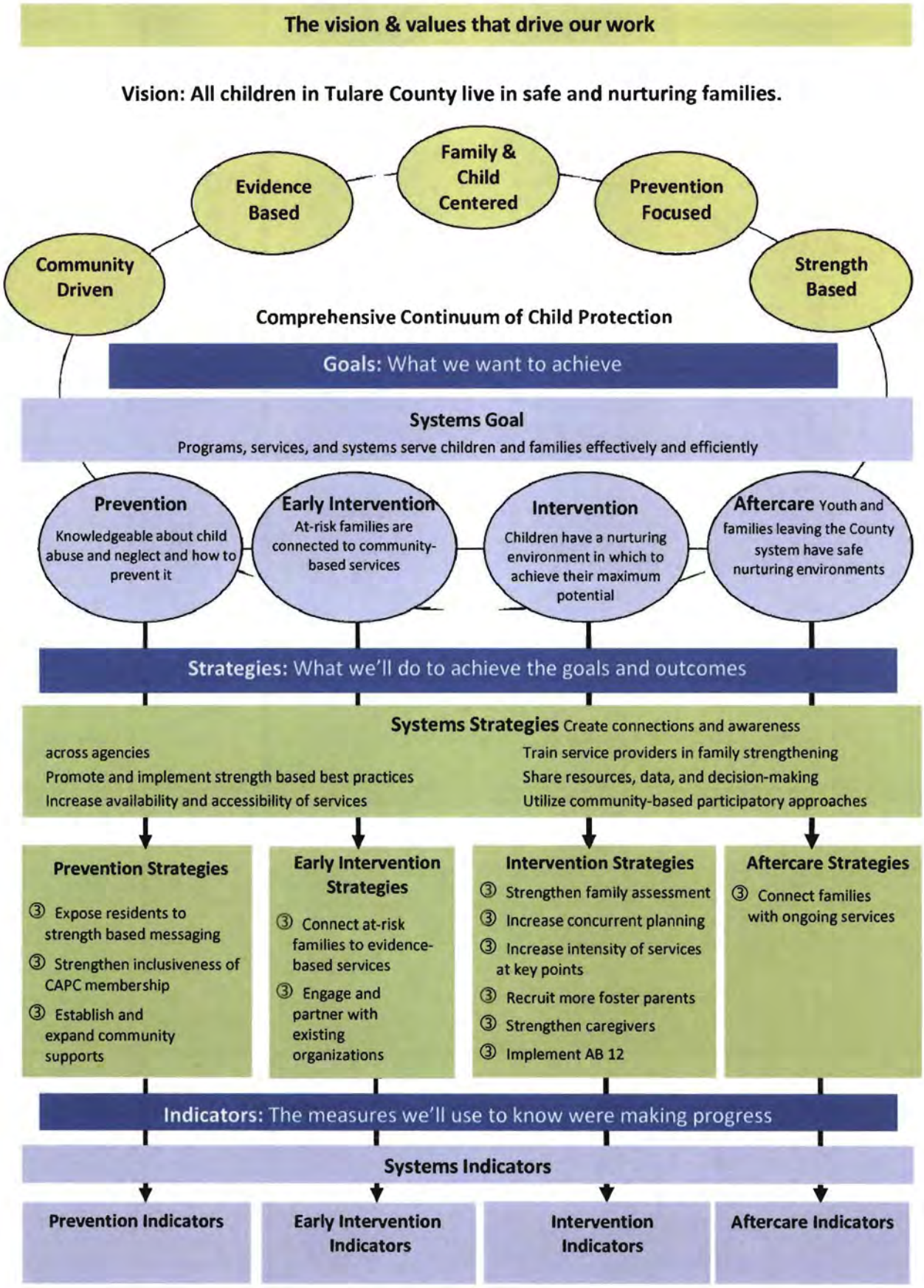
Goals, strategies, and indicators were identified for each area of the continuum ranging from prevention and community engagement efforts to strategies designed to support families and youth exiting the child welfare system.

The Comprehensive Continuum of Child Protection

- **Prevention:** Activities that promote and strengthen the abilities of community, families, and individuals to keep children safe and preserve healthy families.
- **Early Intervention:** More intensive supports and services for families where the risk or early evidence of abuse, neglect, exploitation, and violence is acute.
- **Intervention:** Services provided to families and children when child abuse, neglect, exploitation, and/or violence has occurred.
- **Aftercare:** Supports and services in the community to prevent re-occurrence of child abuse, neglect, exploitation, and violence following intervention and to maintain a safe and nurturing family environment.

These definitions were created and agreed upon by the Tulare County CPPC.

Tulare County Child Protection Framework



The Vision and Values

During the planning process, CPPC members discussed what the future could hold for children and families. This vision will serve as a foundation for child protection efforts in Tulare County. Each of the goals, strategies, and indicators in the plan contributes toward reaching this vision of the future.

Tulare County Child Protection Vision Statement:
"All children in Tulare County live in safe and nurturing families."

Values are the shared beliefs among stakeholders that drive decision-making and priorities. The CPPC identified the following five values that will drive child protection efforts in Tulare County: community-driven, strength-based, family and child centered, prevention-focused, and evidence-based. These values are embedded in the goals and strategies and will be used to help determine direction and build community around child protection efforts in Tulare County.

Values of Child Protection
Community-Driven: Our work is driven by the voices of children, parents, and leaders within our communities.
Strength-Based: We believe that all people, families, and communities have strengths. We support organizations that focus on a child or family's strengths to promote positive change and healthy relationships.
Family and Child Centered: We value services that respect, support, and empower children and families within their communities.
Prevention Focused: We support a continuum of services within communities that is reflective of family needs with a focus on supports and resources to help families before crises occur.
Evidence-Based: We support strategies, programs, and activities that demonstrate evidence of effectiveness and that use reliable data for continuous improvement.

Strategic Goals

Throughout the planning process the CPPC discussed and refined goals for prevention, early intervention, intervention, aftercare, and overall systems-level efforts. They reflected on what has worked in the County as well as challenges and opportunities to do things better. Committee members recognized that these strategic goals are interrelated and collectively represent a comprehensive, collaborative, and strength-based approach to ensure all children in Tulare County live and thrive in safe and nurturing homes.

Systems Improvement Goal

- Programs, services, and systems serve children and families effectively and efficiently.

Prevention Goal

- Tulare County residents are knowledgeable about signs of child abuse and neglect and what individuals, families, and communities can do to prevent it.

Early Intervention Goal

- At-risk families are identified and effectively connected to community-based services that are responsive to family needs and prevent entrance into the County system.

Intervention Goal

- Children have a stable, safe, and nurturing environment in which to achieve their maximum potential.

Aftercare Goal

- Youth and families leaving the County system have sustained stable, safe, and nurturing environments.

Strategies and Funding Priorities

The CPPC identified and prioritized core strategies for each goal area. Strategies were assessed on the overall need, feasibility of implementation, evidence of effectiveness, and availability of resources. In addition, the committee discussed how to measure progress and developed potential indicators that could be used to assess change over time. The strategies and indicators for each goal area are presented below.

Systems Goal: Programs, services and systems serve children and families effectively and efficiently.

The CPPC took the opportunity to reflect upon what works and what needs to be improved to ensure a more effective and efficient system of care for children and families. The group discussed the multitude of players and various points of entry into the system. The committee identified a number of opportunities for systems improvement which have been captured in the strategies outlined on the next page.

Opportunities for Systems Improvement
Awareness and understanding across organizations and in the community about how the system works, who is involved, and how they interact
"Mission" focus and shared goals throughout system
Connections and collaboration with tribes and other organizations/partners
Knowledge and referrals to all existing resources
Common definition of "quality" for how children are served

Systems Strategies	Measuring Success (Potential Indicators of Progress)
Create connections and awareness across agencies with a shared vision, beliefs and strength-based philosophy at all levels.	③ Intra and inter-agency awareness of services available throughout the county ③ Level of collaboration between agencies within the system ③ # of collaborative efforts and workgroups
Train existing service providers in family strengthening philosophy and techniques.	③ # of providers trained in family strengthening models and techniques ③ Increase in knowledge and use of strength-based models and techniques
Promote and implement strength-based best practices throughout the system and continuum of care from prevention through aftercare.	③ # of programs implementing evidence-based best practices ③ Increase in level of client involvement and satisfaction ③ Reduced length of time required to access services ③ Reduced length of stay in foster care (long-term) ③ Decrease in reoccurrence of CWS referrals for same family (long-term)
Share resources, data, and decision-making between and across all agencies to better support families and children.	③ # of partners that have collaborative agreements ③ Increase in the # of multi-disciplinary team meetings
Increase the availability and accessibility of co-located services and the expansion of Family Resource Centers (FRCs) throughout the County.	③ Increase in the # of Family Resource Centers in Tulare County ③ Increase in the # of agencies that co-locate services in FRCs or other accessible community
Utilize a community-based participatory approach that increases participation and diversity of participants in child abuse and neglect initiatives.	③ Increase in level of participation and # of community-level individuals and organizations actively engaged in the system ③ Level of public support and political will for child abuse and neglect issues
Support the CAPC to ensure community leadership and guidance for child abuse and neglect initiatives and policies.	③ Regularly assess needs and seek community input from a broad base of Tulare County residents about child abuse and neglect initiatives

Prevention Goal: *Tulare County residents are knowledgeable about signs of child abuse and neglect and what individuals, families, and communities can do to prevent it.*

Prevention activities promote and strengthen the ability of communities, families, and individuals to keep children safe and preserve healthy families. Some partners in child abuse and neglect prevention efforts include: community residents, informal support networks, the Child Abuse Prevention Council (CAPC), schools, childcare providers, and community-based organizations. To accomplish the prevention goal, the CPPC prioritized three core strategies designed to increase awareness, educate, and engage community members in protecting and creating safe and nurturing environments for children.

Prevention Strategies	Measuring Success (Potential Indicators of Progress)
Expose Tulare County residents to strength-based messaging about approaches, behaviors, and multi-cultural practices that support safe, loving environments where children can grow and thrive.	③ # of activities designed to expose residents to messages about child protection ③ Increase in knowledge and awareness of child protection ③ Increase in the # of calls to child abuse hotline ③ Decrease in the # of substantiated referrals (long-term)
Broaden the inclusiveness of the Child Abuse Prevention Council (CAPC) membership beyond service providers.	③ Increase in the # of people participating as individuals or as community representatives
Establish and expand community supports that build resiliency and are responsive to the needs of families.	③ Increase in the # of participants accessing or seeking prevention services ③ # of participants who change practices as measured by consumer surveys of family strengthening practices ③ Decrease in the # of substantiated referrals (long-term)

Early Intervention Goal: *At-risk families are effectively connected to community-based services that are responsive to family needs and prevent entrance into the County system.*

Early intervention activities involve more intensive supports and services for families at-risk. A number of organizations support early intervention efforts including but not limited to Family Resource Centers, community-based organizations, and schools. The CPPC identified two core strategies designed to connect at-risk families to effective programs and services and to expand the capacity of partners and providers to support the needs of families at-risk.

Early Intervention Strategies	Measuring Success (Potential Indicators of Progress)
Identify and connect at-risk children and families to evidence-based services and programs in their community.	③ Increase in the # of referrals of at-risk families to support services ③ Increase in the # of successful connections (families participate in services) ③ Decrease in reoccurrence of CWS referrals for same family (long-term) ③ Increase in the # of organizations in 211 provider database
Identify and engage existing support organizations (schools, civic, etc.) and build their capacity to partner and/or provide services.	

Intervention Goal: *Children, youth, and young adults have a stable, safe, and nurturing environment in which to achieve their maximum potential.*

Intervention includes services provided to families and children when child abuse, neglect, exploitation, and/or violence have occurred. Sometimes children and youth must be removed from the home to ensure their safety. There is a large network of partners who provide intervention support and services to these children and families including Child Welfare Services and Probation, Law Enforcement, Juvenile Court, CASA, care providers (including foster parents, kin, group homes, etc.), and many county programs and community-based organizations. The CPPC identified six core intervention strategies with corresponding indicators.

Intervention Strategies	Measuring Success (Potential Indicators of Progress)
Utilize and strengthen family assessment to ensure services are aligned with specific family strengths and needs.	③ Increase in the # of referrals of families in the system to support services ③ Increase in the # of successful connections (families participate in services) ③ Increase in the appropriate use of Structured Decision-Making tool (SDM)
Increase concurrent planning efforts to ensure all children in CWS have a permanent plan.	③ Decrease in the # of children w/ permanent planned living arrangement (PPLA) ③ Increase family participation in decision-making
Increase intensity of services at beginning of case and at reunification utilizing strength-based and promising practices and models.	③ Increase in the # of referrals of families in the system to support services ③ Increase in the # of successful connections (families participate in services) ③ Decreased recidivism - children do not re-enter foster care (long term)
Recruit more Tulare County foster parents - targeting areas of most needed.	③ Increase in the # of Tulare County licensed foster family homes
Educate, train, and strengthen caregivers to ensure they are aware of and utilize resources.	③ Increase in caregiver confidence in caring for child ③ Increase in child/youth satisfaction with care ③ Increase in placement stability ③ Decrease in the # of children abused while in foster care
Implement the provisions of AB12 to ensure youth successfully transition to adulthood.	③ Increase in the % of foster youth graduating from high school ③ Increase in the % of foster youth who have employment, and/or enter job training programs or higher education

Aftercare: Children, families, and transitional-age youth leaving the County system have sustained stable, safe, and nurturing environments.

The need for services and supports does not end when children, families, and transitional-age youth "exit" the system. Aftercare includes services that help prevent the re-occurrence of abuse as well as supports that help youth and families achieve safe, stable, and nurturing home environments and promising futures. Key partners that support aftercare includes: community residents, informal support networks, the Child Abuse Prevention Council (CAPC), schools, childcare providers, higher education institutions, and community-based organizations.

Aftercare Strategies	Measuring Success (Potential Indicators of Progress)
Connect children, families, and transitional-age youth with ongoing, long-term supports and services as needed.	③ Increase in the # of aftercare plans with deliberate referrals ③ # of clients who follow through with aftercare plans ③ Decrease in reoccurrence of CWS referrals for same family (long-term) ③ Decrease recidivism - children do not re-enter foster care (long-term)

Next Steps for Implementing the Plan

This plan provides strategic high-level direction for County-wide efforts to ensure the safety, permanency, and well-being of children. It will take a collaboration of many partners and advocates to achieve the goals and implement the strategies outlined in this plan. But with the hard work, determination, and commitment of diverse stakeholders throughout the County, we are confident that we can make important gains towards ensuring the safety and well-being of children.

Next steps for implementation include:

- **Approving the plan:** The CPPC will formally present this plan to the Children's Service Network of Tulare County (CSN) for feedback and approval.

- **Communicating the plan and vision:** Once the final plan is adopted, it's important to communicate and share the vision and priorities with other key stakeholders including the County Board of Supervisors.

- **Engaging partners and community members:** We will reach out to partners and community members, including those who have been involved in the child welfare system, to help us implement the plan. As a first step Child Welfare Services, Probation, and the Child Abuse Prevention Council used many of the strategies captured in this plan to inform and construct Tulare County's 2012-2015 Integrated System Improvement Plan, to be submitted to the California Department of Social Services in January 2012.

- **Funding evidence-based programs and services:**
  Together we will work to identify, support, and implement programs, services, and best practices to ensure that our system is effective, efficient and responsive to the needs of children and families.

- **Measuring and communicating results:** We are committed to continually assessing our progress and evaluating the impact of our work. While we have identified preliminary indicators for measuring our effectiveness, we will need to create a feasible evaluation plan with a mechanism for reporting progress to all stakeholders. A first step will be to identify baseline numbers for those indicators where they are available.

- **Revisiting the plan:** The plan will be revisited on a regular basis to assess progress, revisit assumptions, consider emerging opportunities and discuss changing circumstances. The primary purpose is to ensure that the plan remains a "living and breathing" document that continues to be relevant and acted upon over time.