

Santa Cruz  
County  
Child Welfare  
System  
Improvement  
Plan

February 15

2011

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Three Year System Improvement Plan and Office of Child Abuse Prevention  
Plan

SIP



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## **A. SIP Narrative**

In order to develop the 2011 System Improvement Plan, Santa Cruz County Human Services Department/Family and Children's Services Division and its partners first conducted the 2010 Child Welfare Services Self-Assessment. In this process, we analyzed local performance on outcomes as well as key child welfare practices and systemic factors. The Self-Assessment identified much strength in Santa Cruz County's system of services, and also pointed to areas that need improvement. In the pages that follow, the local process of assessment and planning is outlined, major findings of the assessment are reviewed, and the plan for the next three years is presented.

### **1. Local Process**

The Santa Cruz County Child Welfare assessment and system improvement planning process was conducted over the last twelve months. The process was guided by a broad based system improvement steering committee that is made up stakeholders of the child welfare system. The committee, chaired by County Supervisor Mark Stone, meets quarterly and its members are listed below.

Kristine Adams, Relative Caregiver Representative

Terry Beck, Foster and Adoptive Parent Representative

Dane Cervine, Health Services Agency, Children's Mental Health

Laura Garnette, Probation Department

Celia Goeckermann, Parents Center

Michael Groves, Foster Parents Association and Foster Parent Representative

William Gutzwiller, Relative Caregiver Representative

Denine Guy, County of Santa Cruz Superior Court, Juvenile Division

Deborah Helms, Foster and Kinship Care Education Program, Cabrillo College

Deutron Kebebew, Santa Cruz County Community Counseling Center, PAPAS and Child Abuse Prevention Council (CAPC) Representative

Charles Lerner, Court Appointed Special Advocates of Santa Cruz County

Kathy Martinez, Probation Department

Bill Manov, Health Services Agency, Alcohol and Drug Programs

Dana McRae, County Counsel

Brian Murtha, Human Services Commission

Janet Parske, New Families

Robert Patterson, Minors Counsel

Michael Paynter, County Office of Education

Jenny Sarmiento, Pajaro Valley Prevention and Student Assistance

Nancy Sherrod, Court Appointed Special Advocates of Santa Cruz County

Suzanne Stone, Above the Line

Susan True, First 5 Santa Cruz County

Michael Watkins, Santa Cruz County Office of Education

Cynthia Wells, Santa Cruz Community Counseling Center

Despite the broad array of participants, there are a few stakeholder groups that the Department has been encouraging to attend but has not yet succeeded in achieving their full participation. These groups are representatives of public health services and youth and parents who were involved in child welfare services. In the 2007 assessment, one parent was actively involved in the majority of the assessment; however, she was unable to continue her participation. Haman Services did actively recruit other parents as well as youth; however, they did not participate due to challenges of transportation and ultimately a lack of desire to participate.

In the fall of 2009, the steering committee met and reviewed a proposed process to conduct an assessment of the system and planning of the three year system improvement plan. In the prior planning process, occurring in 2007, the committee and staff dedicated countless hours and resources to an extensive assessment of the system, including five separate surveys, and development of a six year community plan to improve and expand child welfare services. Due to the robustness of the 2007 assessment and fewer resources available in 2010, it was agreed by the committee that the assessment would be thorough; however, we would not gather as much survey information as was done in the previous cycle. Despite this scaled down approach to the assessment, the staff and committee were able to conduct a comprehensive review of the system through analysis of child welfare data, a satisfaction survey with resource parents, an online survey with service providers and a great deal of input on current practices from the department's management team. After the review of findings and submission of the 2010 Santa Cruz County Child Welfare Assessment in the fall of 2010, the system improvement planning process began. Again, due to the extensiveness of the prior plan, it was agreed that the plan would focus on updating the 2008 SIP. However, in the years that have passed, performance on local outcomes has changed and some outcomes now warrant a great deal more attention than was needed in the last cycle. Staff assessed progress made on the prior goals and strategies laid out in the 2008 State plan and complimentary "community plan," and recommended an approach to the 2011 plan to the committee. In addition, we reviewed that we were not able to secure funding for several strategies in the community plan however we hope to implement these strategies if funding becomes available. These strategies are listed in Attachment 1. All of this information was reviewed by the committee and feedback was provided. The culmination of these discussions is the plan that is outlined in this document.

## **2. Assessment Findings**

The County Self-Assessment process demonstrated that while Santa Cruz County is continuing to meet or exceed federal standards and statewide averages on many of the CFSR performance outcomes, and while there has been improvement since the 2007 Self-Assessment, there is still much work to be done to improve the lives of children and families in our community. A summary of the findings is presented below.

### ***Safety***

Safety from abuse and neglect is difficult to measure due to the hidden nature of child abuse. However, the federal and state indicators allow us to better understand child abuse and neglect in our community

by measuring the number of substantiated referrals of abuse and neglect, the recurrence of these referrals, and the number of instances of substantiated maltreatment in out-of-home placement.

In 2009, the rate of children with substantiated referrals was 9.2 per 1,000 children, a significant decline from the 2007 rate of 14.7 children per 1,000. In general there has been an overall decrease in the number of referrals and substantiations, consistent with a statewide trend.

The 6-month non-recurrence rate in Santa Cruz County has remained high over the last three years. In 2009, Santa Cruz County had a non-recurrence rate of 93.2%, very close to the federal standard. The rate of maltreatment in foster care has also remained low and has declined since 2007. In both 2008 and 2009, only one child experienced reported maltreatment while in care. Santa Cruz County's recent performance on these measures indicates that protection from abuse and neglect is an area of strength for the County.

Research has shown that successful engagement in case planning promotes safety within the family. Only 57% of parents reported in a 2007 survey that their first social worker who went to court with them at the beginning, talked with them about the services they thought they needed. This suggests that full engagement of parents who participate in court programs has been problematic. When children are removed from home and petitions are filed to seek dependency, the local Court timelines make parental engagement in case planning difficult.

In most child welfare cases, the mother is the most immediately and easily identified parent, by virtue of having given birth to the children. However, efforts are made to engage fathers in the case plan, either as a single parent or a second parent. If the child is removed, efforts to locate a father are a primary focus. If a (non-offending) father becomes available for placement, FCS typically makes that placement. In FY 2009/2010, according to local data in CWS/CMS, there were 705 case plans in effect; 316 (45%) listed a father as a participant in the case plan. One father can be listed on multiple case plans when he has multiple children which typically occurs when sibling groups are involved in FCS services. These 316 case plans represent 198 unique fathers.

### ***Permanency***

Santa Cruz County has continued to reunify a high percentage of families within 12 months. Our performance has continuously been at or above the federal standard, and that continued to be true for 2009 (76.7% for the exit cohort).

Since a high percentage of families are reunified quickly, it is not surprising that the median time to reunification is also low compared to the statewide average. The median time in 2009 was 5.9 months, lower than the statewide average of 8.2 months and only slightly higher than the federal standard of 5.4 months.

Although reunification timeliness is an area of strength for Santa Cruz County, a crucial indicator of reunification success is the rate of re-entry after reunification. In the past, Santa Cruz re-entry rates were low, suggesting that timely reunification was not increasing reentry to foster care. However, that picture has changed in the last three years. Re-entries to foster care have increased to the most recent

level of 17.1%, considerably higher than the federal standard of 9.9% and the statewide average of 11.9%. It is Santa Cruz's goal to achieve the federal standard of 9.9% on this outcome measure.

The stability of placement is an outcome area where Santa Cruz County continues to perform well. Since 2005, the local performance on the three indicators of placement stability has been close to or exceeded the federal standards and has remained above the statewide average.

Santa Cruz County has historically been very successful in completing adoptions in a timely manner. However, the County has recently experienced a drop in this area of performance. For the first time in 2009, the percentage of adoptions that are finalized within 24 months, as well as the median time to adoption, has fallen below the federal standard, though it is still close to the statewide average. Although various factors can contribute to adoption delays (e.g., appeals filed by birth parents), in the past Santa Cruz county has been able to overcome these factors in order to achieve excellent performance in this area. We believe that the decline in 2009 may be largely a function of the high level of both staff and supervisory turnover experienced in the Adoptions program. Both the supervisor and the social workers in the Forever Families Team have been on a steep learning curve recently. We anticipate that the timeliness of adoptions will improve now that adoptions staff have had substantial training and are becoming more experienced in their new roles; therefore these outcomes are not included in the 2011 SIP. However, we will continue to monitor performance in this area and take action if the performance does not improve.

Another important permanency measure concerns adoption outcomes for children who have been in foster care for 17 months or longer. Santa Cruz County's performance in this area has improved dramatically since 2005. Despite a dip in 2008, the most recent performance (24.8% of children in care for 17 months or longer adopted within the next 12 months) exceeds the federal standard.

Each year, 20 to 40 youths age out of the dependency system in Santa Cruz County. Of these youths (in 2009), 78% had completed high school or equivalency, 65% were employed, 96% had stable housing arrangements and 100% had a permanent connection with an adult. The national statistics show that former foster youth are generally not faring this well. While these numbers indicate that our community's youth are likely better off than many, we know that clear improvements are needed to help these young adults thrive. Santa Cruz County works hard to improve the lives of young people aging out of foster care and achieves many positive results.

Santa Cruz County's performance on the measures of sibling placement continues to be somewhat lower than the statewide average. The most recent percentage of children placed with all siblings is 46.7% compared to the statewide average of 53.5%, and 69.6% are placed with some or all siblings, compared with the statewide average of 73%. (There are no federal standards for these measures.) Placement with siblings is a challenge in this county due to the high cost of housing. Often, caregivers cannot afford to live in homes that are large enough to accommodate sibling groups. However, with new recruitment efforts of in place for homes that can take siblings, Santa Cruz hopes to be in alignment or exceed the statewide average by the next SIP cycle.

In addition, an effective strategy to increase the number of siblings placed together is to place more children with relatives. Local analysis showed that children placed with relatives were more likely to be placed with siblings. Children placed with relatives were also more likely to have more stable placements (fewer than two) compared to those placed in foster homes. The Agency has made a concerted effort to place more children with relatives. Our most recent relative placement rate (49.4%) is much higher than the statewide average (32.8%).

### ***Well being***

FCS uses Family Reunification and Family Maintenance programs, in combination with various public and community-based services, to provide families with the tools to meet their children's needs. Major improvements in the last three years include the implementation of the Triple P evidence-based parent education program for child welfare families, as well as the creation of the new Dominican Child Development Clinic. Service gaps remain in a number of areas including substance abuse and adult mental health services. In addition, access to housing, jobs and income support continues to be a challenge for many families.

FCS has ready access to outcomes of children and families in child welfare services. However, the County self-assessment points to the need to measure the number of child welfare families receiving community-based services and the program outcomes of those services.

School was the number one challenge reported by youth ages 12-18 in the 2007 survey. According to the youth surveyed, low grades or failed classes were an issue for 39%. Moreover, half of foster parents, relative caregivers, and CASAs said that children were performing below grade level in one or more subjects.

Significant collaborative successes have been achieved in the area of foster youth education, including the countywide AB 490 MOU, improved exchange of information with the County Office of Education regarding child placements, a new form designed to allow parents to communicate with the Court about their participation in meeting their child's educational needs, and a dynamic new training presentation to inform educators about the issues facing foster youth in the education system. Areas still needing improvement include: better advocacy for children on behalf of their educational needs, better engagement of individual schools and school districts on the specific needs of abused and neglected children, more alternative school options for K-6 aged children, better screening for young children before kindergarten to identify issues early, and transportation to enable children to remain in their schools of origin. Overall, there are many barriers to having an under-resourced educational system place a priority on the small population of children in the foster care system.

Santa Cruz County's 2007 self-assessment attempted to answer the question of how well children's needs are being met through surveys of youth, parents, and caregivers. According to the surveys, health concerns, in general, were cited as issues for more than one in three youth; 39% of caregivers and 36% of parents said that the child's health was only fair or poor. Thus, only 61% and 64% of caregivers and parents, respectively, thought that the child's health was good or very good. Furthermore, half of

parents felt that their child had an ongoing health problem that was mental health or behavior related and 62% of caregivers said that the child had emotional problems when they were first placed.

To address the various mental health needs of children in our child welfare system, we have a variety of supports in place. Santa Cruz County has a long standing local “system of care” which braids together funding streams to enhance service capacity. In general, through Children’s Mental Health there is consistent access to mental health screening, assessment and services for youth in out of home placement. In 2007, we identified a lack of developmental and/or social-emotional screening and assessment for young children. The 2007 SIP included a strategy to meet this need, which has been successful. The new Dominican Child Development Clinic has recently opened its doors to provide comprehensive assessments, mental health services, and case management to children under the age of five.

The process indicator measuring timeliness of health and dental checkups suggests that low-cost dental services for children are needed in the community. The average compliance for medical exams in 2009 was 85.5%, whereas for dental exams it was 68.6%. Social Workers and caregivers report that dental exams have been a challenge, as there is a lack of availability of providers who take MediCal, and it is often difficult to get an appointment within the required time frame.

#### Peer Quality Case Review

In January of 2010, Santa Cruz County completed a Peer Quality Case Review (PQCR). Following a review of outcome data, Santa Cruz selected Measure C1.4, Re-entry Following Reunification, as the Child Welfare Services PQCR focus area. The focus area was chosen because Santa Cruz County’s rate of foster care re-entry has been on an upward trend since July of 2006. From July of 2004 to June of 2006 Santa Cruz County’s average annual re-entry rate was 8.4% and exceeded the Federal Standard of 9.9%. However since July of 2006 Santa Cruz re-entry rates have risen steadily from 10.2% for the time period 7/06 to 6/07 to the most recent reported rate of 17.6% for the period 7/08 to 6/09.

Focus groups were conducted with social workers, supervisors, Parents Center staff and Court Partners. Surveys were administered to foster youth, birth parents and resource parents. During the PQCR Week, five social work staff were interviewed by their social work peers from other counties on two cases each, one where re-entry occurred and one where it had not.

The detailed PQCR results were reported in the Santa Cruz County Peer Quality Case Review Final Report, submitted to the State in April 2010. Although various different themes emerged from the PQCR, overall the primary theme was that reunification sometimes occurs too quickly in Santa Cruz County, without parents having adequately stabilized and addressed the issues that brought them to the attention of the system. Many FCS social workers seem to be making perfunctory use of SDM assessment tools, and need to use the tools in a more substantive way to help drive casework decisions. In addition, in the past, FCS has not used TDMs as a tool to improve decision making about reunification and safety planning prior to reunification. However, in December 2009 (prior to the PQCR) we did implement TDMs for all children prior to reunification and we believe that this practice will reduce the number of children who return to foster care after reunification. We have also implemented a re-entry

case review workgroup that reviews re-entry cases in order to identify and make practice recommendations to address factors that may be contributing to re-entry.

### Probation

Santa Cruz County Probation chose to examine concurrent planning as it relates to transitional services for youth in the Probation system. Since the PQCR and in some instances, prior to this process, the Probation department has implemented some changes and developed protocols to address issues identified for improvement through the PQCR. A transition protocol for youth returning home with intensive wraparound services was developed and implemented. The protocol states that for youth returning home with wraparound services, a transition meeting shall occur two weeks prior to return home or within one week of returning. This meeting is to develop an appropriate plan for services for a seamless transition home with intensive services yielding a greater chance of success. Regarding provider accountability, fidelity measures have been identified to track adherence to the wraparound model as well as the implementation of a youth and parent survey post program. Some of these indicators will be included in an annual report submitted to the CDSS Wraparound consultant, while some of the indicators are reviewed during a monthly System of Care Meeting. Lastly, the placement unit will be attending relevant trainings regarding concurrent planning, placement and permanency and family finding often offered through UC Davis Extension or jointly through Santa Cruz County Family and Children's Services.

## **3. Research and Activities**

Santa Cruz County Family and Children's Services has reviewed best practice literature and used this information to decide on approaches to improve outcome performance. A summary of this evidence is outlined below.

### ***Safety***

In order to promote safety (and permanency) we recognize the need to maximize the engagement of families in case planning. Research shows that family involvement strategies promote positive outcomes for children and their families. Drawing on multi-year (1996-2007) secondary statistics and survey results (2004-2006), researchers Sawyer and Lohrbach associated the increased use of a range of family involvement strategies with a variety of positive outcomes, including reduced use of court, timely case resolution, increased use of kin and family placements, reduction in new findings of abuse and neglect, and positive safety outcomes (Sawyer, R. Q., & Lohrbach, S. 2008). In addition, a qualitative analysis of findings from the three top-performing metro sites in the 2007-2008 Child and Family Services Reviews (CFSRs) found that child and family involvement in case planning was correlated with (1) active engagement of noncustodial and incarcerated parents, (2) family-centered and strength-based approaches (e.g., team meetings, mediation) effective in building working relationships, and (3) strong rapport developed between workers and parents (U.S. Department of Health and Human Services [HHS], 2009). The approach in Santa Cruz will be to increase engagement of both mothers and fathers through initial and on-going case plan engagement.

## ***Permanency***

When considering permanency strategies, Santa Cruz County knows it is important to consider both the goals of family reunification and long term permanency. Concurrent planning—the practice of simultaneously pursuing more than one option for permanency for children placed in out-of-home care—has been required in California for more than 10 years. The recent literature on concurrent planning has a dearth of information on evidence-based programs and practices. Most available studies consist of tracking permanency outcomes or gleaning qualitative information from focus groups, surveys, or interviews with caseworkers, families, foster/adoptive parents, or other stakeholders. Despite the limitations, recent evaluations do suggest the approach is effective in terms of permanency, especially with younger children. (Child Welfare Information Gateway, 2005). While research shows when done effectively, concurrent planning does cut down on the length of time children are in foster care, Santa Cruz County, similar to other counties, has had many implementation challenges. As specified in the 2008 SIP, Santa Cruz has developed a Concurrent Planning policy and procedures and provided training on the practice. However, consistent implementation has not been achieved. In order to improve implementation Santa Cruz will be implementing a tool to target children who may stay in care longer than 6 months. These children will be targeted for concurrent planning and procedures will be closely monitored.

In addition to preventing long stays in foster care, a focus of the SIP is to decrease re-entry to care. Research suggests that a practice that may influence foster care re-entry is Team Decision Making (TDM) meetings. The practice has been strongly promoted as a more inclusive practice than traditional child welfare services by focusing on strengthening family and community supports and creating opportunities for parents and other adults, including extended family members, to feel responsible for their children (Burford & Hudson, 2000). The Division will continue to conduct TDM's when a return home is being considered, in order to ensure that needed supports are in place prior to reunification. In addition, as part of an intensive restructuring of casework flow, the Division will implement front-end TDM's to prevent removals where possible.

Another strategy that is specified in the 2011 SIP is focused on older youth. Youth often have lower chances of exiting to a permanent home than younger children. In California, youth aged 16 to 18 had the lowest rates of adoption (7.4%) while toddlers aged one to two years of age had the highest rates (38.5%) of being adopted for the fiscal year ending September 30, 2008. Youth aged 16 to 18 had the highest rates of other types of exits (running away, incarceration, entering a psychiatric hospital or death; 24.1%) (Northern California Training Academy, University of California, Davis, Exits to Permanency, June, 2009). Due to these challenges, Santa Cruz is focused on identifying permanent homes for youth in foster care. This focus began in 2008 with the award of the Adoption Opportunities grant locally called "Roots and Wings". One component of this grant and the 2011 SIP is to secure permanent homes for children eleven and over who have been in care over eighteen months.

### ***Well Being***

Research shows those children who are abused or neglected often experience physical, developmental, and emotional problems, including attachment disorders, social and emotional disturbances, cognitive deficits, neurobiological changes in the brain, and failure to thrive (Jaudes & Shapiro, 1999). Very young children are at special risk for neurological developmental problems associated with maltreatment (Teicher et al., 2002). Screening and assessment of young children leads to earlier detection of delays and improved health and well-being for children. Based on results of assessment, children can be linked with appropriate services and parents can be provided with information about how they can promote development. As specified in the 2008 SIP, Santa Cruz piloted a screening tool, the Ages and Stages Questionnaire, with the youngest children of parents involved in Drug Dependency Court, locally called Family Preservation Court. Santa Cruz was successful in screening approximately half the eligible children. Due to the award of a new SAMHSA grant, Santa Cruz now has resources to be able to screen and link to services all young children ages 0-5 with parents involved in Family Preservation Court.

However, some of these delays are not caught in a child's early years and a child's education can be detrimentally effected. In addition, trauma, moving schools, and other social-emotional challenges can lead to children in foster care having difficulty with school achievement. A 2001 Washington State study found that children and youth in foster care attending public schools scored 16 to 20 percentile points below youth who were not in foster care in statewide standardized tests at grades three, six, and nine (Burley & Halpern, 2001). Youth in foster care in the Midwest Study, interviewed primarily after completing 10th or 11th grade, on average read at only a seventh grade level. Approximately 44% read at high school level or higher. Few excelled in academic subjects, especially relative to a comparable national sample (Courtney, et al., 2004,). Due to these issues, Family and Children's Services and the County Office of Education are working to ensure that children in foster care receive the needed assessments in order to best link them with services and supports.

**System Improvement Plan Logic Model**

ACTIVITIES		SHORT/INTERMEDIATE TERM OUTCOMES	LONG TERM OUTCOMES
DIRECT SERVICES	SYSTEM ENHANCEMENTS		
Enhanced case plan engagement practices	Communicate case plan protocols Collaborate on open cases with Probation	Parents will be engaged in their case plans.	More children will have <b>improved safety</b> , as indicated by 96% or more children not having a recurrence of abuse/neglect.
TDMs at removal and for families reunifying		Parents will have safety plans and access supports and children will be maintained at home whenever possible.	Children will have <b>improved permanency</b> , as measured by reduced re-entry of children who have reunified.
Implement concurrent planning	Training and discussions on permanency.	Children who are likely to stay in care longer than 6 months will have a concurrent plan.	More children will have a <b>permanent home</b> , as indicated by children exiting with a permanent home in a timely manner.
Secure permanent homes for youth who have been in care longer than 18 months	Recruitment of homes for older youth and siblings	Youth who have been in care 18 months or more will exit to a permanent home.	
Develop housing options for emancipating youth		Increased housing options dedicated to former foster youth.	Youth who emancipate from care without a permanent home, will have <b>improved well being</b> as indicated by these youth having affordable housing options.
Implement developmental and educational assessments and linkages to supports		Children will be assessed for developmental/ educational status and linked with supports.	Children will have <b>improved wellbeing</b> , as indicated by children meeting their developmental or educational goals.
	Reorganize unit structure and/or casework flow (including implementation of TDM's)	Social workers will be able to perform their casework more efficiently and effectively.	<b>Case planning and Quality Assurance</b> will be improved.
	Improve monitoring of key procedures in child welfare to ensure compliance with standards.	Problems will be noted and mitigated.	
	Better communicate case consultation protocols with service providers who actively serve families with open child welfare cases.	Partners will engage in collaborative dialogue and roles and responsibilities will be clarified.	<b>Collaboration</b> will be improved
	Share information on families concurrently open to services in Adult Probation and Child Welfare		
	Increase department and community dialogue on values and principles in child welfare.		
	Increase supports for resource parents.	Resource parents will receive the supports they need.	<b>Resource Families</b> will be satisfied and be able to provide quality care.

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

The three year CAPIT/CBCAP/PSSF Plan is designed to maintain community services for families in crisis and to ultimately improve child and family well being. In 2010 the Children's Network Cabinet developed a process for the planning and criteria development for the expenditure of CAPIT/CBCAP and PSSF revenue sources for fiscal years 2011-12, 2012-13 and 2013-14. The Children's Network Cabinet completed an analysis of child abuse and neglect prevention, intervention and treatment efforts and gaps in service delivery with significant consideration to the original recommendations made in the 2005-2008 three year plan and the updated plan for 2008-2011, as well as data from the 2010 PQCR and the 2010 Santa Cruz County Child Welfare Services Self Assessment. The conclusion was to continue to fund the service strategies that had originally been identified, in order to maintain a seamless continuum of needed services.

**B. Part 1-CWS/Probation Narrative**

**1. CWS/Probation Cover Sheet**

## 2. CWS/Probation Narrative

The development of the 2011 CWS/Probation System Improvement Plan was guided by a committee consisting of foster and adoptive parents, service providers, and court representatives. Despite declining resources the plan that has been developed is ambitious and reflects the county's commitment to system improvement.

In alignment with California's Program Improvement Plan (PIP), Santa Cruz has chosen to work on engagement of parents with a particular emphasis on ensuring fathers are involved in case planning and services. This decision was based on survey data regarding case plan engagement and the state's emphasis on this area. Strategies in the systemic factor of collaboration will support these efforts, as it is planned that Adult Probation and CWS will have stronger collaboration due to enhanced ability to collaborate on dually open cases. It is hoped that all these efforts will improve both safety and permanency for children.

An overall focus of this SIP is permanency, as performance measures discussed above point to a need to concentrate efforts on improving this outcome for local children. Similar to California's PIP, Santa Cruz has outlined a plan to work on consistency of concurrent planning. Santa Cruz looks forwards to any assistance that the state can provide in improving these areas. A performance measure of concern is re-entry into foster care after reunification. The primary strategy working to ameliorate this outcome is conducting team decision making meetings at the point of consideration of reunification. In addition, supports will be maximized to ensure parents who have reunified have access to a strong foundation of support. In order to enhance permanency for children who have lingered in care, child specific recruitment will be implemented in effort to secure forever homes for these children. A systemic factor that is addressed in the PIP and in Santa Cruz's 2011 SIP, is the diligent recruitment of foster homes. Santa Cruz is working to recruit homes that can care for older youth and siblings as there is a dearth of these homes in the county.

Santa Cruz will also concentrate its efforts to improve children's well being by improving assessment and linkage to services to meet children's developmental and educational needs. These strategies were identified as needs in the 2007 assessment through surveys and discussions with stakeholders. Due to the new grant funding available for enhanced developmental supports for young children, this strategy will now be possible. In regards to assessments on educational needs of children and youth, there are no new resources; however there is a commitment to utilizing current resources to ensure that children's educational needs are met, and in order to do so, these needs must be assessed. Family and Children's Services and County Office of Education will work together with school districts and other assessment providers in the community in an effort to ensure that children receive needed assessments and services to meet their educational needs.

### C. CWS/Probation System Improvement Plan: January 2011 to January 2014

<b>Outcome/Systemic Factor: Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect</b>			
<p><b>County's Current Performance:</b> The measure of non-recurrence of maltreatment (within 6 months) reflects the percentage of children who had a first substantiated report of abuse or neglect, and did not have a second substantiated incident within six months. Santa Cruz County's performance over the last three years has remained near but slightly below the standard. The County's most recent performance in 2009 was 93.2% which is slightly below the federal standard of 94.6%.</p> <p>Research has shown that successful engagement in case planning promotes safety within the family. Only 57% of parents reported in a 2007 survey that their first social worker who went to court with them at the beginning, talked with them about the services they thought they needed. This suggests engagement of parents who participate in court programs has been problematic. When children are removed from home and petitions are filed to seek dependency, the Court timelines make parental engagement in case planning difficult.</p> <p>In most child welfare cases, the mother is the most immediately and easily identified parent, by virtue of having given birth to the children. However, efforts are made to engage fathers in the case plan, either as a single parent or a second parent. If the child is removed, efforts to locate a father are a primary focus. If a (non-offending) father becomes available for placement, FCS typically makes that placement. In FY 2009/2010, according to local data in CWS/CMS, there were 705 case plans in effect; 316 ( 45%) listed a father as a participant in the case plan. One father can be listed on multiple case plans when he has multiple children which typically occurs when sibling groups are involved in FCS services. These 316 case plans represent 198 unique fathers.</p>			
<b>Improvement Goal 1.0 Engage mothers and fathers more in their case plan in order to promote safety, permanency and wellbeing.</b>			
<b>Strategy 1. 1 Implement best practices to better engage mothers and fathers in case planning.</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Case planning engagement promotes safety and permanency among children exposed to abuse and neglect. In addition, a second parent is important as family well being research shows that, as opposed to a single parent home; two parent homes can provide possible protection from child abuse and neglect.
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

Milestone		Timeframe		Assigned to	
	1.1.1 Assess perceptions, practices and capacity for engaging mothers and fathers in case planning.		3/1/11 to 9/1/11		Assistant Division Director
	1.1.2 Establish best practices and document practices in protocols to engage both mothers and fathers in case planning.		10/1/11 to 1/31/12		Assistant Division Director
	1.1.3 Train workers on protocols and implement practices.		1/1/12 to 1/15/14		Assistant Division Director
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>The case review systemic factor will be addressed in order to meet this goal. This systemic factor is addressed below.</p>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training will be required on best practices for parental engagement, such as motivational interviewing, engaging fathers in CWS, or other identified practices to promote engagement.</p>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b> PAPAS, the Santa Cruz County father involvement program, will be integrally involved in assessing, planning, and training on practices to engage and involve fathers in case planning.</p>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> No changes required.</p>					

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

**County’s Current Performance:** The following three measures provide information on the county performance in the area of permanency.

*Reentry Following Reunification (Exit Cohort):* This indicator reflects the percentage of children who re-entered foster care within 12 months after reunification. The most current Santa Cruz County figure, for calendar year 2008, was 17.1%, considerably higher than the federal standard of 9.9%.

*Exits to Permanency:* This measure computes the percentage of children in foster care for 24 months or longer who were discharged to a permanent home by the last day of the year and prior to turning 18. The federal standard is that 29.1% of these children will be discharged to a permanent home by the end of the year. In 2009, 27.4% of Santa Cruz County children who were in care for 24 months or longer were discharged to a permanent home, which is slightly below the federal standard; however this performance is an improvement from 23.6% in 2007.

*In care three years or longer and emancipated or age 18 while in care:* This measure computes the percentage of children who were discharged to emancipation or turned 18 while still in foster care, who had been in care three years or longer. The federal standard is that no more than 37.5% of emancipating youth will have been in care three years or longer. In 2009, the most recent time period available, 50% of Santa Cruz County youth that emancipated had been in care three years or longer.

**Improvement Goal 1.0 Permanency: Increase the number of children who exit CWS with a permanent home or who reunify and do not return to out of home care.**

<b>Strategy 1. 1 Develop and support concurrent plans for children.</b>		<input type="checkbox"/> CAPIT	<b>Strategy Rationale:</b> An alternative or “concurrent” plan for a permanent home allows for children to achieve permanency timely if a determination is made that a family cannot be safely reunified.		
		<input type="checkbox"/> CBCAP			
		<input type="checkbox"/> PSSF			
		<input checked="" type="checkbox"/> N/A			
<b>Milestone</b>	1.1.1 Utilize screening tool to determine if a child has a likelihood of staying in care more than 6 months.	<b>Timeframe</b>	2/1/11 to 1/15/14	<b>Assigned to</b>	Assistant Division Director and Dependency Investigations Supervisor

<p><b>1.1.2</b> Refer children who demonstrate factors that suggest a likelihood of not returning home within six months, to an adoptions worker.</p>		<p>2/1/11 to 1/15/14</p>	<p>Dependency Investigations Supervisor</p>
<p><b>1.1.3</b> Document a plan and support all parties in understanding the child’s alternative permanent plan.</p>		<p>2/1/11 to 1/15/14</p>	<p>Adoptions Supervisor and FR/FM Supervisor,</p>

Strategy 1. 3 Hold a team decision making meeting at reunification and (after staff and work flow reconfiguration) at removal.		<input type="checkbox"/>	CAPIT	Strategy Rationale TDM will support children to remain at home whenever possible.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		X	N/A			
1.3.1 At consideration of reunification for all families, facilitate Team Decision Making (TDM) meetings with family, service providers and community or family supports	Timeframe	2/1/11 to 1/15/14		Assigned to	Program Managers of FR, TDM Facilitator	
		2/1/11 to 6/30/11			Division Director and Assistant Division Director	
		7/1/11 to 1/15/14			Assistant Division Director, TDM Facilitator	
1.3.2. Identify target groups for TDM meetings prior to initial removal of child.						
1.3.3 At consideration of initial removal, conduct TDMs for children in the selected target groups.						
Strategy 1. 2 Provide safety plans and assistance for families prior to case closure.		<input type="checkbox"/>	CAPIT	Strategy Rationale Establishment of a clear safety plan will give families information on what they can do and how they can engage in services to ensure continued child safety and wellbeing after their CWS case closes.		
		<input type="checkbox"/>	CBCAP			
		X	PSSF			
		<input type="checkbox"/>	N/A			
Milestone	1.2.1 Create and implement protocol for discharge and safety plans for all cases that are closing.	Timeframe	2/1/11 to 1/15/14		Assigned to	Assistant Division Director, FR/FM and Emergency Response Supervisors
	1.2.2 Provide financial supports (using PSSF funds) to mitigate any financial barriers to reunification.		2/1/11 to 1/15/14			FR/FM and Emergency Response Supervisors

<b>Strategy 1. 4 Provide child-specific recruitment for children who cannot return home and have been in care at least 18 months.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Studies indicate that older youth can achieve permanency through diligent child -specific recruitment.		
		<input type="checkbox"/>	<b>CBCAP</b>			
		<input type="checkbox"/>	<b>PSSF</b>			
		<input type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>1.4.1</b> Identify children in CWS/CMS who are not returning home and do not have a viable permanent plan.	<b>Timeframe</b>	1/15/11 to 1/15/14		<b>Assigned to</b>	Planning and Evaluation Analyst and Roots & Wings Permanency Partner
	<b>1.4.2</b> Establish a permanent option for these children through family data mining, child photolisitng and/or family support.		1/15/11 to 1/15/14			Roots & Wings Permanency Partner
	<b>1.4.3</b> Review progress of establishing homes for these youth in monthly permanency meetings and identify strategies to resolve barriers.		1/15/11 to 1/15/14			Program Manager
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> Collaboration is critical to the achievement of these improvement goals. Numerous partners will be involved and their roles are described below. In addition, in order to do TDMS prior to removal case planning procedures and staffing in emergency response will have to be reconfigured. This is addressed under “case planning”.</p> <p>Also, there is interest in exploring family readiness training in the county in order to help families and youth be prepared for being in a family together. A model developed by Bob Lewis, Permanency Consultant has been considered. This would need increased resources therefore the county will be exploring funding options.</p>						
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training and consultation on permanency practices will be provided through a federal Adoption Opportunities grant that focuses on using practices and incorporating systems that promote permanency. A central focus of these consultations and training is the widening of social workers’ view of family “success” from only reunification to one that also includes adoptions and guardianships when appropriate. In addition, the Santa Cruz County Foundational Assumptions, developed in 2007, which establishes and documents the values of Santa Cruz County Child Welfare Services and its partners will be further integrated into services by posting the document in the on-line procedure guide and reviewing the document at key divisional</p>						

trainings and meetings.

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

Juvenile Dependency Court: The court is an integral partner in the achievement of this goal. Court partners are involved in the approval and promotion of a concurrent permanent plan. Court partners also assist with establishing permanent homes for those children who cannot return home through approval of photolisting and sharing of information to recruit families.

Children’s Mental Health: Therapists are key partners in establishing and supporting concurrent plans, and assist children and their caregivers with permanent family building.

CASA: CASAs support concurrent plans and assist children and their caregivers with permanent family building.

ILP: This program provides critical support in helping youth transition to adulthood.

County Housing Manager: The Housing Manager has collaborated with the Human Services Department in the past to facilitate the dedication of housing for former foster youth, and is committed to continuing this collaboration.

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

None noted

***Outcome/Systemic Factor: Well Being: Children receive services appropriate to their developmental and/or educational needs.***

**County’s Current Performance:** Currently there are no assessments of children’s developmental or educational needs consistently provided or used in the department. However, school was the number one challenge reported by youth ages 12-18 in the 2007 survey. According to the youth surveyed, low grades or failed classes were an issue for 39%. Moreover, half of foster parents, relative caregivers, and CASAs said that children were performing below grade level in one or more subjects.

**Improvement Goal 1.0 Increase the provision of screening, assessments, referrals and support of the development and education of children.**

<b>Strategy 1. 1 Provide developmental screening, assessment, and support for young children impacted by substance abuse in</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Many children exposed to substances in utero or as young children will suffer from
	<input type="checkbox"/>	<b>CBCAP</b>	

<b>order to promote wellbeing and also to increase safety and permanency.</b>		<input type="checkbox"/>	<b>PSSF</b>	developmental challenges that can be offset by early intervention.		
		<b>x</b>	<b>N/A</b>			
<b>Milestone</b>	<b>1.1.1</b> Provide developmental screening and assessment for children of parents involved in Family Preservation Court (FPC).	<b>Timeframe</b>	1/15/11 to 1/15/14		<b>Assigned to</b>	Program Manager of FPC
	<b>1.1.2.</b> Link children with appropriate supports to promote positive development and provide in home visits to educate caregivers on supporting development of young children.		1/15/11 to 1/15/14			Program Manager of FPC
	<b>1.1.3.</b> Provide Parent Child Interaction Therapy (PCIT), an intensive evidence based parent education model, with parents of young children in FPC.		1/15/11 to 1/15/14			Program Manager of FPC and Parents Center

<b>Strategy 1. 2 Ensure that school age children in out of home care are appropriately assessed for educational needs and linked with supports.</b>		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Many children in out of home care are behind in school. Education assessment and support may assist children in succeeding in school.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		<input checked="" type="checkbox"/>	N/A			
<b>Milestone</b>	1.2.1 Review assessment resources within school districts and the community, and decide upon an assessment strategy that will best meet foster youth needs.	<b>Timeframe</b>	1/15/11 to 7/30/11		<b>Assigned to</b>	Program Manager and County Office of Education
	1.2.2 . In collaboration with school districts, develop and implement a procedure for identifying youth in need of assessment other than IEP (examine criteria such as current grade level performance, subject matter performance, past test results, school attendance) and conduct educational assessments.		9/1/11 to 1/15/14			Program Manager and County Office of Education
	1.2.3 Educate and support caregivers to provide educational support, advocacy and guidance to the children in their care.		9/1/12 to 1/15/14			Program Manager and County Office of Education
	1.2.4 County Office of Education to provide as needed consultation with caregivers on navigating the educational system.		9/1/12 to 1/15/14			County Office of Education
	12.5 When authorized by the State, implement transportation stipends for caregivers to ensure that children may remain in their school of origin to promote stability and continuity .		When authorized by the State through 1/15/14			Program Manager

<b>Improvement Goal 2.0 Increase supports for children who emancipate from child welfare without a permanent home.</b>					
<b>Strategy 2. 1 Create formalized written procedures for supporting youth through the transition to adulthood.</b>			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale:</b> Young adults have more opportunities to succeed if provided with educational or employment supports.
			<input type="checkbox"/>	<b>CBCAP</b>	
			<input type="checkbox"/>	<b>PSSF</b>	
			<input checked="" type="checkbox"/>	<b>N/A</b>	
<b>Milestone</b>	<b>2.1.1</b> Assess current procedures and practices that support transition to adulthood.	<b>Timeframe</b>	7/1/11 to 12/31/11		<b>Assigned to</b>
	<b>2.1.2</b> Revise procedures as needed and train staff on any new protocols.		1/15/12 to 6/30/12		
	<b>2.1.3</b> Implement protocols.		6/30/12 to 1/15/14		
					Program Manager
					Program Manager & Staff Development
					Permanency Planning (Teen Unit) Supervisor

<b>Strategy 2. 2 Facilitate housing options for emancipated youth.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Many emancipated youth without family have limited or no housing options.		
		<input type="checkbox"/>	<b>CBCAP</b>			
		<input type="checkbox"/>	<b>PSSF</b>			
		<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>2.2.1</b> Identify housing options for emancipating youth in affordable developments.	<b>Timeframe</b>	1/15/11 to 1/15/14		<b>Assigned to</b>	Department Director and County Housing Manager
	<b>2.2.2</b> Facilitate dedication of housing to emancipating foster youth.		1/15/11 to 1/15/14			Department Director and County Housing Manager
	<b>2.2.3</b> Maintain dedication of funding.		1/15/11 to 1/15/14			Department Director and County Housing Manager
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>						
<p>In order to accomplish the strategy of educational assessments, several education system strategies must be addressed. One item is to finalize an integrated database that has been in development for over a year, which will combine CWS and education data and create reports on foster children’s educational achievement. One benefit will be that Social Workers will have access to school grades and test scores of the foster children they serve. This will greatly improve their ability to serve children/youth in out of home care and intervene if problems are indicated by the reports. In order to provide educational supports to children more tutoring services need to be available to children. This service has been increased over the last three years however more work needs to be done and Santa Cruz intends to continue to increase these supports so that all foster children who would benefit from tutoring have access to this service. An area that will also be worked on for improvement is the collaboration with San Andreas Regional Center to ensure compliance with CAPTA. A Memorandum of Understanding will be developed to establish and document the roles and procedures of referrals and coordination of services.</p>						
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>						
A grant funded service coordinator will be trained to perform developmental screenings on young children.						
<b>Identify roles of the other partners in achieving the improvement goals.</b>						
Parents Center: A non profit counseling center is the local provider of parent education and counseling for young children. They will serve the						

children and parents in Family Preservation court.

County Office of Education (COE): COE will partner with the department to work with school districts on education assessment.

CASA: CASA staff will partner with the department and COE to promote educational assessment and achieve needed educational systems change.

Caregivers: Relative/NREFM or Foster Parents will be integral to supporting children’s development and education success by assisting the child to learn in the home and advocating for services as needed.

SAMSHA: SAMSHA is providing a grant to fund developmental screening and services for young children of parents in Family Preservation Court.

Alcohol and Drug Services at Health Services Agency: ADP implements Family Preservation Court and works collaboratively with FCS on implementing the new children services noted above.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.** None noted.

***Outcome/Systemic Factor: Case Planning***

County’s Current Performance: Overall unit organization and casework flow were designed when social work staffing was significantly higher, and have been adjusted piecemeal in response to gradual staffing reductions over time. Currently, caseloads are high and social workers are struggling to complete necessary casework tasks. In addition, although TDM’s are conducted prior to reunification, they are not yet conducted at the front end, in an effort to safely prevent child removals where possible.

**Improvement Goal 1.0 Increase the efficiency and effectiveness of the Division’s unit structure and casework flow while enhancing up-front family engagement and safely preventing child removals where possible.**

<b>Strategy 1. 1 Reorganize Family and Children’s Services unit structure and casework flow in order to more efficiently perform casework with reduced staffing, and in order to better serve children and families.</b>	<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Given our current staffing resources, a more intensive restructuring and reorganization is now needed in order to improve casework efficiency and incorporate best practice enhancements to the extent possible. The Division wishes to implement front-end TDM’s in order to safely prevent child removals where
	<input type="checkbox"/>	<b>CBCAP</b>	
	<input type="checkbox"/>	<b>PSSF</b>	
	<input checked="" type="checkbox"/>	<b>N/A</b>	

			possible. Restructuring will be needed in order to enable Emergency Response social workers to prepare for and participate in TDM's.		
<b>Milestone</b>	1.1.1 .Research and evaluate organizational structure and workflow in other counties with similar demographics and staffing levels.	<b>Timeframe</b>	1/15/2011 to 3/31/12	<b>Assigned to</b>	Division Director and Assistant Director
	1.1.2 Assess other counties' procedures and staffing for Team Decision Making meetings prior to the removal of children.		1/15/2011 to 3/31/12		Assistant Director and Emergency Response Program Manager
	1.1.2 Develop a plan for reorganizing Santa Cruz County's child welfare operations, including potential changes to unit structure and/or workflow, and including as a component front-end TDM's with the goal of safely preventing child removals where possible.		4/1/2011 to 6/30/2011		Division Director and Management Team
	1.1.3. Launch the reorganized workflow and organizational structure.		7/1/2011 to 9/30/2011		Division Director and Management Team
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None noted.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Training will be required for Social Workers in the Emergency Response unit in participating in team decision making meetings and for any other staff changing work assignments. In addition, training will be provided for any new protocols. These trainings will be provided approximately in June and July of 2011.					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Other counties will be consulted in the review of CWS structures and procedures. Bay Area Regional Training Academy may provide components of the training.					

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.** None noted.

***Outcome/Systemic Factor: Collaboration***

**County's Current Performance:** An online survey of service providers was implemented in August 2010. Respondents were asked several questions on the frequency of collaboration activities. One question asked whether FCS Social Workers provide sufficient information about children, youth and families in order for service providers to serve them effectively. Half of the respondents reported that this activity does not occur frequently enough, 39% reported it occurs at just the right frequency, and 11% said it does not happen at all, indicating that more than half of the respondents were dissatisfied with the frequency of collaboration activities. The responses were similar for a question about communication regarding client progress. However, when collaboration does occur, 85% of respondents reported that the collaboration was effective in terms of improving the safety, permanency and well being of children. In addition, 42% reported that the collaboration activities are more effective than they were three years ago.

In an open ended question, respondents suggested several ideas to improve communication. Eighty-three individuals responded and the primary themes of these responses were:

- Increase or improve communication (18 responses)
- Cross-trainings about agencies, services, roles (14 responses)
- Use existing case management meetings to collaborate(13 responses)
- Improve timeliness/responsiveness of Social Worker communication (10 responses)
- Social Workers seek & share more case info (10 responses)
- Clarify confidentiality policies & processes (10 response)
- Current efforts are helping or working well (7 responses )

In regards specifically to Adult Probation, the collaboration has been a struggle due to confidentiality restrictions. Unlike with Juvenile Probation, there is no local standing order allowing for open communication. Managers from both programs have met jointly with their respective County Counsels and the Juvenile Court Judge in an attempt to develop an order that would allow for the sharing of information to better serve families who are involved with both systems, and at the same time not release a child's confidential information

**Improvement Goal 1.0 Better communicate case consultation protocols with service providers who actively serve families with open child welfare cases.**

<b>Strategy 1. 1 Create and distribute case consultation protocols with service providers.</b>		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale:</b> Service providers reported a lack of understanding of when to expect case consultation.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		x	N/A			
<b>Milestone</b>	<b>1.1.1</b> Document protocols on timing and methods of case consultation with service providers.	<b>Timeframe</b>	6/1/11 to 12/31/11		<b>Assigned to</b>	Assistant Division Director
	<b>1.1.2</b> Distribute and implement case consultation protocols annually.		1/15/12 to 1/15/14			Assistant Division Director
	<b>1.1.3</b> Annually review case consultation protocols and consider whether updates are needed.		1/15/12 to 1/15/14			Assistant Division Director
<b>Improvement Goal 2.0 Increase collaboration with Adult Probation on families concurrently open to services in Adult Probation and Child Welfare.</b>						
<b>Strategy 2. 1 Share information on families concurrently open to services in Adult Probation and Child Welfare.</b>		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Exchanging information regarding families in both Probation and CWS allows for integration of services.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		x	N/A			
<b>Milestone</b>	<b>2.1.1</b> Work with the Juvenile Court Judge to establish a legal standing order that stipulates that CWS and Adult Probation may exchange pertinent information on dually open cases.	<b>Timeframe</b>	1/15/11 to 8/1/11		<b>Assigned to</b>	Program Manager and Adult Probation Director
	<b>2.1.2</b> Develop and train staff on information-sharing protocols.		9/1/11 to 12/31/11			Program Manager and Adult Probation Director
	<b>2.1.3</b> Exchange information as appropriate.		1/15/12 to 1/15/14			Program Manager and Adult Probation Director

<b>Improvement Goal 3.0 Increase department and community dialogue on values and principles in child welfare.</b>					
<b>Strategy 3. 1. Continue to provide information to both staff and stakeholders on the local CWS values outlined in the Santa Cruz County CWS Foundational Assumptions, created in 2007.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Distributing and discussing the values and balance of safety, permanency and well being assist staff and stakeholders with clarifying and streamlining efforts.	
		<input type="checkbox"/>	<b>CBCAP</b>		
		<input type="checkbox"/>	<b>PSSF</b>		
		<input checked="" type="checkbox"/>	<b>N/A</b>		
<b>Milestone</b>	<b>3.1.1</b> Hold community dialogues with interested stakeholders such as parents and youth formerly in CWS and resource parents to promote a shared understanding of child welfare practice and principles.	<b>Timeframe</b>	6/1/11 to 1/15/14		<b>Assigned to</b>
	<b>3.1.2.</b> Integrate values outlined in the Santa Cruz County CWS Foundational Assumptions into practice by using it as a primary reference in all trainings, practice guides and policies and procedures.		2/1/11 to 1/15/14		
	<b>3.1.3</b> Conduct annual trainings and consultations with staff and community partners on the value and importance of permanency practices.		2/1/11 to 1/15/14		
	<b>3.1.4</b> Share information among SIP and CAPC on integration efforts by presenting at steering meetings of these bodies.		6/1/11 to 1/15/14		
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None noted					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> As noted above, training on promoting permanency while ensuring safety will be provided.					
<b>Identify roles of the other partners in achieving the improvement goals.</b> System Improvement Steering Committee will assist in holding					

community dialogues and sharing information. Probation will work together with the department to secure the capacity to exchange information on families served by both organizations.

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

Standing order is needed on Probation and Child Welfare exchange of information, as noted above.

***Outcome/Systemic Factor: Recruitment and Support of Resource Families (Foster, Kin, and Adoptive)***

**County's Current Performance:** In fall 2009, Santa Cruz County FCS contracted with evaluators to conduct a customer satisfaction survey with county resource parents. A number of strengths in Santa Cruz county FCS can be identified in this caregiver satisfaction survey. Respondents report that they are treated in a respectful, culturally competent way by agency social workers. They report enjoying the daily activities involved in their caregiving work, and most report that overall, they are satisfied with their role as caregiver. However, in a number of areas, there is a sizable group of caregivers who are dissatisfied. In terms of process, such as the prompt return of calls, lower percentages of caregivers reported being satisfied, and an even lower percentage of caregivers reported satisfaction with the amount of information received about the child upon placement. In responses to open-ended questions, a need for more support of various kinds, and in particular the need for accurate timely information about children's history, behavior and needs was voiced with feeling by numerous respondents. And finally, the findings related to caregiver involvement in case planning suggests improvement in this area is needed.

**Improvement Goal 1.0 Increase supports for resource parents.**

**Strategy 1. 1 Provide in home support to resource families.**

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

**Strategy Rationale :** Resource parents have more opportunity to thrive as caregivers if provided the support they need.

<b>Milestone</b>	<b>1.1.1</b> Maintain contracts with Family Resource Centers to provide community based support to local resource families.	<b>Timefra</b>	2/1/11 to 1/15/14	<b>Assigned</b>	Program Manager
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<p><b>1.1.2</b> Monitor FRC staff performance to ensure appropriate provision of in home support and linkage to services for resource families.</p>		2/1/11 to 1/15/14		Program Manager
<p><b>1.1.3</b> Conduct and analyze resource parent survey to assess satisfaction with and efficacy of services.</p>		One time a year –in the fall.		Planning and Evaluation Analyst
<p><b>Strategy 1. 2 Provide adoption support to pre- and post-adoptive families.</b></p>		<input type="checkbox"/>	CAPIT	<p><b>Strategy Rationale</b> Counseling can solidify a commitment to adoption and assist with challenges that arise in the adoption process.</p>
		<input type="checkbox"/>	CBCAP	
		<input checked="" type="checkbox"/>	PSSF	
		<input type="checkbox"/>	N/A	
<p><b>1.2.1</b> Maintain and monitor contract for adoption promotion and support.</p>	<p><b>Timeframe</b></p>	1/15/11 to 1/15/14	<p><b>Assigned to</b></p>	Division Analyst (PSSF Liaison)
<p><b>1.2.2</b> Refer pre and post adoptive families to Cabrillo Foster/Kin/Adoption Program for counseling.</p>		1/15/11 to 1/15/14		Adoptions Supervisor
<p><b>1.2.3</b> As required by OCAP, monitor the number of families receiving services.</p>		1/15/11 to 1/15/14		Division Analyst (PSSF Liaison)
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None noted.</p>				
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals-</b> None noted.</p>				
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Cabrillo College Foster/Kin Parent Education Program: This organization provides counseling to pre and post adoptive families. Live Oak and LaMazana Family Resource Center: These organizations provide in home support to all active resource parents.</p>				
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> None noted.</p>				

<b>Outcome/Systemic Factor: Quality Assurance</b>						
<b>County's Current Performance:</b> In order to assure quality of services, the assessment revealed a need for stronger on-going compliance reviews, in depth study of re-entry into foster care and monitoring of disproportional representation of children of minority ethnicities.						
<b>Improvement Goal 1.0 Improve monitoring of key procedures in child welfare to ensure compliance with standards.</b>						
<b>Strategy 1. 1 Conduct streamlined compliance reviews.</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Regular compliance reviews will assist in monitoring for dips in compliance and allow for intervention before problems arise.		
		<input type="checkbox"/>	<b>CBCAP</b>			
		<input type="checkbox"/>	<b>PSSF</b>			
		<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	<b>1.1.1</b> Develop and maintain monthly dashboard of counts and mandated processes.	<b>Timeframe</b>	1/15/11 to 1/15/14		<b>Assigned to</b>	Planning and Evaluation
	<b>1.1.2</b> Review social worker compliance with referral data entry and closure, SDM tools, case plans, and visits on monthly dashboard.		2/1/11 to 1/15/14			Division Director, Assistant Director, and Management Team
	<b>1.1.3.</b> Review compliance tools that were previously developed and implemented for supervisors and managers, and streamline and re-introduce these tools to strengthen quality assurance.		3/1/11 to 1/15/14			Division Director, Assistant Director and Management Team

<b>Strategy 1. 2 Monitor trends for disproportional ethnic representation at all points in child welfare system.</b>		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Local data has shown a disproportional representation of African American children at all points in CWS. Although this population is quite small in the county, the overrepresentation warrants consistent monitoring for trends and identification of ways to reduce the overrepresentation.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		x	N/A			
<b>Milestone</b>	<b>1.2.1</b> Conduct study of trends.	<b>Timeframe</b>	9/1/11 to 12/31/12		<b>Assigned to</b>	Planning and Evaluation
	<b>1.2.2</b> Present information to key stakeholders.		1/15/12			Planning and Evaluation
	<b>1.2.3</b> Facilitate discussion on further questions or practice modifications needed.		1/15/12 to 2/1/12			Planning and Evaluation
<b>Strategy 1. 3 Identify trends among children returning to out of home care after reunification.</b>		<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Information on trends in the population of children re-entering foster care will better inform planning to prevent future re-entry.		
		<input type="checkbox"/>	CBCAP			
		<input type="checkbox"/>	PSSF			
		X	N/A			
<b>Milestone</b>	<b>1.3.1</b> Review demographic and case factors for children returning to foster care after reunification.	<b>Timeframe</b>	3/1/11 to 7/1/11		<b>Assigned to</b>	Planning and Evaluation
	<b>1.3.2</b> Review literature of published re-entry studies.		3/1/11 to 7/1/11			Planning and Evaluation
	<b>1.3.3</b> Present information to stakeholders and facilitate discussion of recommendations for practice improvements.		8/1/11 to 10/1/11			Planning and Evaluation

<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> None noted.
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> No training needed.
<b>Identify roles of the other partners in achieving the improvement goals.</b> This goal is dependent on department staff.
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>  None noted.

## **D. CWSOIP Narrative**

Santa Cruz County's current CWSOIP allocation for Child Welfare Services is \$532,022. We utilize these funds to carry out several activities that are designed to increase safety, permanency, and well-being for children.

Of the total allocation, \$200,000 is used to pay for substance abuse assessments, treatment (outpatient or residential), and sober living facilities for parents with open child welfare cases. We will continue to use the funds for this purpose, as substance abuse treatment is one of the most critical needs for parents in our system. Prior to the availability of CWSOIP funds, there was no dedicated funding source for CWS parents to access substance abuse treatment. Instead, CWS parents had to compete with the general population for treatment slots, and often experienced lengthy waiting times before a slot became available. Since the advent of CWSOIP funds a number of years ago, we have consistently dedicated \$200,000 per year for this purpose, and this has greatly improved the accessibility of substance abuse treatment for our clients.

The remainder of Santa Cruz County's CWSOIP funding is used to fund a portion of our social work staff who perform the following functions: (1) Providing Informal (voluntary) Family Maintenance services to families who can benefit from child welfare services without being court-ordered to participate. Activities include assessment, case plan development, case management, and safety planning. (2) Providing a liaison function between the Department and Families Together, Santa Cruz County's differential response program. Activities include tracking referrals, making initial contacts with families, sending outreach letters, and case consultation. Both Informal Family Maintenance and Families Together work with families to address their problems while the children remain in their parents' care, in an effort to avoid child removal and to ensure safety, permanency and well-being for the children.

The County's allocation for Probation CWSOIP funds is \$10,000. The Probation Department will use these funds to pay travel expenses to enable parents to have regular visits with their children who are placed out-of-county. Facilitating regular visitation is a key part of the Department's efforts to work towards successful family reunification and permanency. Family participation in program activities with their youth in out of home care often leads to improved sustainable outcomes.

## E. CAPIT/CBCAP/PSSF Plan

### 1. Stakeholder Participation

#### *County System Improvement Team Composition*

Please see the attached System Improvement Committee Roster.

#### *Child Abuse Prevention Council*

The Children’s Network of Santa Cruz County serves as the Child Abuse Prevention Council for Santa Cruz. The Children’s Network is an independent organization made up of a twenty-seven member Cabinet and citizens and organizations with an interest or who are providing services to children. This includes the Human Services Department, the Probation Department, the criminal justice system, law enforcement, the office of the District Attorney, and the courts. In addition the prevention and treatment services communities, including medical and mental health services, community based social services, public and private schools, community representatives such as volunteers, civic organizations and members of the religious community participate in this broad ranging group.

The Children’s Network CAPC is comprised of volunteer members of the Children’s Network and provided with staff support through a contracted local non-profit service provider. For a list of CAPC participants, please see the attached CAPC Roster.

The Children’s Network CAPC meets the five mandated functions of a CAPC through the following activities:

Provide a forum for the interagency cooperation and coordination in prevention, detection, treatment and legal processing of child abuse cases.
Children’s Network meetings provide the forum for interagency cooperation and coordination in prevention, detection, treatment and legal processing of child abuse cases. The Network meets bimonthly to share information and hear presentations on significant issues affecting children and their families. Network members also hear legislative updates as they impact services to children. The Child Abuse Prevention Committee (CAPC) has a standing item on the Children’s Network agenda in which they provide updates and make recommendations related to the prevention, detection, treatment and processing of child abuse and neglect to the Children’s Network.
Promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment.
The CAPC provides information about resources to families and prevention information to the members of the Children’s Network. The Children’s Network members distribute this information to their clientele and to the general public. In addition, the Children’s Network maintains a public website with prevention messages, materials and referral information. During Child Abuse Prevention Month, the CAPC coordinates a public media campaign to promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment.
Encourage and facilitate training of professionals in the detection, treatment and prevention of child abuse and neglect.

The Children’s Network CAPC provides mandated reporter workshops during each year. The workshops are provided throughout the county in both English and Spanish. Topics covered include the detection, treatment, prevention of child abuse and neglect, as well as mandated reporter responsibilities.
Encourage and facilitate community support for child abuse and neglect programs.
The Children’s Network CAPC provides active coordination and facilitation of annual community events designed to encourage community support for child abuse and neglect programs. Examples of events/activities include an annual public media campaign during Child Abuse Prevention Month, community events and parenting workshops, and referral to family resource centers. The Children’s Network provides an annual report to the Board of Supervisors and to each city council within Santa Cruz County in order to educate them about the Children’s Network and child abuse and neglect programs within the county. An electronic newsletter which includes information about child abuse and neglect prevention activities and events is published four times per year.
Recommend improvements in services to families and victims.
A member of the Children’s Network CAPC sits on the SIP Steering committee and provides recommendations for improvements in services to families and victims.

Funds are provided from the Counties Children’s Trust Fund to support the activities of the CAPC. The Human Services Department is the fiscal agent. A Senior Analyst from the Human Services Department provides program coordination, data collection, and contract oversight(see the funding matrix below).

Fund	Amount
CAPIT	
CBCAP	
PSSF Family Support	
CCTF	\$15,000
Kids Plate	
Other:	

***CAPIT/CBCAP/PSSF/CCTF Collaborative***

The Children’s Network of Santa Cruz County serves as the required PSSF Collaborative and Interagency Children’s Coordinating Council (ICSCC) that oversees funding from Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), ) and the County Children’s Trust Fund (CCTF). CCTF information is published in the Children’s Network annual report.

***Parent Consumers***

The Human Services Department continues to actively recruit parents to participate in planning and leadership through the SIP Steering Committee and the Children’s Network. However, due to a lack of funds to provide incentives and reimbursement for travel costs, it is anticipated that it will continue to be a challenge to engage parents in the planning process. In January 2010 Human Services solicited

parent survey feedback as part of the triennial Peer Quality Case Review. The feedback has been incorporated into development of the County Self Assessment (CSA) and the System Improvement Plan (SIP). Human Services will continue to solicit parent consumer feedback by distributing surveys to parents in the next PQCR cycle.

### ***The Designated Public Agency***

As the public agency designated by the Board of Supervisors to administer the CAPIT/CBCAP/PSSF programs, the Human Services Department provides program oversight and accountability, integration of local services, fiscal compliance, data collection, preparing amendments to the county plan, preparing annual reports and outcomes evaluation. All program service providers will provide quarterly reports that are designed by the Human Services Department in accordance with the OCAP prescribed program reporting requirements.

Human Services will evaluate all program progress reports, conduct site visits and remain in close communication with all funded projects in order to provide important information about how projects are progressing in meeting their goals and objectives towards attaining their target outcomes.

Grantees are required to submit a comprehensive evaluation report at the end of their grant term that gives a full picture of the impact of the project in the community.

### ***The Role of the CAPIT/CBCAP/PSSF Liaison***

The Human Services Department provides a Senior Human Services Analyst to function as the CAPIT/CBCAP/PSSF liaison that has the responsibility of monitoring and overseeing all funded programs. The liaison will be responsible for program coordination, data collection, data analysis, and preparation and submission of required reports. All service providers will provide quarterly reports that are designed by the Human Services Department in accordance with the OCAP prescribed program reporting requirements.

Contact information for the CAPIT/CBCAP/PSSF Liaison for Santa Cruz County can be found in the Cover sheet.

## **2. Fiscal Narrative**

The Children's Network is a countywide body whose purpose is to encourage the development of a comprehensive and collaborative service delivery system for children and youth. The Children's Network membership is made up of child welfare, health services, juvenile probation, schools, parks and recreation, law enforcement, courts, and service providers. The Children's Network provides a venue for coordination of service delivery, launching new initiatives and provides oversight for the distribution of CAPIT, CBCAP, PSSF and Children's Trust Funds for services to children and families.

Service strategies are designed with the goal of expanding and supporting community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect. The Children's Network has approved the funding and service strategies in our three-year plan to meet service needs in Santa Cruz County as outlined in Attachment A, PSSF, CAPIT, CBCAP, Children's Trust Fund Revenue and Distribution for FY 2011-12, 2012-13 & 2013-14.

As noted in the CAPIT/CBCAP/PSSF Expenditure Summary, CAPIT funds are used to support Families Together, which is the local differential response model. CBCAP funds the Children’s Network which enhances coordination and builds capacity for countywide child abuse and neglect prevention services. PSSF funds the following services:

- CWS Flexible Fund (family preservation services – 21 % of PSSF)
- Adoption Counseling (adoption support services – 21 % of PSSF)
- Supervised Visitation (time limited family reunification – 30 % of PSSF)
- Families Together (family preservation – 7 % of PSSF family support services – 21 % of PSSF family preservation services)

First 5 of Santa Cruz County provides funds that are blended with PSSF Family Preservation and Family support funds, as well as County Children’s Trust Funds and MAA funds to support the Families Together differential response program for Santa Cruz County.

Santa Cruz County will ensure effective fiscal and program accountability for the CAPIT, CBCAP, and PSSF vendor/contractor services through a close collaboration between the County Liaison and the County Fiscal Officer to ensure that all fiscal data is maintained, tracked, stored and claimed accurately and that all necessary information required by OCAP is provided in a timely fashion.

Grantees will submit detailed budgets that pertain to the utilization of CAPIT/CBCAP/PSSF funds that they have been awarded. Prior to the contract period, the fiscal staff member who is responsible for claiming will meet with the County Liaison to review the specific tracking requirements and database maintained by the Liaison, that contains the necessary data. The fiscal department ensures that all the required information is present to complete the County’s expense claim accurately and ensures that CBCAP information is appropriately reviewed. *Funds received will supplement, not supplant, other State and local public funds and services.*

### **3. Local Agencies – Request for Proposals**

A competitive bid process will be conducted in the spring of 2011 based upon continuing needs and service strategies as approved by the Children’s Network Cabinet. A representative team from the Children’s Network will participate in the development of the RFP and to review the proposals. Programs selected for funding will meet all requirements for funding eligibility as outlined in Welfare and Institutions Code Section 18961. The Human Services Department provides the following assurances:

- a. Priority will be given to private, nonprofit agencies that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention.
- b. In order to be eligible for funding, agencies will be required to provide evidence that demonstrates broad-based community support and that proposed services will not be duplicated in the community, are based on needs of children at risk, and are by a local public agency.
- c. Projects shall be culturally and linguistically appropriate to the population to be served.

- d. Training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded to provide services.
- e. Services to minority populations shall be reflected in the funding of projects.
- f. Projects funded shall clearly be related to the needs of children, especially those 14 years and under.
- g. The county will comply with all 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.
- h. Non-profit subcontract agencies selected for funding will be required to have the capacity to transmit data electronically.
- i. Priority for services funded through CAPIT shall be given to children who are at high risk, including children who are being served by the county welfare departments for being abused and neglected and other children who are referred for services by legal, medical, or social services agencies.
- j. The agency selected for CAPIT funding shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.

#### 4. CBCAP Outcomes

CBCAP funds will continue to support the Children’s Network, a countywide body whose purpose is to “encourage the development of a comprehensive and collaborative service delivery system for children and youth.” The Children’s Network membership is made up of child welfare, health services, juvenile probation, schools, parks and recreation, law enforcement, courts, and service providers. The Network provides a venue for coordination of service delivery, launching new initiatives and oversight for the distribution of CAPIT, CBCAP, PSSF and Children’s Trust Funds for services to children and families. The Children’s Network also serves as the Child Abuse Prevention Council for Santa Cruz County. The following goals and objectives have been identified by the Children’s Network:

Goal	Objectives
Enhanced coordination and service integration of community based and prevention focused programs and activities that prevent child abuse and neglect.	<ul style="list-style-type: none"> <li>1) <b>Engagement Outcome</b> – Prevention programs will demonstrate increased participation and client satisfaction.</li> <li>2) <b>Short Term Outcome</b> – Participants in prevention programs will demonstrate changes in knowledge/skills relative to providing safe and healthy environments for children.</li> <li>3) <b>Intermediate Outcomes</b> – Participating Prevention programs will report decreased duplication of services and overall better outcomes for participants.</li> <li>4) <b>Long Term Outcome</b> – The rate of substantiated allegations of child abuse or neglect will be reduced from 12.2 % to 11.6%</li> </ul>

Outcomes will be evaluated by the Liaison through review of quarterly and annual reports submitted by the contracted service provider and a quarterly review of SafeMeasures data. The liaison will evaluate all reports and remain in close communication with the funded program in order to provide feedback about how the project is progressing in meeting short-term, intermediate and long-term outcome goals. Grantees are required to submit a comprehensive evaluation report at the end of their grant term that gives a full picture of the impact of the project on the community.

**Peer Review**

During the funding period, CBCAP funded programs will develop a self-assessment process in order to evaluate the program’s progress toward stated goals and objectives.

**5. Service Array**

Child safety is the mutual responsibility of the Child Welfare Agency, families and the community based programs where they live. Communities must respond strategically to children who are in danger of abuse or neglect, working with families at the first sign of a problem. The three year plan includes investment in each area along the child abuse and neglect prevention continuum. Rather than investing most of the resources in the removal of children, we seek to strengthen families who, with help, might provide safe homes where their children are protected from harm. In Santa Cruz County we are committed to creating and supporting valuable connections among agencies, programs and families.

The three year plan is designed to maintain community services for families in crisis and to ultimately improve child and family well being. In 2010 the Children’s Network Cabinet developed a process for the planning and criteria development for the expenditure of CAPIT/CBCAP and PSSF revenue sources for fiscal years 2011-12, 2012-13 and 2013-14. The Children’s Network Cabinet completed an analysis of child abuse and neglect prevention, intervention and treatment efforts and gaps in service delivery with significant consideration to the original recommendations made in the 2005-2008 three year plan and the updated plan for 2008-2011, as well as data from the 2010 PQCR and the 2010 Santa Cruz County Child Welfare Services Self Assessment. The conclusion was to continue to fund the service strategies that had originally been identified, in order to maintain a seamless continuum of services and not to create new gaps in the system.

The identified service programs are as follows:

<b>Service Strategy/Program</b>	<b>Allocation Source/ Amount</b>
<b>Primary Prevention</b>	
Perform the core functions of a CAPC, including dissemination of child abuse prevention messages to the community, as well as mandated reporter training.	CCTF \$15,000
<b>Secondary Prevention</b>	
Operate countywide differential response services which primarily target families with children 0-5 and pregnant women who are evaluated out by CWS and some families who are investigated and closed without CWS services	100 % of CAPIT 21% of PSSF Family Support (FS) 7 % of PSSF Family Preservation (FP) MAA
<b>Tertiary Prevention</b>	
Provide a flexible fund for tangible support to families receiving Child Welfare Services	21 % of PSSF Family Preservation (FP)
Provide adoption promotion and support services	21 % of PSSF Adoption Promotion and Support (APS)
Provide therapeutic supervised visitation services	30 % of PSSF Time Limited Family

	Reunification (TLFR)
<b>Coordination and Capacity Building of Child Abuse Prevention Services</b>	
Enhancing coordination and building capacity of child abuse and neglect prevention services countywide	100% of CBCAP

Services will be coordinated by the Children’s Network to supplement and enhance the array of existing services available in the county.

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

The programs described above will be provided countywide to families with children under the age of 14 who are at risk of abuse and neglect, including minority populations, children with special needs and their families. For additional information please see the attached CAPIT/CBCAP/PSSF Services and Expenditure Summary Proposed Expenditures Worksheet.

## F. Attachments

1. Summary of Strategies Identified in 2008 where funding is not available
2. CAPC roster
3. SIP Planning Committee roster
4. Children's Network roster, which serves as the PSSF Collaborative and the CCTF Collaborative.
5. CAPIT/CBCAP/PSSF/CCTF Program Descriptions
6. PSSF, CAPIT, CBCAP, Children's Trust Fund Revenue and Distribution for FY 2011-12, 2012-13 & 2013-14 (Excel spreadsheets)
7. Notice of Intent identifying the public agency to administer the CAPIT/CBCAP/PSSF Plan. (Appendix D) **Requires BOS Signature**
8. CAPUT/CBCAP/PSSF Contact and Signature Sheet (Attachment C) **Requires BOS Signature**

To be submitted to CDSS only:

- BOS resolution establishing a Child Abuse Prevention Council (CAPC) pursuant to Welfare and Institutions Code Section 18980 et. seq.
- BOS resolution identifying the Commission, Board or Council for administration of the Counties Children's Trust Fund (CCTF) pursuant to Welfare and Institutions Code Section 18965 et. seq.
- BOS resolution approving the SIP

**Attachment 1: Summary of 2008 Community Plan Strategies Where Funding is Currently NOT Available**

Summary of 2008 Strategies where Funding is currently NOT available
1. Sustain Family Preservation Court (Drug Dependency Court)
2. Expand substance abuse treatment for parents in CWS
3. Sober Living Environment (SLE) that houses parents and their children involved with child welfare services.
4. Wrap-around services for families with at a least one adult on Probation and whose children are in placement or at risk of placement
5. Employ parents previously involved with CWS as parent mentors.
6. Expansion of Families Together (FT) to serve more families referred to CWS but that do not have open cases.
7. Community services after a family exits from the child welfare system to prevent a recurrence of child abuse.
8. Kinship Support Services Program.
9. THP-Plus housing or other housing options for youth
10. Expand ASQ implementation to all children under three
11. Public Health Nurse program for children in Family Maintenance (FM) services.
12. Social worker staffing in order to reach recommended caseload standards in the SB 2030 Workload Study
13. Develop and disseminate handbooks for parents and youth.

In addition to the above strategies identified in 2008, a strategy to improve dental check up timeliness was discussed by the SIP Steering Committee in 2010. Funding or a lead has not yet been identified however discussions with stakeholders will be held this year to explore funding.

**Attachment 2: Child Abuse Prevention Committee Roster 2010**

Pamela Gabriel, Bank of America

Ama Delevett , Survivor's Healing Center

Amalia Ellis, United Way of Santa Cruz

Antonio Rivas, City of Watsonville

Danielle Moreno, Court Appointed Special Advocates of Santa Cruz

Denine Guy, Santa Cruz County Juvenile Court

Denise Gannon, Santa Cruz Community Counseling Center

Deutron Kebebew, Papás of Santa Cruz County

Donna Murphy, University of California Santa Cruz

Dorma Baker, Pajaro Valley Unified School District

Elizabeth Schilling, Live Oak Family Resource Center

Emily Berkowitz Dore, Boulder Creek

Georgia Leonard, The Family Network of Santa Cruz

Gretchen Ellis, United Way of Santa Cruz County

Jeanine Gibson, United Way of Santa Cruz County

John Cirillo, Above the Line

Judy Yokel, Family and Children's Services of Santa Cruz County

Ken Pollastrini, San Lorenzo Valley High School

### **Attachment 3: Child Welfare System Improvement Committee Roster 2010**

The committee is chaired by County Supervisor Mark Stone and includes the following members:

Kristine Adams, Relative Caregiver Representative

Terry Beck, Foster and Adoptive Parent Representative

Dane Cervine, Health Services Agency, Children's Mental Health

Laura Garnette, Probation Department

Celia Goeckermann, Parents Center

Michael Groves, Foster Parents Association and Foster Parent Representative

William Gutzwiller, Relative Caregiver Representative

Denine Guy, County of Santa Cruz Superior Court, Juvenile Division

Deborah Helms, Foster and Kinship Care Education Program, Cabrillo College

Deutron Kebebew, Santa Cruz County Community Counseling Center, PAPAS and Child Abuse Prevention Council (CAPC) Representative

Charles Lerner, Court Appointed Special Advocates of Santa Cruz County

Kathy Martinez, Probation Department

Bill Manov, Health Services Agency, Alcohol and Drug Programs

Dana McRae, County Counsel

Brian Murtha, Human Services Commission

Janet Parske, New Families

Robert Patterson, Minors Counsel

Michael Paynter, County Office of Education

Jenny Sarmiento, Pajaro Valley Prevention and Student Assistance

Nancy Sherrod, Court Appointed Special Advocates of Santa Cruz County

Suzanne Stone, Above the Line

Susan True, First 5 Santa Cruz County

Michael Watkins, Santa Cruz County Office of Education

Cynthia Wells, Santa Cruz Community Counseling Center

**Attachment 3: Children’s Network Roster**

MEMBER	TITLE	ALTERNATE	REPRESENTS
1. Ard, Kristin	Senior Recreation Coordinator		City of Scotts Valley
2. Baker, Dorma	Superintendent	Trautwein, Joe	School District -PVUSD
3. Bloom, Gary	Superintendent	Brown, Eileen	School District - SCCS
4. Cole, Kenneth	Executive Director	Failor, Mark	County Housing Authority
5. Delevelt, Ama	Therapist, Survivor’s Healing Center		Child Abuse Prevention Committee
6. Espinola, Cecilia	Administrator	Yokel, Judy	County Human Services Department
7. Espinoza, Ana	Director, Watsonville Parks	Vides, Tamara	City of Watsonville
8. Giraldo, Fernando	Director, Probation Division	Perez-Logan, Yolanda	Juvenile Justice Task Force
9. Guy, Denine	Juvenile Courts Judge	Salazar, John	Santa Cruz County Juvenile Court
10. Haff, Julie	Superintendent	Dakota, Lea	School District - SLVUSD
11. Hahn, Will	Executive Director, Dientes Community Dental Ca	Thompson, Alana	Non-profit Representative
12. Kebebew, Deutron	Project Director of PAPAS	Goeckermann, Celia	Family Resource Network
13. Khalsa, Rama	Administrator	Cervine, Dane	County Health Services Agency
14. Lee, Bob	District Attorney	Baum, Charles	County District Attorney Office
15. Littman, Eleanor	Health Improvement Partnership	Conner, Leslie	Non-profit Representative
16. MacDonald, Scott	Chief	Finch, Michelle	County Probation Department

17. McCabe, Bill	Director, Santa Cruz Community Counseling Center		Non-profit Representative
18. Mulford, Carole	Director of CCPC	Oyler, Diane	Child Care Planning Council
19. Pinheiro, Cece	Executive Director, SPIN	Plageman, Sonia	Non-profit Representative
20. Schilling, Elizabeth	Co-Director, Live Oak Family Resource Center	Goeke, Mary Lou	Success By 6
21. Schultz, Joe	Director	De Wild, Kathy	County of Santa Cruz, Parks, Open Space & Cultural Services
22. Sherrod, Nancy	Executive Director, CASA	Lerner, Charles	Non-profit Representative
23. Shoemaker, Dannettee	Director, City Parks & Recreation	Scurich, Carol	City of Santa Cruz
24. Stone, Mark	County Supervisor		Board of Supervisors
25. Storey, Sam	City of Capitola Council Member		City of Capitola
26. True, Susan	Executive Director	Boriack, Vicki	First 5 Santa Cruz County
27. Watkins, Michael	County Superintendent	Allen, JoAnn	County Office of Education
28. Wells, Cynthia	Director, Child & Family Development Prgs, SC4	Winner, Jerri	Non-profit Representative
29. Wowak, Phil	Sheriff	Payne, Bob	Law Enforcement

**Attachment 4: CAPIT/CBCAP/PSSF/CCTF Program Descriptions**

Following is a description of the programs that will be funded with CAPIT/CBCAP/PSSF and/or CCTF during FY 2011-12, 2012-13 and 2013-14. Santa Cruz County will conduct an RFP process in the spring of 2011 in order to obtain contracted service providers for these programs. The new programs will begin operations on July 1, 2011. Program names and descriptions may change when the new contracts are put into place.

<b>Program Name</b>	Child Abuse Prevention Council
<b>Service Strategy</b>	Perform the core functions of a CAPC including the dissemination of child abuse prevention messages to the community and mandated reporter training.
<b>Allocation Source</b>	CCTF
<b>Program Description</b>	
<p>The Children’s Network of Santa Cruz County serves as the Child Abuse Prevention Council for Santa Cruz. The Children’s Network is an independent organization made up of a twenty-seven member Cabinet and citizens and organizations with an interest or who are providing services to children. This includes the Human Services Department, the Probation Department, the criminal justice system, law enforcement, the office of the District Attorney, and the courts. In addition the prevention and treatment services communities, including medical and mental health services, community based social services, public and private schools, community representatives such as community volunteers, civic organizations and members of the religious community participate in this broad ranging group. The Children’s Network CAPC is comprised of volunteer members of the Children’s Network and provided with staff support through a contracted local non-profit service provider. Children’s Network meetings provide the forum for interagency cooperation and coordination in prevention, detection, treatment and legal processing of child abuse cases. The Network meets bimonthly to share information and hear presentations on significant issues affecting children and their families. Network members also hear legislative updates as they impact services to children.</p> <p>The CAPC provides information about resources to families and prevention information to the members of the Children’s Network and maintains a public website with prevention messages, materials and referral information. During Child Abuse Prevention Month, the CAPC coordinates a public media campaign to promote public awareness of the abuse and neglect of children and the resources available for intervention and treatment.</p> <p>The Children’s Network CAPC provides mandated reporter workshops during each year. The workshops are provided throughout the county in both English and Spanish. Topics covered include the detection, treatment, prevention of child abuse and neglect, as well as mandated reporter responsibilities.</p> <p>The Children’s Network CAPC provides active coordination and facilitation of annual community events designed to encourage community support for child abuse and neglect programs. Examples of events/activities include an annual public media campaign during Child Abuse Prevention Month, community events and parenting workshops, and referral to family resource centers. The Children’s</p>	

Network provides an annual report to each city council within Santa Cruz County in order to educate them about the Children’s Network and child abuse and neglect programs within the county. An electronic newsletter which includes information about child abuse and neglect prevention activities and events is published four times per year.

A member of the Children’s Network CAPC sits on the SIP Steering committee and provides recommendations for improvements in services to families and victims.

<b>Program Name</b>	Families Together
<b>Service Strategy</b>	Operate countywide differential response services which primarily target families with children 0-5 and pregnant women who are evaluated out by CWS and some families who are investigated and closed without CWS services
<b>Allocation Source</b>	CAPIT, PSSF Family Support & Family Preservation
<b>Program Description</b>	
<p>Families Together is an innovative program providing home-based services to families living throughout Santa Cruz County. The overall goal is to reduce the number of re-referrals to Child Welfare Services by improving child and family well-being. Families Together mitigates the personal and life stresses which may trigger child abuse. Our vision is every child in a safe home and community.</p> <p>Every family who participates in the Families Together program includes at least one child under age six or a pregnant mother. Our services emphasize safety, child health and development, and the parent-child relationship. We provide regular home visits; assist with basic needs such as housing, health insurance, and budgeting; advocate for families’ needs; support positive parenting practices; refer to other community agencies; and support caregivers' efforts to connect with their children. Children receive regular screenings to assess their developmental progress and to identify any areas that might be a concern. Depending on their needs, parents are provided linkages to a Public Health Nurse, Head Start, support groups, drug and alcohol treatment, disabilities services, and medical facilities. Referrals for legal and immigration services are also available.</p>	

<b>Program Name</b>	CWS Flex Fund
<b>Service Strategy</b>	Provide a flexible fund for tangible support to families receiving Child Welfare Services
<b>Allocation Source</b>	PSSF Family Preservation
<b>Program Description</b>	
<p>Goods and services are purchased to prevent removal of the children or to promote reunification with the children. Purchases/services include: housing assistance, utility payments, auto repair, clothing for children in FM cases (for families that do not receive a clothing allowance), uncovered medical expenses, and first aid training for a parent caring for a medically fragile child.</p>	

<b>Program Name</b>	Adoption Promotion and Support
<b>Service Strategy</b>	Provide adoption promotion and support services

<b>Allocation Source</b>	PSSF Adoption Promotion & Support
<b>Program Description</b>	
Provide culturally competent professional counseling (both family and individual) to adoptive (both pre- and post-adoptive) families referred by HSD. Provide limited post-adoptive respite as funds allow.	

<b>Program Name</b>	Therapeutic Supervised Visitation
<b>Service Strategy</b>	Provide therapeutic supervised visitation services
<b>Allocation Source</b>	PSSF Time Limited Family Reunification
<b>Program Description</b>	
<p>The Parents Center provided one fulltime bilingual, culturally competent, experienced therapeutic visit supervisor (and all required transportation). Their primary goal was to assist in family reunification/supervised visitation services and ensure the physical safety, emotional health and well being of children for all appropriate clients referred by the County Human Services Department Family and Children's Services . This staff member possesses knowledge &amp; background in child, child abuse indicators, mental health &amp; substance abuse issues, as well as an understanding of child welfare case planning &amp; the objectives of supervised visits.</p>	

<b>Program Name</b>	Children’s Network of Santa Cruz County
<b>Service Strategy</b>	Enhancing coordination and building capacity of child abuse and neglect prevention services countywide
<b>Allocation Source</b>	CBCAP
<b>Program Description</b>	
<p>The Children’s Network is a countywide body whose purpose is to encourage the development of a comprehensive and collaborative service delivery system for children and youth. The Children’s Network membership is made up of child welfare, health services, juvenile probation, schools, parks and recreation, law enforcement, courts, and service providers. The Children’s Network provides a venue for coordination of service delivery, launching new initiatives and provides oversight for the distribution of CAPIT, CBCAP, PSSF and Children’s Trust Funds for services to children and families.</p> <p>Children’s Network meetings provide the forum for interagency cooperation and coordination in prevention, detection, treatment and legal processing of child abuse cases. The Network meets bimonthly to share information and hear presentations on significant issues affecting children and their families. Network members also hear legislative updates as they impact services to children. The Child Abuse Prevention Committee (CAPC) has a standing item on the Children’s Network agenda in which they provide updates and make recommendations related to the prevention, detection, treatment and processing of child abuse and neglect to the Children’s Network.</p>	

