



Monterey County System Improvement Plan (SIP)

January 29, 2011

California Outcomes and Accountability System
(COAS)

Acknowledgements

The Monterey County Department of Social and Employment Services would like to thank all of our interagency partners, FCS staff, Probation staff, Community Partners, youth and consumers who participated in the COAS process. The Self-Assessment Report and System Improvement Plan can not be completed without oversight, and dedication of the Monterey County Children's Council, the System of Care Governance Council, community partner stakeholders, members of FCS's Data and Statistics Group, members of FCS and Probation Management Teams and the members of the Self Assessment and SIP Teams. The Self Assessment represents many hours of analysis, discussion, and hard work in order to improve outcomes for the children and families of Monterey County.



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(Internal marketing aid to show the relationships between the different layers of government and local efforts.)

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OVERVIEW:

In 2001, Assembly Bill 636, the Child Welfare System Improvement and Accountability Act was enacted. Under this bill a framework and process was established to monitor the performance of child welfare at a county and state level. This outcome based performance is set on a philosophy that incorporates a 3 step process to review, assess and target areas in need of change.

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

In this SIP process, the following values were at the center of Monterey County’s development:

- Improve outcomes for children and families
- Promote responsibility as a community
- Support services from prevention to after care
- Engagement with consumers
- Explore fiscal strategies
- Look to remove barriers

With these values, summary findings from our POCR and Self Assessment, administrative teams facilitated dialogues with key partners to pick our focus areas for the next 3-year cycle. This atmosphere of collaboration and open discussion leads to the quote seen to the left.

Included in this most recent process, were the integrations of CAPIT/CBCAP/PSSF assessment and planning. In order to accommodate these new requirements, increased discussion and outreach was conducted to internal stakeholders to shore up feedback and open dialogue.

In order to understand the CWS data related to this process the following full list of process measures and outcomes are the focus of increased social marketing to staff and key stakeholders.

PR*	Participation Rates: Referral Rates*
PR*	Participation Rates: Substantiation Rates*
PR*	Participation Rates: Entry Rates*
PR*	Participation Rates: In Care Rates*
S1.1	No Recurrence Of Maltreatment
S2.1	No Maltreatment In Foster Care
C1	Reunification Composite
C1.1	Reunification Within 12 Months (Exit Cohort)
C1.2	Median Time To Reunification (Exit Cohort)
C1.3	Reunification Within 12 Months (Entry Cohort)
C1.4	Reentry Following Reunification (Exit Cohort)
C2	Adoption Composite

C2.1	Adoption Within 24 Months (Exit Cohort)
C2.2	Median Time To Adoption (Exit Cohort)
C2.3	Adoption Within 12 Months (17 Months In Care)
C2.4	Legally Free Within 6 Months (17 Months In Care)
C2.5	Adoption Within 12 Months (Legally Free)
C3	Long Term Care Composite
C3.1	Exits To Permanency (24 Months In Care)
C3.2	Exits To Permanency (Legally Free At Exit)
C3.3	In Care 3 Years Or Longer (Emancipated/Age 18)
C4	Placement Stability Composite
C4.1	Placement Stability (8 Days To 12 Months In Care)
C4.2	Placement Stability (12 To 24 Months In Care)
C4.3	Placement Stability (At Least 24 Months In Care)
2B	Timely Response (Imm. Response Compliance)
2B	Timely Response (10-Day Response Compliance)
2C**	Timely Social Worker Visits with Child (Month 1)**
2C**	Timely Social Worker Visits with Child (Month 2)**
2C**	Timely Social Worker Visits with Child (Month 3)**
4A	Siblings (All)
4A	Siblings (Some or All)
4B	Least Restrictive (Entries First Plc.: Relative)
4B	Least Restrictive (Entries First Plc.: Foster Home)
4B	Least Restrictive (Entries First Plc.: FFA)
4B	Least Restrictive (Entries First Plc.: Group/Shelter)
4B	Least Restrictive (Entries First Plc.: Other)
4B	Least Restrictive (PIT Placement: Relative)
4B	Least Restrictive (PIT Placement: Foster Home)
4B	Least Restrictive (PIT Placement: FFA)
4B	Least Restrictive (PIT Placement: Group/Shelter)
4B	Least Restrictive (PIT Placement: Other)
4E (1)	ICWA Eligible Placement Status
4E (2)	Multi-Ethnic Placement Status
5B (1)	Rate of Timely Health Exams
5B (2)	Rate of Timely Dental Exams
5F	Authorized for Psychotropic Medication
6B	Individualized Education Plan
8A*	Completed High School or Equivalency*
8A*	Obtained Employment*
8A*	Have Housing Arrangements*
8A*	Received ILP Services*
8A*	Permanency Connection with an Adult*

Probation is currently working to develop county level data analysis and clean up of state level data reporting. In September a contract was secured to implement new case management software that will allow these efforts to move forward over the next 3 years.

Our key stakeholders are as follows:

County System Improvement Plan Team

Monterey County's core team is represented by our System of Care Governance Council, which consists of members from different disciplines and responsibilities'.

Representation consists of the following categories:

Monterey County Health Department, Behavioral Health Division

- Sid Smith-Children's Deputy Director
- Michael Robles-Family Advocate (Chair)
- Dana Edgull -Manager

Department of Social and Employment Services, Family and Children's Services

- Robert Taniguchi- Director
- Daniel Bach-Senior Analyst
- Christine Lerable-Program Manager

Probation Department, Juvenile Justice Division

- Denise Shields-Director
- Greg Glazzard-Manager

Educational Representatives

- Steven C Nejasmich- Assistant Superintendent
- Martina Sholiton- Assistant Superintendent

Cultural Competence Representative

- Jesse Herrera-Manager

Youth Representatives

- Mayra Quezada
- Violeta Romero
- Juan Estrada

Family Representatives

- Karen Hart
- Sandra Avina
- Yessica Rincon

Community-Based Family and Youth Organizations

- David Maradei- CAPC

Community-Based Organization(s) addressing Alcohol and/or Drug Use

- Chris Shannon - Door to Hope
- Kim Batiste-Reed – Door to Hope

First Five Monterey County

- Francine Rodd

In addition Our Child Abuse Prevention Council played a key role. Representation consists of the following categories:

David Maradei - Director, Child Abuse Prevention Council of Monterey County

Child Abuse Agency Network

- Clare Mounteer -M
- Nina Alcaraz-A

Citizens-at-Large

- Penny Welsh-A
- Yvonne Ricketts-M
- Jack Harpster-M
- Kimberly Batiste-Reed (Parent)

Military Family Advocacy Program

- Lynn Dittrich-M

Monterey County Counsel

- Annette M Cutino-M
- Jerold Malkin-A

Monterey County Department of Social and Employment Services

- Robert Taniguchi-M
- Anne Herendeen-A

Monterey County District Attorney

- Dean Flippo-M
- Terry Spitz-A
- Stephanie Hulsey-A

Monterey County Health Department

- Tom Berg-M

Monterey County Office of Education

- Ruth Andresen--M
- Jane Cummings-A

Monterey County Sheriff Department

- Dave Crozier-A
- Mike Kanalakis, Sheriff-M

Natividad Medial Center

- Dr. Valerie Barnes, M.D.-M

Probation Department

- Manuel Real-M
- Denise Shields-A

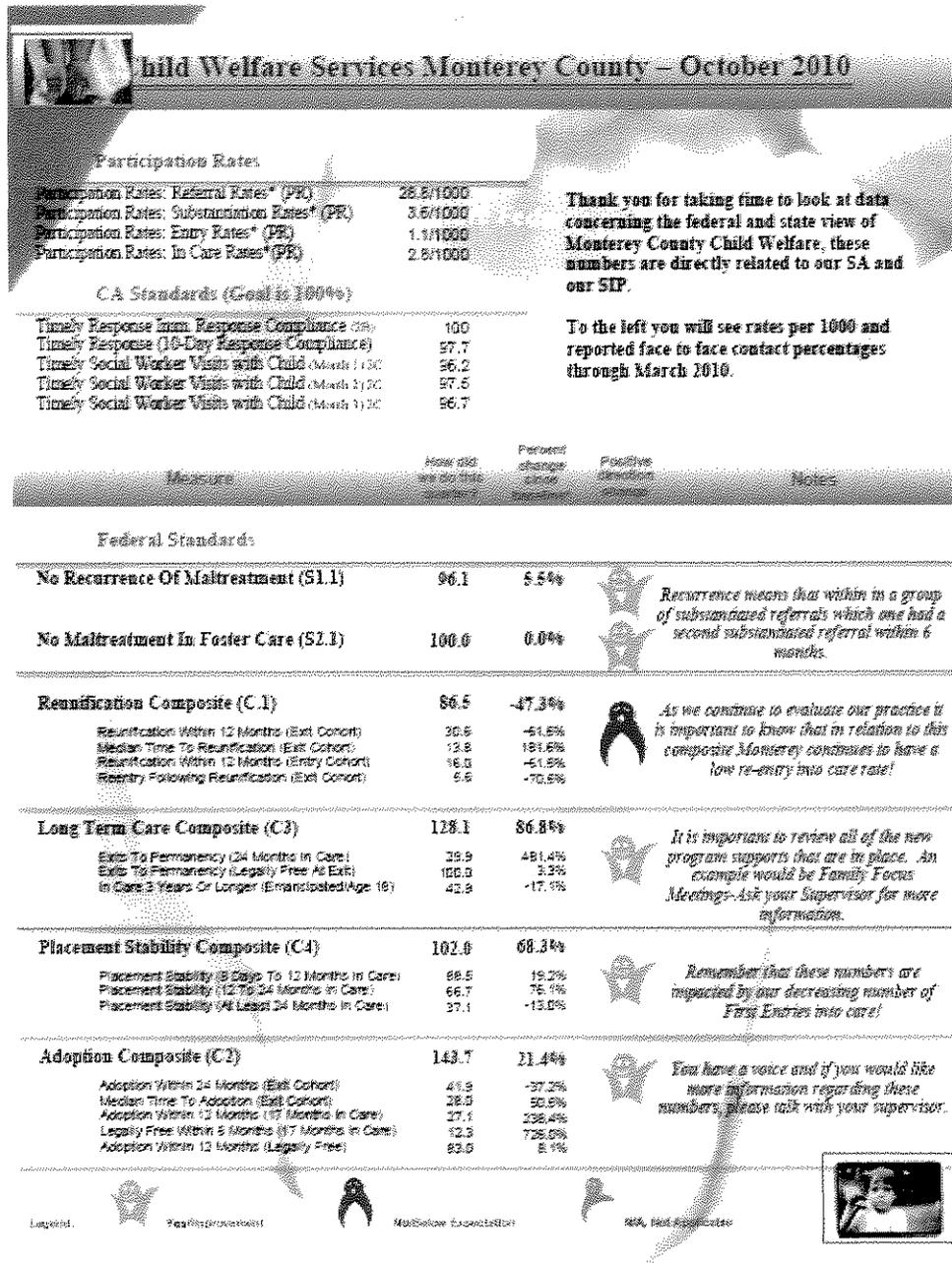
Juvenile Justice Commission

- Paddy Grinstein-M

(M= Member, A=Alternate)

DATA SUMMARY:

In order to apply different learning styles the following graphic is an example of our outreach to internal staff summarizing our recent performance and data summary.



These measures allow counties to develop internal data evaluation and review to look at community based analysis. It allows us to ask how and why events are taking place at our county level. It also reminds us not to assume that relationships exist, but re-focuses the discussion on how can we measure the relationship.

A full list of data and definitions can be found at:

http://cssr.berkeley.edu/ucb_childwelfare/default.aspx

DISCUSSION, OUTCOME SELECTION AND RESEARCH:

Over the past SIP period, strides were made to develop a relationship between data, data collection, outcomes and evaluation. It is a unique relationship that has been wrought with many ups and downs. Monterey has taken steps to demonstrate this relationship at all levels and we are often left with the realization that we need more information to understand the complexity of the relationships.

Over the past 18 months stakeholders and staff have gathered to participate in our process to improve the well-being, safety and permanency for our youth and their families. Child welfare outcomes and community data profiles were presented and discussed.

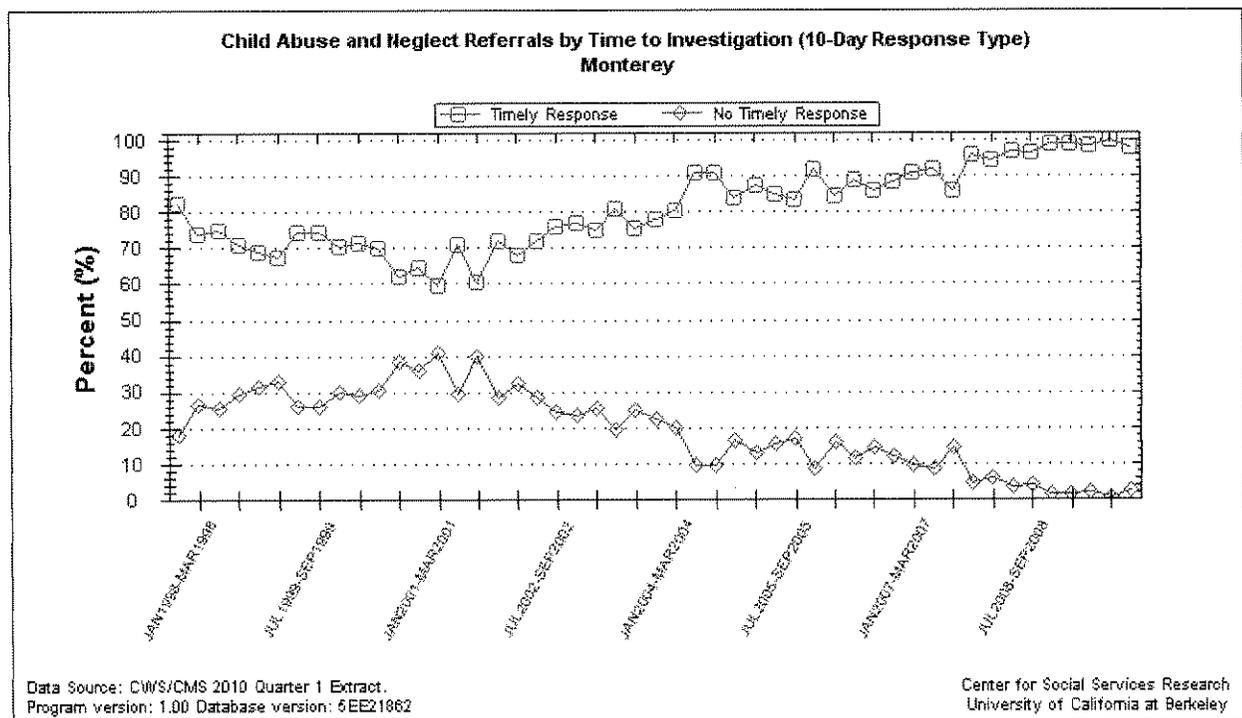
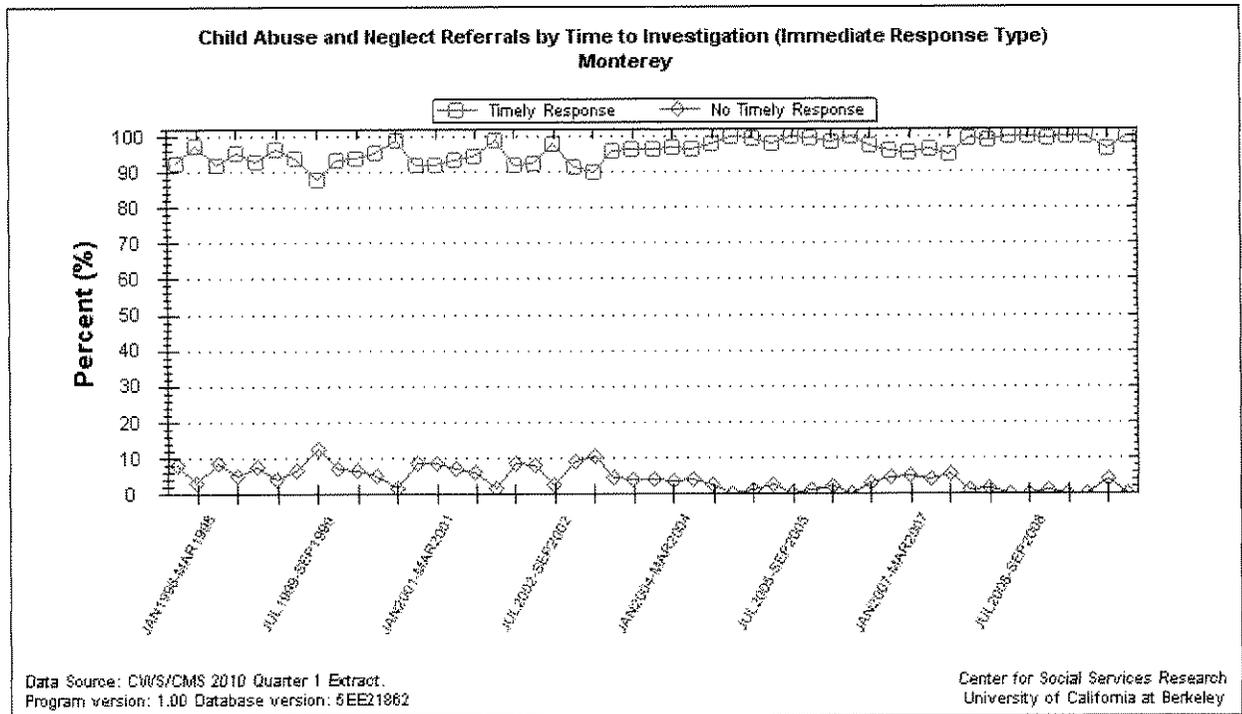
Monterey County acknowledges that its outcomes related to Timely Reunification are not currently meeting federal standards. As we prepared for this SIP, information was presented to our stakeholders since the start of PQCR and through the development of our Self Assessment. This measure, Time to Reunification, was not chosen as a focus of the SIP, as input by our community stakeholders and staff believed that lack of placement stability contributed to the greater issue of child well-being in our county. In review stakeholders expressed that children in Monterey County were being reunified and not coming back into care, even if it took an additional month of service, but youth who had been in care over 2 years were not given the chance to be successful due to their instability. Thus, focus on this area was of greater concern.

It should be noted that although Monterey County is not meeting federal standards in Time to Reunification, we do have one of the lowest re-entry into care outcomes in the state. Monterey County DSES and our stakeholders believe that our low re-entry into care has created more family stability, less disruption for children and their families, and has potentially mitigated the likelihood of two twelve month episodes of reunification.

Monterey County will further research issues that contribute to Timely Reunification and our inability to reunify after only 12 months of reunification services. However, for this SIP the identified focus is on Safety and Placement Stability.

In Part I, Family and Children's Services focus will be on Safety and Placement Stability, while Probation targeted Placement Stability and Transition to Self Sufficiency. CAPC's focus will be detailed in Part II.

Safety as an outcome is relative to the point in time that any event is taking place. Any assumption that we have an ability to control the future will inevitably be proven incorrect; however, we do have the ability to look at our process measures, patterns of events and documentation to see what our past may indicate as localized changes. When looking at the performance of Monterey County's Emergency Response, Time to Investigation the following pattern can be identified through UCB.



These charts show us that we are currently in substantial compliance with having a face to face contact with children alleged to be at risk.

When looking at more current information pulled by MCDSES, Data and Statistics Group, the type of response can be reviewed in relation to type of allegation along with compliance by specific office.

**County of Monterey - Family & Children's Services
Timely ER Referral Visits - July 2009 - June 2010 by Referral Response, Allegation Type - Final Run
For Management/Supervisors Only**

Allegation Type	Caretaker	Emotional	Exploitation	General	Physical	Severe	Sexual Abuse	Substantial	All
	Absence/Incapacity	Abuse		Neglect	Abuse	Neglect		Risk	
	N	N	N	N	N	N	N	N	N
10 Days	30	111	3	610	357	11	133	0	1255
Immediate	40	7	0	132	277	2	68	1	627
All	70	118	3	742	634	13	201	1	1782

**County of Monterey - Family & Children's Services
Timely ER Referral Visits - July 2009 - June 2010 by Office - Final Run
For Management/Supervisors Only**

Office	10-Day Referrals	10-Day Compliance	Compliance Rate	IR Referrals	IR Compliance	Compliance Rate
King City	182	178	97.80%	75	74	98.67%
Quadrangle	700	684	97.71%	295	288	97.97%
Seaside	373	371	99.46%	157	155	98.73%
	1255	1233	98.26%	527	518	98.29%

Key to safety is also being aware of the changes that are impacting your responses and your dispositions. Knowing how dispositions, removals and first entries change or impact the flow of youth through foster care is critical in creating a localized framework of evaluation and planning.

**County of Monterey - Family & Children's Services
First Entries by First Placement Type - FY July-June 1999-2010**

First Entries	First Placement Type		
	Congregate	Family	All
	N	N	N
Count			
FY1998-1999	135	32	167
FY1999-2000	146	19	165
FY2000-2001	152	27	179
FY2001-2002	141	23	164
FY2002-2003	180	40	220
FY2003-2004	220	27	247
FY2004-2005	190	69	259
FY2005-2006	163	53	216
FY2006-2007	158	61	219
FY2007-2008	123	72	195
FY2008-2009	97	25	122
FY2009-2010	71	22	93

The application of data is also being applied to research, and at this moment some research is in early stages and some papers may make recommendations on best practice. When looking at placement stability, the Northern California Training Academy has published a paper summarizing research. It can be found at:

<http://www.dss.cahwnet.gov/cfsweb/res/pdf/PlacementStability.pdf>

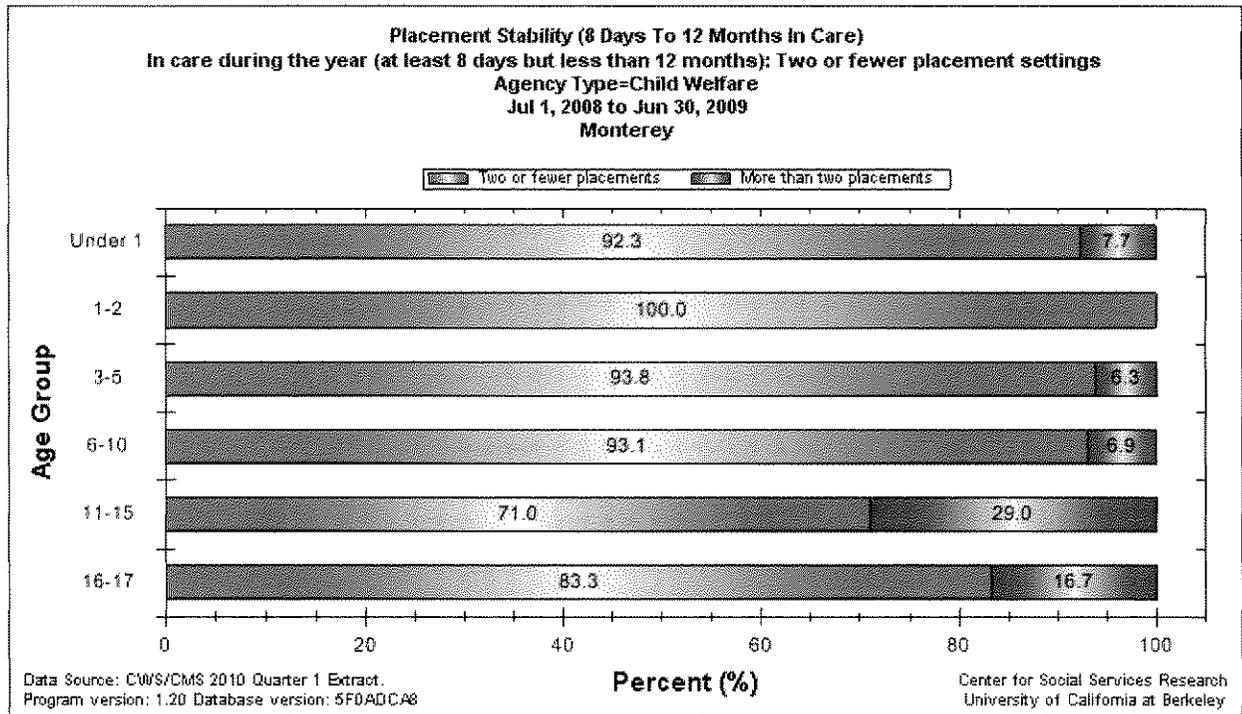
According to Northern California Training Academy, The Center for Human Services, Placement Stability Literature Review dated August, 2008:

While placement changes for children in the Child Welfare System are inevitable and at times circumstances make it more beneficial and needed, the review highlights how important it is to minimize the number of changes children experience. Held (2005) identified some of the key components for improving practices for increasing the probability for placement stability. These include (but are not limited to):

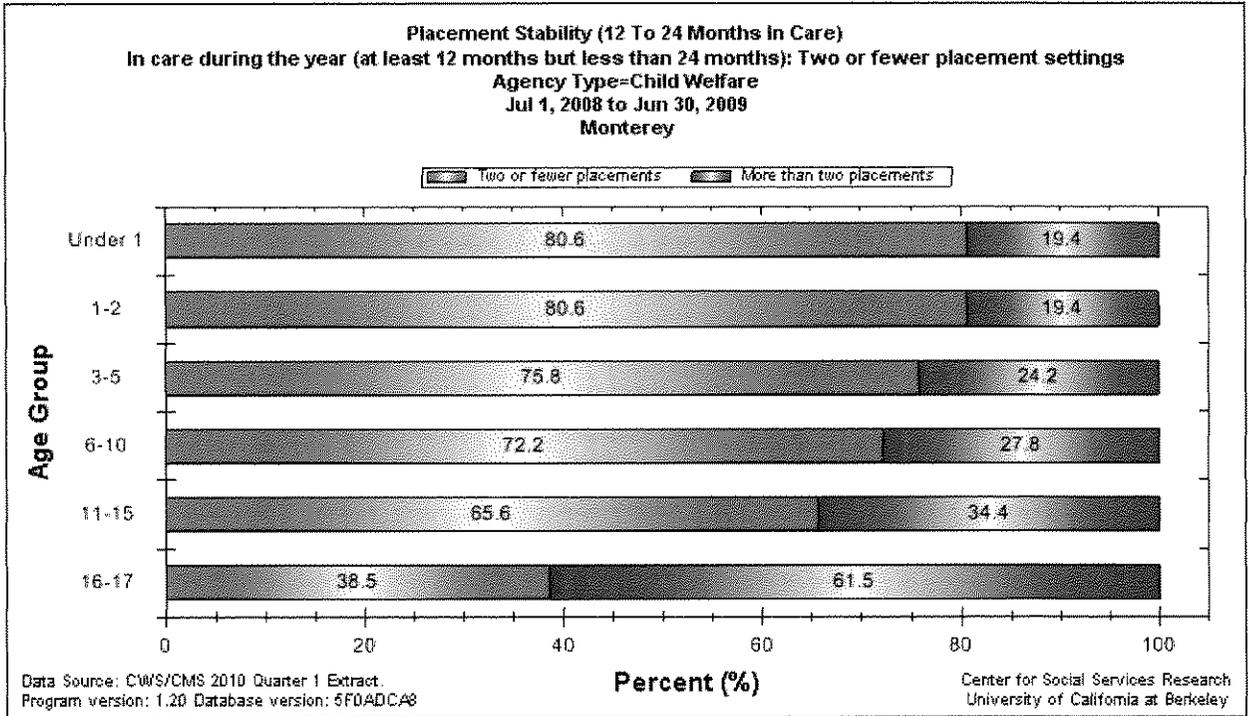
- 1) Strong tracking and case planning to ensure that foster drift is avoided to achieve permanence*
- 2) Early intervention*
- 3) Increasing the availability and use of placement choice*
- 4) Increasing multi-agency support*

UCB can provide snapshots of data that provide windows in looking at placement stability. The following 3 charts show how stability by definition changes over time for youth in placement.

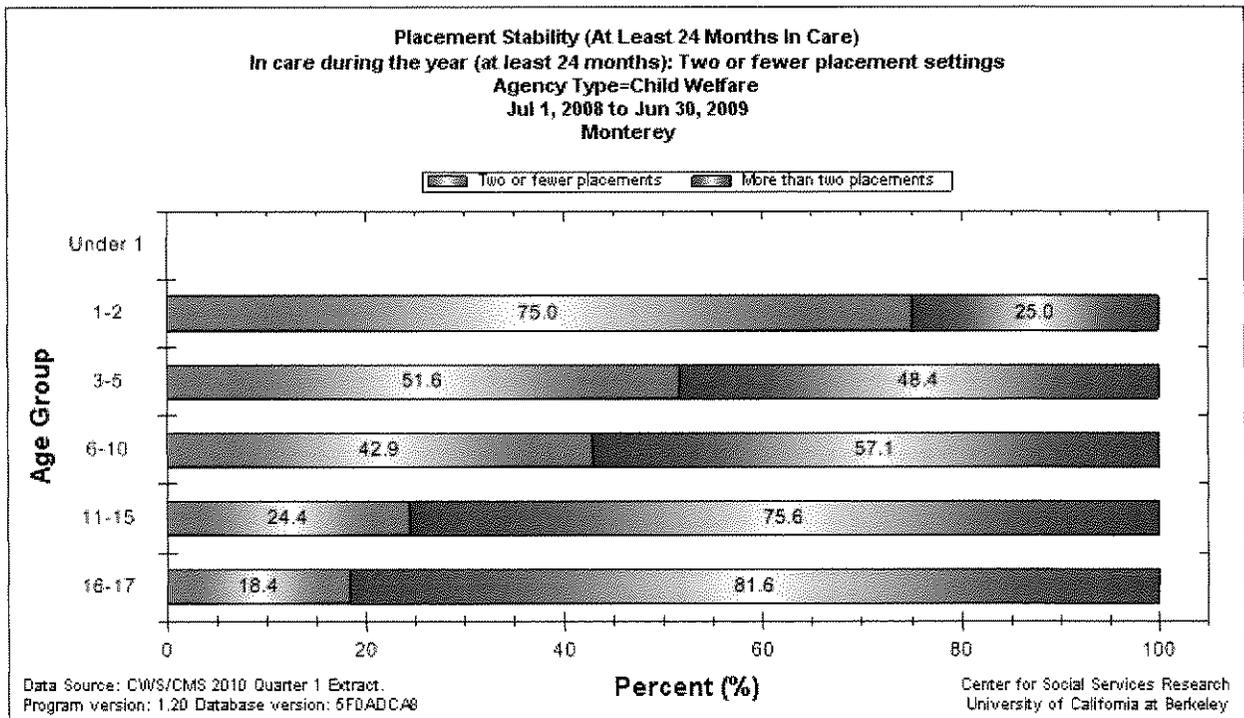
At 12 months:



At 12 to 24 months:

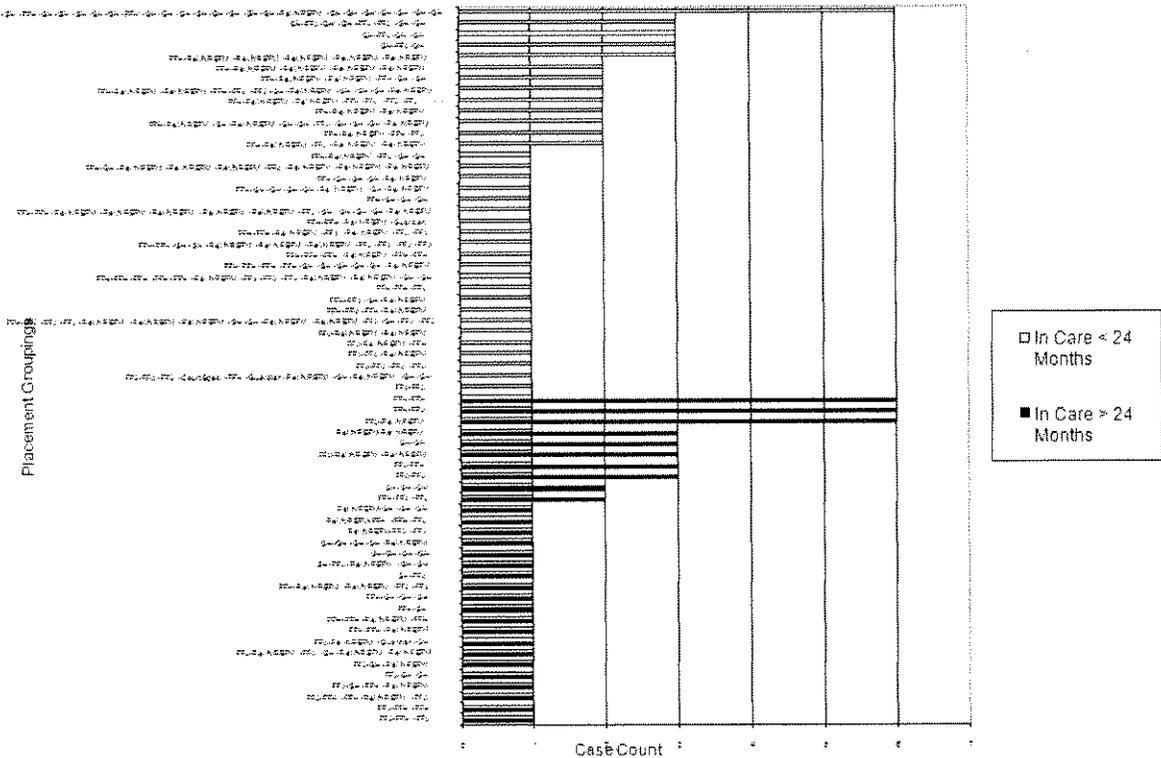


At greater than 24 months:



Knowing this and pursuing more focused evaluation around the flow of youth and their corresponding exits can provide insight into more in depth qualitative review of specific cases.

For example, the following chart is a visual depiction of the number of placement changes and a child's specific pattern of changes related to time in care. This type of graphic can be used to identify specific cases that need in depth review by pulling the detail behind any of the specific lines.



Life table method of survival analysis is generally used for grouped-interval censored data where the exact duration is not known but only the interval is known. Focus on developing comparisons based on exit data has led to an interest in characterizing the distribution of first entry data with time in care and number of placements. Typically the data are collected over a finite period of time and consequently the 'time to event' may not be observed for all the individuals in our study population (sample). This results in what is called *censored data*. The combination of censoring and differential follow-up creates some unusual difficulties in the analysis of such data.

In routine data analysis, we may first present some summary statistics such as mean, standard error for the mean, etc. In analyzing survival data, however, because of possible censoring, the summary statistics may not have the desired statistical properties. So we need to use other methods to present our data. One way is to estimate the underlying true distribution. When this distribution is estimated, we can then estimate other quantities of

interest such as mean, median, et cetera. This distribution can be seen in the life test chart below listing the specific number of placements (Stratum) and the number of youth that are censored (i.e. the complete distribution is not known).

*County of Monterey - Family & Children's Services
First Entries by Time in Care and Number of Placements - FY July-June 1999-2010*

Still in Care

The LIFETEST Procedure

Summary of the Number of Censored and Uncensored Values					
Stratum	UCB_PLCMNT	Total	Failed	Censored	Percent Censored
1	1	1202	89	1113	92.60
2	2	694	50	644	92.80
3	3	443	30	415	93.26
4	4	279	28	251	89.96
5	5	126	10	116	92.06
6	6	73	8	65	89.04
7	7	36	2	34	94.44
8	8	26	2	24	92.31
9	9	16	1	15	93.75
10	10	6	1	5	83.33
11	11	7	3	4	57.14
12	12	4	2	2	50.00
13	13	5	2	3	60.00
14	14	5	0	5	100.00
15	15	4	2	2	50.00
16	16	1	0	1	100.00
17	17	1	0	1	100.00
18	21	1	1	0	0.00
19	28	1	1	0	0.00
Total		2932	232	2700	92.09

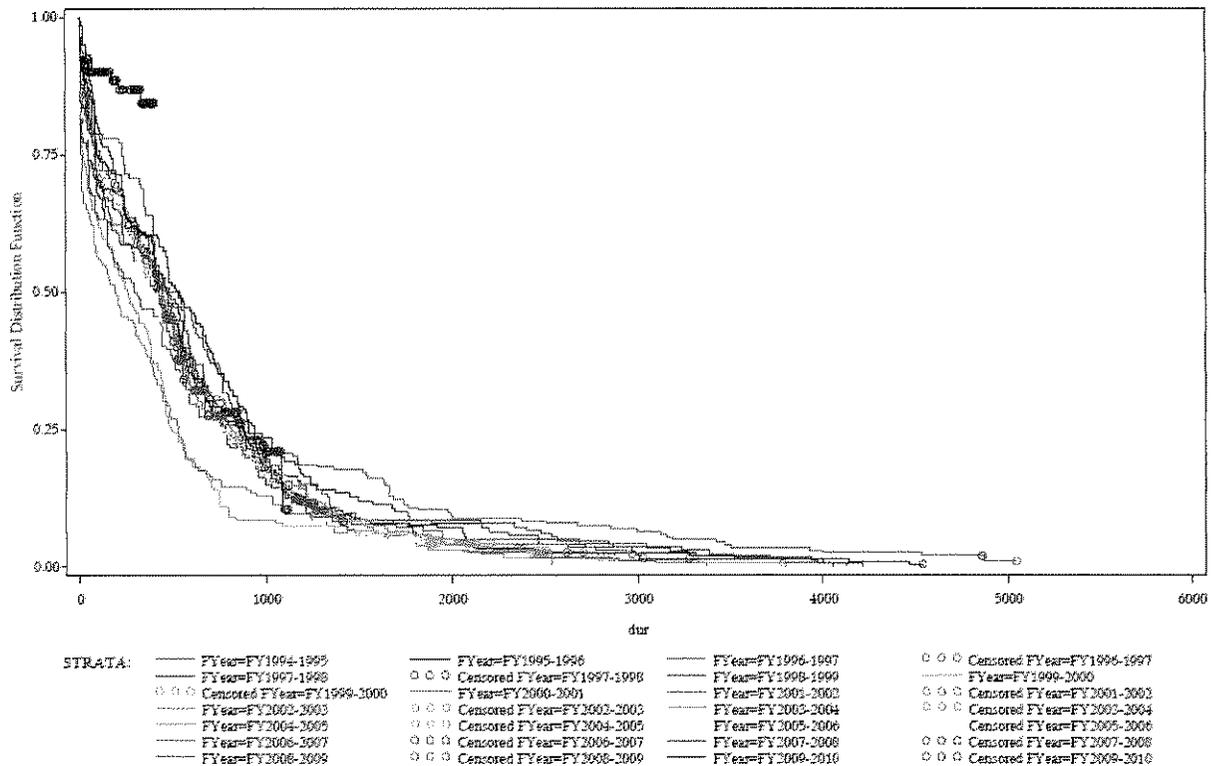
Moving forward in evaluation requires that program staff take a lead in making bridges with administrative staff in understanding and giving data a voice in day to day activity. One such way is producing reports using event history analysis or in simple terms looking at the time until something happens. Survival distributions (i.e.: durations) and hazard analysis (i.e.: view of a population) provide yet another layer that can control for specific variables and their impact on the flow of data. The hazard rate is a useful way of describing the distribution of time to event' because it has a natural interpretation that relates to the aging of a population.

On a local level when looking at our first entries, their time in care and their corresponding exits you can see their movement depicted below.

County of Monterey - Family & Children's Services

First Entries by Time in Care and Fiscal Year - FY July-June 1999-2010

Based on Exits

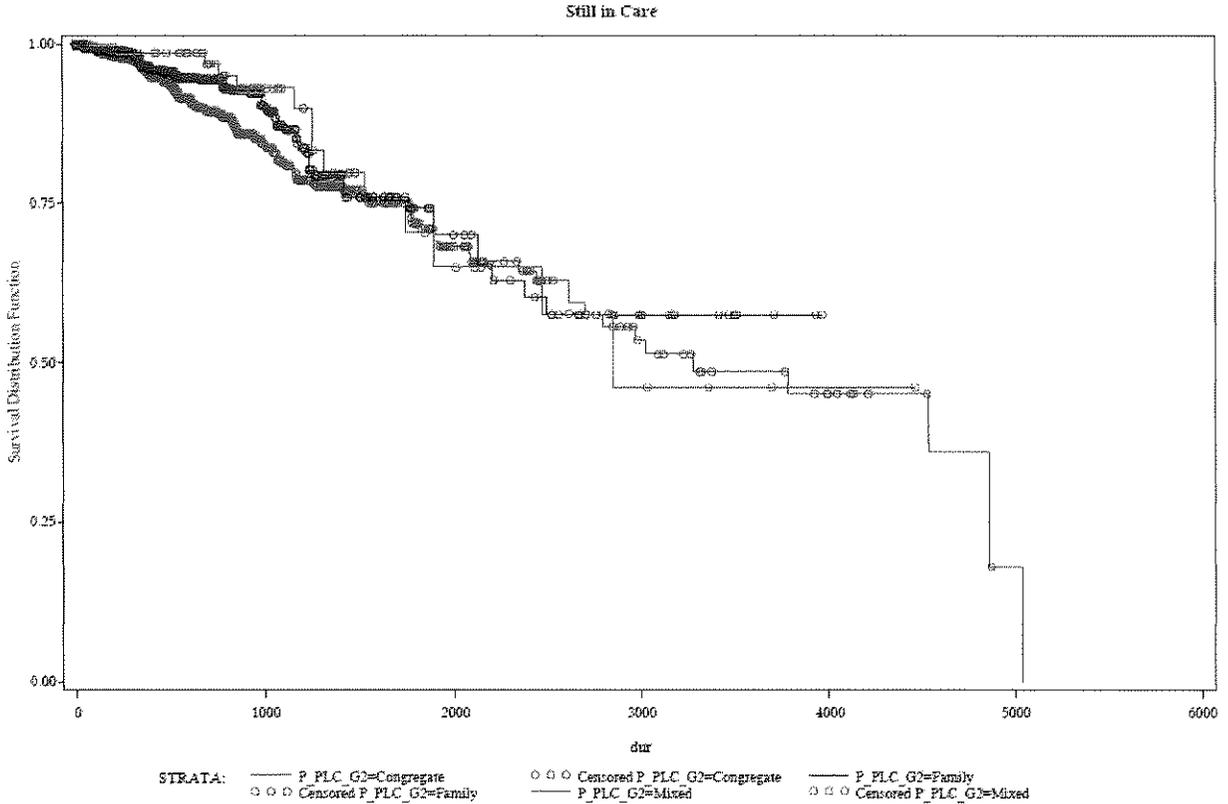


Data Source: CWS/CMS Mainframe - A. Lomboy - 27AUG10

However, in bringing the focus back to Placement Stability data can be narrowed on the youth still in care and their individual data story. The following chart summarizes those youth still in care by their primary placement designation and how that placement type impacts their movement over time (read from right to left).

County of Monterey - Family & Children's Services

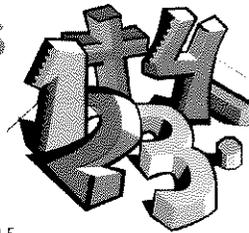
First Entries by Time in Care and Predominant Placement - FY July-June 1999-2010



Data Source: CWS/CMS Mainframe - A. Lomboy - 26AUG10

Combining this with the voice of youth can enrich the data and provide an understanding to how perspectives can vary. Recently youth in Monterey were given a chance to tell their story and their recommendations are incorporated into our SIP.

The Numbers



› The total number of Current /Former Foster Youth we interviewed = 21

TOTAL

Type of placement

In foster care = 2
 In Group home = 9
 In Relative Care = 7
 Emancipated = 3

Cities

Salinas = 15
 Soledad = 1
 San Jose = 2
 Gilroy = 3

GENDER

Female: 9
 Boys: 12

AGE

15 or younger = 3
 16 = 5
 17 = 8
 18/19 = 4

CONNECTION TO PIP STRATEGIES:

The current State Performance Improvement Plan (PIP) identifies 6 strategies:

- PIP 1-Expand the use of participatory case planning strategies.
- PIP 2-Sustain and enhance permanency efforts across the life of the case.
- PIP 3-Enhance and expand caregiver recruitment, retention, training and support efforts.
- PIP 4-Expand options and create flexibility for services and supports to meet the needs of children and families.
- PIP 5- Sustain and expand staff/supervisor training
- PIP 6- Strengthen implementation of the statewide safety assessment system.

In a joint effort, Family and Children's Service, Probation and CAPC, through an ongoing dialogue have developed this SIP. Monterey County will contribute to these overall strategies by:

1. Increasing collaborations and youth involvement that will allow for greater stability and increasing the chance of permanency.
2. Improving training and tools needed to engage our care giving partners.
3. Expanding community efforts to meet families needs before they are in crisis.
4. Adapting and developing new curriculum for the application of promising practices
5. Improving our capabilities to measure the impact of education stability and the use of SDM. .

PQCR SUMMARY:

Below is an excerpt from Monterey County's PQCR final Report:

Summary Observations

Child Welfare

In addition to focusing its efforts on the recommendations made by the interview teams Monterey County also thinks it important to carefully consider the strengths, challenges and recommendations that were echoed among groups. This section summarizes common points made by both the interview team and one or more of the focus groups, or by multiple focus groups. By contrast, there were also some distinct differences in perceptions among various groups. Follow-up discussions are needed to better understand the sources of these disparities and how to address them.

Points made by both Interview Team and Focus Group(s)

1. Ensure immediate, consistent mental health services in all cases
2. Social workers could positively impact placement successes by giving care providers enough information to prepare them for the child
3. The process of transferring cases is happening informally and needs to be formalized including development of specific policies and procedures which should include clear timelines, a requirement that all social workers and supervisors involved attend the case transfer meeting and quality control measures
4. For those children who are experiencing multiple placements and are moving quickly from placement to placement, there is not one center point of contact who can "connect the dots" and provide some sense of continuity; this creates fragmented services for these youth which results in medications and treatment being much less effective

Points made by two or more Focus Groups

1. Develop a plan to ensure better preparation for social workers and caregivers about typical behavior problems of traumatized children and offer strategies for addressing these behaviors
2. Create some team building opportunities for social workers and care providers to foster better collaboration
3. Put services in place immediately, especially psychiatric evaluations and therapy
4. Ensure that all relevant information is systematically shared by social workers with service and care providers as it is known so they can best provide the care and services that are needed
5. Increase the number of TDMs convened and hold them sooner to avoid Monterey placement disruptions
6. Identify avenues for youth to have more access to social workers. Ensure that visits with youth are being made monthly.

7. Stronger efforts on the part of underperforming social workers and fewer changes in social workers would have a very significant impact on placement stability
8. Remember the importance of asking and re-asking older youth if they want to be adopted and for social workers to have some specialized strategies to working with older youth
9. Make improvements to TEAM training to make it more practical and relevant to the needs of care providers
10. Social workers should spend more time on relationship building with care providers and having more regular contact with them and youth
11. Increase the level of contact and communication from social workers with all the players in a case
12. Before a placement change, involve youth in the decision, give them details about the placement, show them pictures, set-up up a pre-placement visit and enact other measures that would help youth feel better prepared for placements
13. Create a position for an on-call placement worker to address some of the problems that happen with placements on-call

Probation

Points made by both the Interview Team and Focus Group(s)

1. Increase agency focus on concurrent planning
2. Family engagement training

Points made by two or more Focus Groups

1. Probation officers have good relationships with most service providers and work well with them
2. Probation officers are often not asking questions of families to elicit information about relatives
3. When relatives are identified, probation officers are not following through with those people to get them involved
4. Youth and families are not being asked about their strengths
5. Lack of knowledge about THPP programs: what they are, how they differ from other programs, what's available and how to access
6. Probation officers don't apply the principles of concurrent planning to their case practice

Conclusion

Monterey County FCS and Probation systems continue our firm commitment to build upon our many strengths as we improve service delivery to better serve our children and families.

SELF ASSESSMENT SUMMARY:

Monterey County, and the relationship between departments and programs, demonstrates a commitment to the family and youth that come into contact with the continuum of services provided through CAPC, FCS or Probation. Upon review of this report the reader will find many pieces of data that are presented to create an environment to understand the local concerns of youth in foster care and the services with their families.

The detailed demographics show that from the many sources of information published there are a host of differences. Information can vary depending on the evaluator, date structure or evaluation question asked. However, data that is provided captures many strengths, concerns and profiles that will affect families in Monterey County over the next 3 years.

The information also shows the value of combining program and data discussion together to drive system improvement and quality assurance. Concluding this self assessment has left many repeating themes for Monterey County to face as the new System Improvement Plan is developed.

- Improved involvement with parents and youth
- Improved transfer of learning
- Re-evaluation of increased work requirements and decreased caseloads
- Impact of changing demographics
- Organizational and program structure as a result of staffing changes and shifts in assignment
- Discussion regarding the impact of changes in physical layouts of the department
- Pursuit of non-mandated development
- Perception Management
- Ongoing development of data usage and continuous quality improvement

Child Welfare is a complex and ever evolving system that does not lend itself to easy answers. The only way to ensure the needs of the community are met is to make sure questions are asked regarding relevant outcomes and that information found is disseminated back to the community and to the partners who make up the large array of concerned participants.

As a result of our current review, the following areas shall be explored while developing our SIP:

- Safety
 - Further development of internal CQI
 - Continued evaluation of required face to face contact
 - Consistent use of SDM
- Permanency
 - Look to evaluate existing program development and apply lessons learned

- to continue internal promising practices
 - Review training needs of staff and supervisors
 - Continue to market our efforts at collaboration and support our community providers in their efforts at creating sustainability
- Well Being
 - Identifying ways to ensure an effective service array
 - Partner with education to ensure the needs of youth in placement are met
 - Provide additional evaluation to ensure the needs of our population are met

As Probation looks forward, it is clear that system improvement success may rely on:

- Developing family and parent engagement strategies; focusing on Family Strategies and lessons learned from training at UCD Extension.
- Identifying additional caregiver's relatives at the beginning of the Juvenile Justice process. This will occur at the intake process or the point when a minor is entering the system.
- Developing programs for parent peer support
- Focusing on workforce development and interagency training
- Developing after-care services for youth including increased employment options
- Focusing efforts to increase internal resource awareness and referral for prevention and family support
- Development of in-county placement resources for Probation youth
- Developing data management strategies

CAPC will continue to act as a principal collaborator and point of information dissemination.

As a new System Improvement Plan is developed, this assessment will inform those next steps, and it will encourage participants to keep in mind both quantitative and qualitative information while considering up and coming evidence based practices and those promising practices identified on the local level. The harsh reality of the changing fiscal climates and struggling county bottom line will require a renewed level of creativity to continue to improve and be innovative. Day to day leadership will require line supervisors to motivate and incorporate data in their routines. Management will have to continue to ask the hard questions and if necessary make the hard decisions. FCS, Probation and CAPC will need to further engage key stakeholders and consumers to ensure an effective service array. Through these efforts our commitment to collaborative efforts, shared outcomes and joint responsibility can continue, with the support of parent and youth voice, to pursue best practice standards for our shared populations.

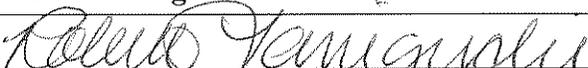
California's Child and Family Services Review System Improvement Plan

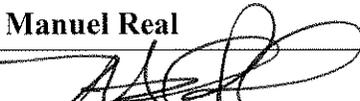
County:	Monterey
Responsible County Child Welfare Agency:	Monterey County Department of Social and Employment Services
Period of Plan:	January 29, 2011 to January 29, 2014
Period of Outcomes Data:	Quarter ending: April 2010
Date Submitted:	January 29, 2011

County System Improvement Plan Contact Person

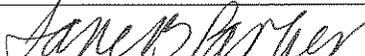
Name:	Daniel Bach
Title:	MAIII
Address:	1000 South Main Street, Suite 205
Fax:	831-755-4438
Phone & E-mail:	831-796-3525/bachd@co.monterey.ca.us

Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Robert Taniguchi
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Manuel Real
Signature:	

Board of Supervisors (BOS) Approval

BOS Approval Date:	3-22-11
Name:	Jane Parker, Chair
Signature:	

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RECEIVED APR 07 2011

Part I: CWS/PROBATION

The information of the following pages is directly impacted by the current challenges faced in delivering services in a climate of decreasing resources. It should be noted that in order to effectively move forward each challenge must be faced with optimism and increased collaboration. In addition, counties are faced with developing evaluation tools that will look at the relationship between associated outcomes to see what effect, if any may occur as a result of this SIP.

As we mentioned, relationships are at the center of our focus areas. It is firmly believed that investment in prevention and early intervention along with core support of front end services is a key to the outcome performance in Monterey County. Our low entry rates, per capita referral rates and re-entry rates require an ongoing focus on safety in all improvement plans, as directed by our stakeholders.

As indicated in the Northern California Training Academy, The Center for Human Services, Placement Stability Literature Review, dated August, 2008:

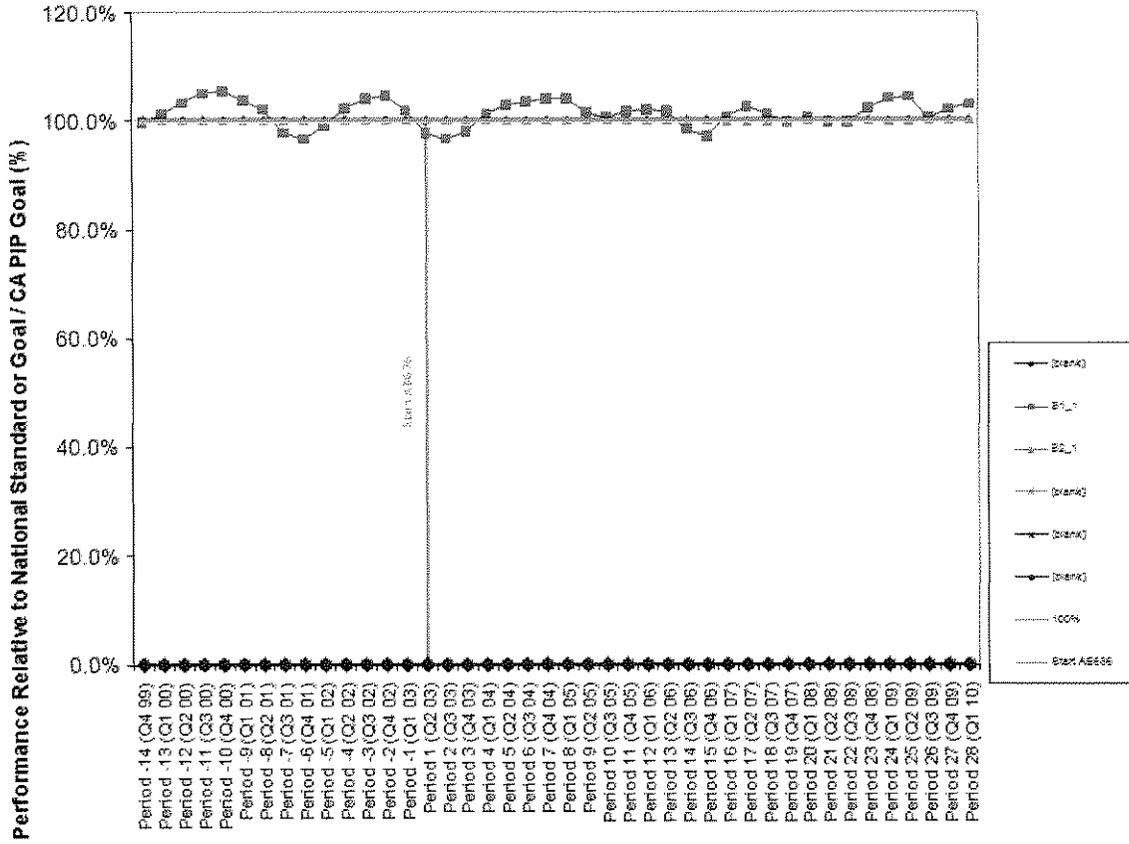
*“While there is a great deal of research examining placement stability for foster children, many of these studies rely on case review studies, which may not reliably represent a particular perspective, such as foster children or birth parents. As recommended by Unrau (2007), in order to adequately understand why and how placement instability or stability occurs, future research needs to understand the diverse perspectives of all groups involved in placements. **Taking heed to this recommendation means understanding the implications of placement stability from multiple areas, not just relying on frequency or rates of placement moves.** It is hoped that the provided measures in this review as well as other measures will lead to a richer understanding for how and why placement stability affects children.”*

Our understanding of how improvement may or may not affect reunification measures, adoption measures or Permanency is consistently in every evaluation discussion. It is our hope that this SIP will have an impact on other areas, however only time and additional evaluation will give us those answers.

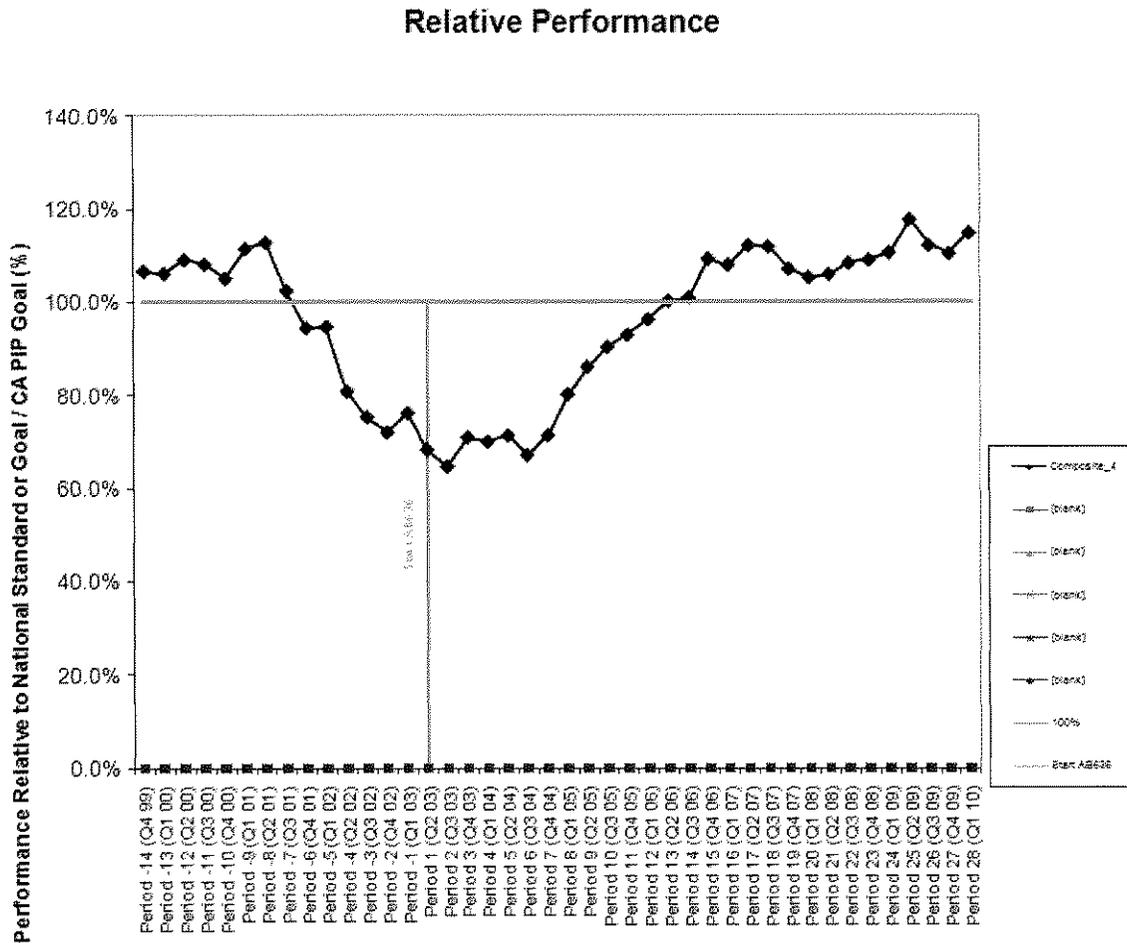
When looking at our focus areas the following performance over time as related to the state PIP goals is noted:

Safety:

Relative Performance



Placement Stability:



In moving forward to evaluate Monterey County’s improvement within the focus areas, time and energy has been applied to looking at the many variables that come into play when measuring improvement. Efforts are made to approach the data with a focus of understanding the many impacts that may cause fluctuations and to work towards identifying any plausible relationship that can be inferred as a “trend” or “correlation”. However we caution staff and managers that there may be many perceptions as to what impacts changes in performance, but that clarification must be made that we are not certain and that efforts are being made to look at the many possible relationships that may exist.

Over the next three years it is the intention of our department to continue to develop evaluation projects in order to isolate the relationships in data around our target areas. The value of timely and accurate data entry is critical to the success of developing any correlation.. Improvement in areas that have moderate to good performance may be volatile, and even small increase can be difficult to predict in an environment that hosts so many variables.

SIP Component Template

Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment, Participation Rates & Overall Safety

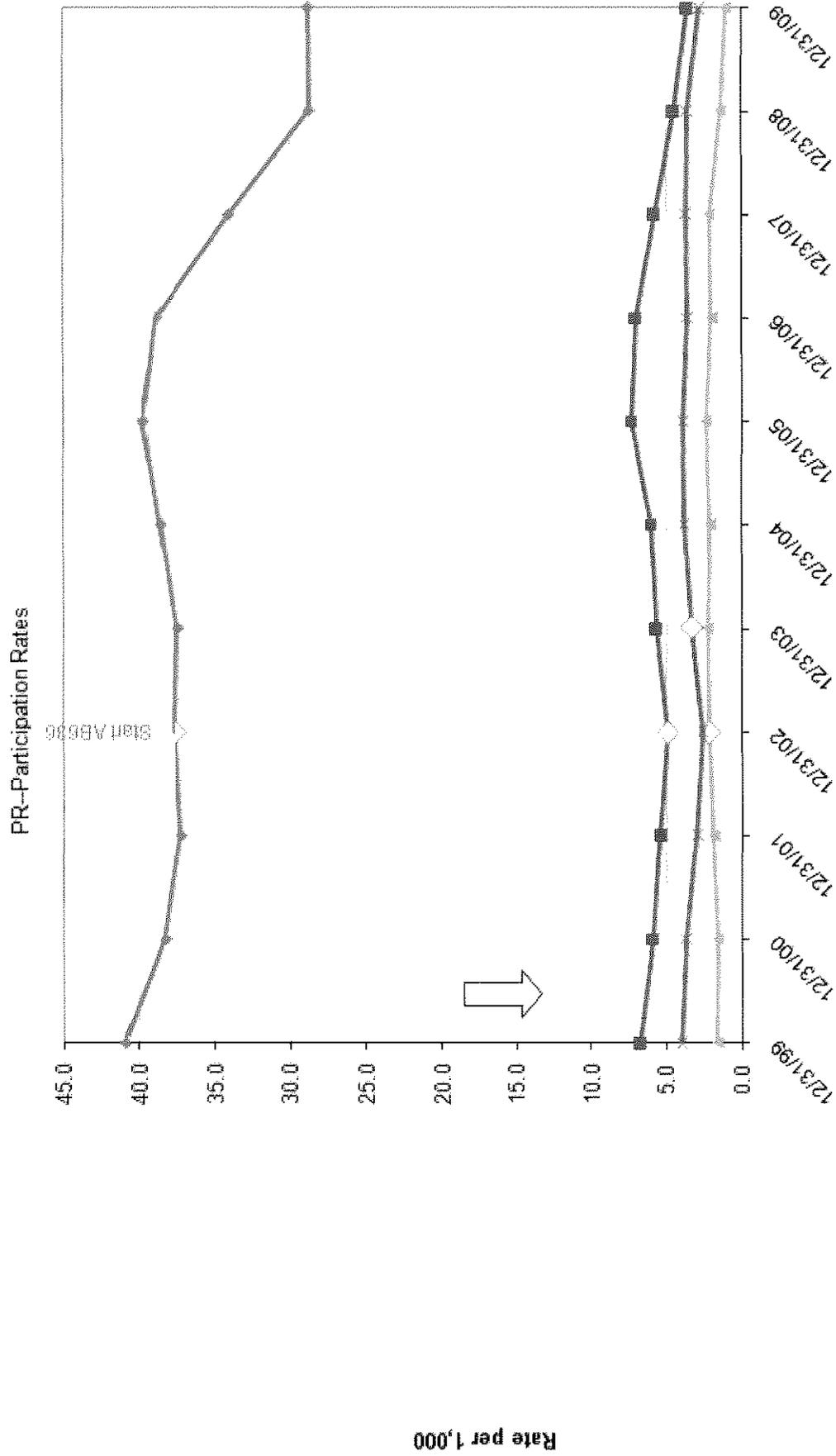
County's Current Performance:

**CWS Outcomes System Summary for Monterey County--10.05.10
Report publication: OCT2010. Data extract: Q1 2010. Agency: Child Welfare.**

Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²
PR*	Participation Rates: Referral Rates*	01/01/09	12/31/09	3,482	120,841	28.8	N.A.	N.A.
PR*	Participation Rates: Substantiation Rates*	01/01/09	12/31/09	430	120,841	3.6	N.A.	N.A.
PR*	Participation Rates: Entry Rates*	01/01/09	12/31/09	138	120,841	1.1	N.A.	N.A.
PR*	Participation Rates: In Care Rates*	07/01/09	07/01/09	335	120,841	2.8	N.A.	N.A.
S1.1	No Recurrence Of Maltreatment	04/01/09	09/30/09	173	180	96.1	94.6	101.6
S2.1	No Maltreatment In Foster Care	04/01/09	03/31/10	497	497	100.00	99.68	100.3

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved May 15, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Quarter 1 2010 Participation Rates:

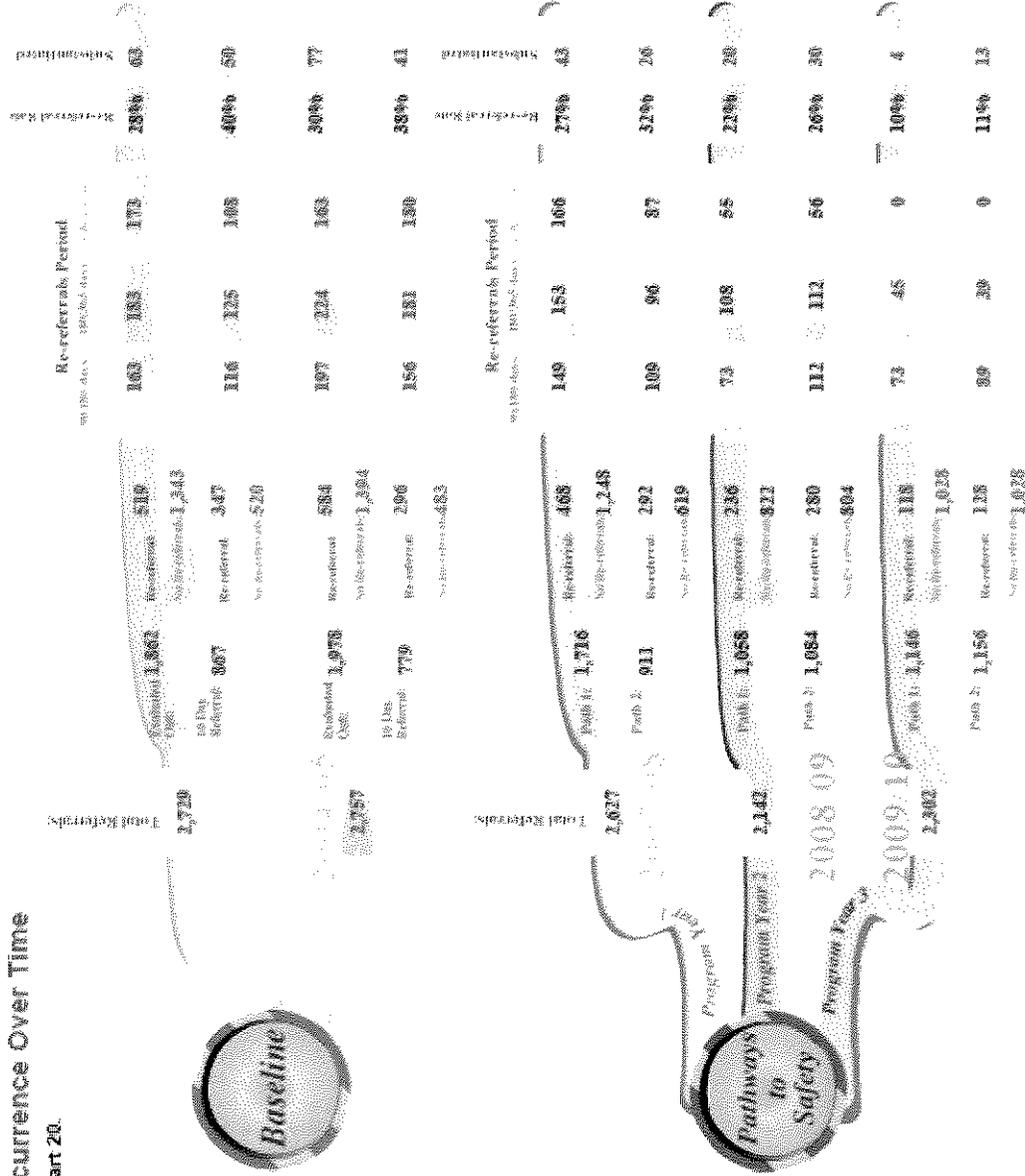


◆	State of children with maltreatment referrals (per 1,000)
■	State of children with substantiated referrals (per 1,000)
◇	Rate of children with entries to foster care (per 1,000)
×	Rate of children in foster care (per 1,000)

Pathways to Safety : (Program year runs April 1 to March 30)

Recurrence Over Time

Chart 20.



Improvement Goal 1.0 Develop and implement a process to improve referral documentation and unit communication.

<p>Strategy 1. 1 Review existing CQI reports, tools and processes to identify areas for improved documentation.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale: In order to improve performance, engaging in secondary review of existing reports will enable efforts aimed at improved standardization, clarification on procedures and the establishment of future training topics.</p>	
		<p>June 30, 2011</p>		<p>ER Supervisors with Program Managers</p>	
		<p>September 30, 2011</p>		<p>ER Supervisors with Program Managers</p>	
		<p>June 30, 2011, Annually thereafter</p>		<p>ER Supervisors with Program Managers</p>	
		<p>Monthly starting August 1, 2011</p>		<p>ER Supervisors with Program Managers</p>	
<p>Strategy 1. 2 Develop action plans, which include updated training, to address identified areas of change or improvement as noted through review of CQI reports and/or as a result of statute or regulatory changes.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale Effective change management requires group focus, timelines and processes.</p>	
		<p>April 30, 2011</p>		<p>ER Supervisors and Social Workers</p>	
		<p>May 31, 2011</p>		<p>Screening Unit and Standby Team</p>	
		<p>July 31, 2011</p>		<p>Staff Workgroup</p>	
		<p>September 30, 2011</p>		<p>Staff Workgroup</p>	
<p>Strategy 1. 3 Develop a glossary of terms and abbreviations to be circulated at joint trainings.</p>		<p>December 31, 2011</p>		<p>ER Units and Supervisors</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
<p>Strategy 1. 4 Develop a glossary of terms and abbreviations to be circulated at joint trainings.</p>		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
<p>Strategy 1. 5 Conduct training to pilot or implement outlines and glossaries.</p>		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	
		<p>Assigned to</p>		<p>Assigned to</p>	

<p>Strategy 1.3 Develop and implement process for improved and effective communication aimed at increased efficiency among ER units.</p>	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale In order to improve equitable and responsive systems it is essential to develop a teamwork approach that places value in mutual support.</p>	
		<p>Assigned to</p>	
		<p>Quarterly starting summer 2011.</p>	<p>ER staff and Supervisors with Program Managers</p>
		<p>Quarterly starting summer 2011.</p>	<p>ER Supervisors</p>
<p>1.3.1 Implement monitoring at quarterly joint ER meetings that include goal development for 2012 and 2013</p>	<p>Timeframe</p>		
<p>1.3.2 Implement a standing unit meeting agenda that includes ways to support, schedule and rotate staff assignments.</p>			
<p>Milestone</p>			

Improvement Goal 2.0 Continued development of Differential Response aka Pathways to Safety.

<p>Strategy 2.1 Develop and implement Path III response structure.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale: Existing efforts to deliver differential response has shown improved outcomes in recurrence of allegation and severity of disposition. Path III development is the next step in implementation.</p>
		<p>April 30, 2011</p>		
<p>Milestone</p>	<p>2.1.1 Review existing literature on best practice and current models.</p>	<p>Timeframe</p>		<p>Assigned to</p>
	<p>2.1.2 Convene a workgroup to apply findings and develop a design and plan for testing and implementation.</p>	<p>August 30, 2011</p>		
	<p>2.1.3 Develop Evaluation Guidelines For Path III</p>	<p>January 30, 2012</p>		
<p>Strategy 2.2 Apply "Best Practices" that were learned from the implementation of Differential Response to daily ER activity.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<p>Strategy Rationale: The emergence of new ideas on engagement and systems integration may lead to improved outcomes for families and children.</p>
<p>Milestone</p>		<p>Timeframe</p>		
<p>2.2.1 Establish a yearly schedule for information sharing between ER Staff and Family Resource Specialists.</p>		<p>April 30, 2011 and twice a year thereafter.</p>		<p>Assigned to</p>
<p>2.2.2 Provide ongoing training for all staff.</p>		<p>October 30, 2011 and twice a year thereafter</p>		
<p>2.2.3 Develop a plan for the inclusion of Family Resource Centers in meetings and trainings.</p>		<p>April 30, 2011</p>		
				<p>P2S Supervisors</p>
				<p>P2S Leadership Team</p>
				<p>P2S Leadership Team</p>

Improvement Goal 3.0 Increase mandated reporter awareness and understanding of their role in reporting, information needed and the community services that are available for families.

Strategy 3.1 Review, evaluate and update mandated reporter trainings.		CAPIT		Strategy Rationale: To insure accuracy and timely reporting, it is critical that reporting parties be provided the most current and accurate information.
		<input type="checkbox"/>	<input type="checkbox"/>	
Milestone	3.1.1 Conduct a review of existing training presentations.	<input type="checkbox"/>	April 30, 2011	Assigned to Program Managers, CAPC Director and ER Supervisors
	3.1.2 Develop new handouts or "Helpful Hints" for mandated reporters.	<input type="checkbox"/>	June 30, 2011	
	3.1.3 Update existing training presentations	<input type="checkbox"/>	September 1, 2011	
Strategy 3.2 Develop "What Happens After a Report is Made" training as a follow up to mandated reporter training.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		Strategy: Rationale To improve ongoing communication and increase understanding it has been identified as essential to continue outreach efforts around understanding what happens around reporting.
Milestone	3.2.1 Develop an outline for the training that includes Pathways to Safety.	<input checked="" type="checkbox"/>	December 30, 2011	Assigned to Program Managers and ER Supervisors
	3.2.2 Develop handouts to accommodate multiple learning styles.	<input type="checkbox"/>	March 1, 2012	
	3.2.3 Develop a plan to pilot and then implement an outreach plan aimed at training trainers.	<input type="checkbox"/>	June 1, 2012	
	3.2.4 Evaluate consumer feedback of revised curriculums	<input type="checkbox"/>	September 15, 2012	
	3.2.5 Modify and adjust training in response to feedback.	<input type="checkbox"/>	January 15, 2013	

Describe any additional systemic factors needing to be addressed that support the improvement plan goals.
Development of improved systems aimed at prevention, early intervention and community engagement are at risk due to the continued economic distress. It is imperative that efforts are made to support these emerging best or promising practices.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.
Inclusion of statewide accepted practices for documentation in CWS/CMS, delivered in conjunction with topical trainings to ensure joint understanding of data entry and social work practice.

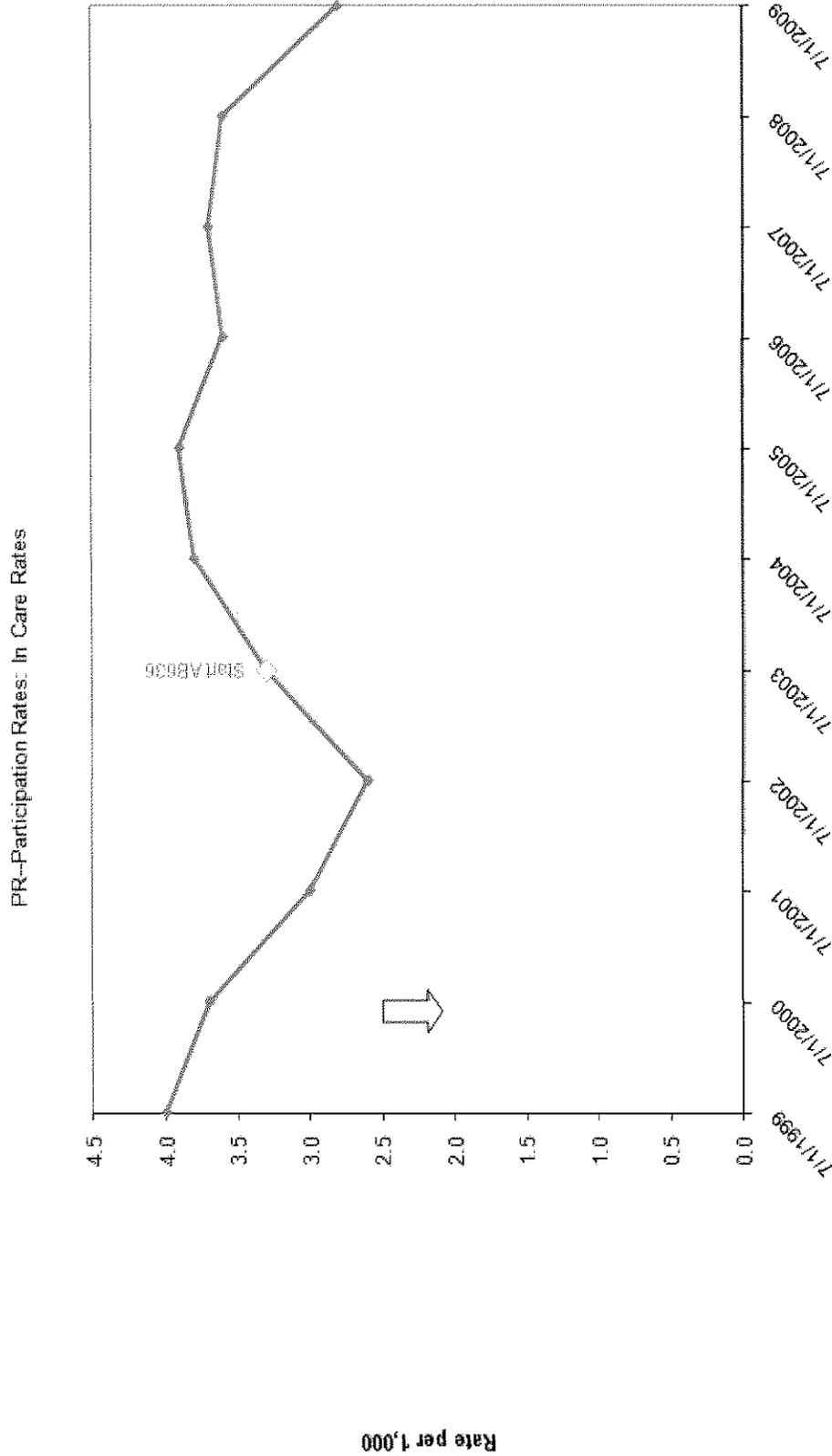
Identify roles of the other partners in achieving the improvement goals.
Outreach to community supports and agencies that can assist in moving the department toward improved outcomes should remain a focus for social marketing and resource development.

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.
In an effort to unify statewide performance in Differential Response, regulatory adoption of the practice and with flexible guidelines for localized delivery would allow for the identification of best practices and a cycle for continuous improvement.

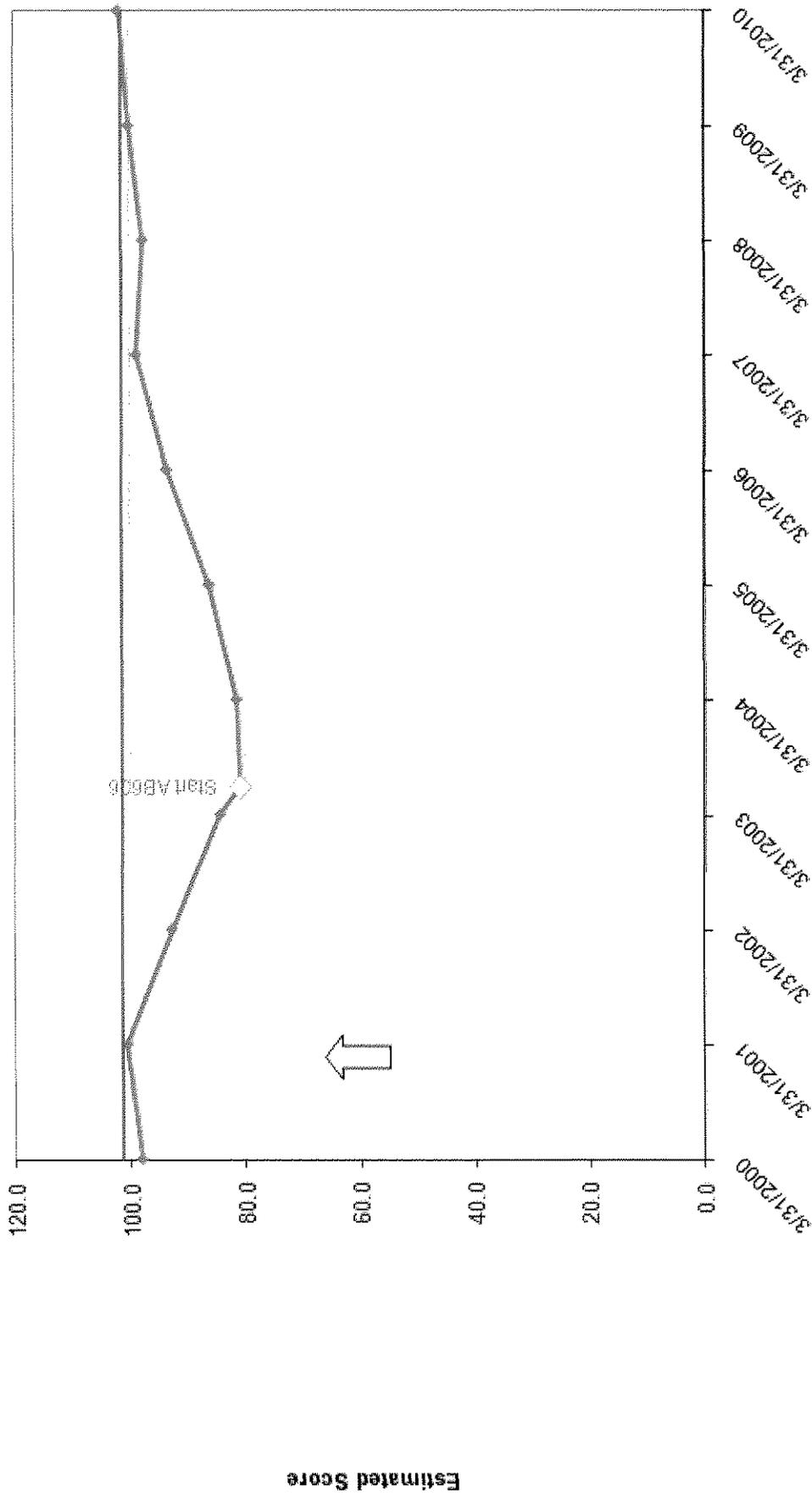
Outcome/Systemic Factor: C4 Placement Stability Composite & C4.3 Placement Stability (at least 24 months in care)

County's Current Performance:

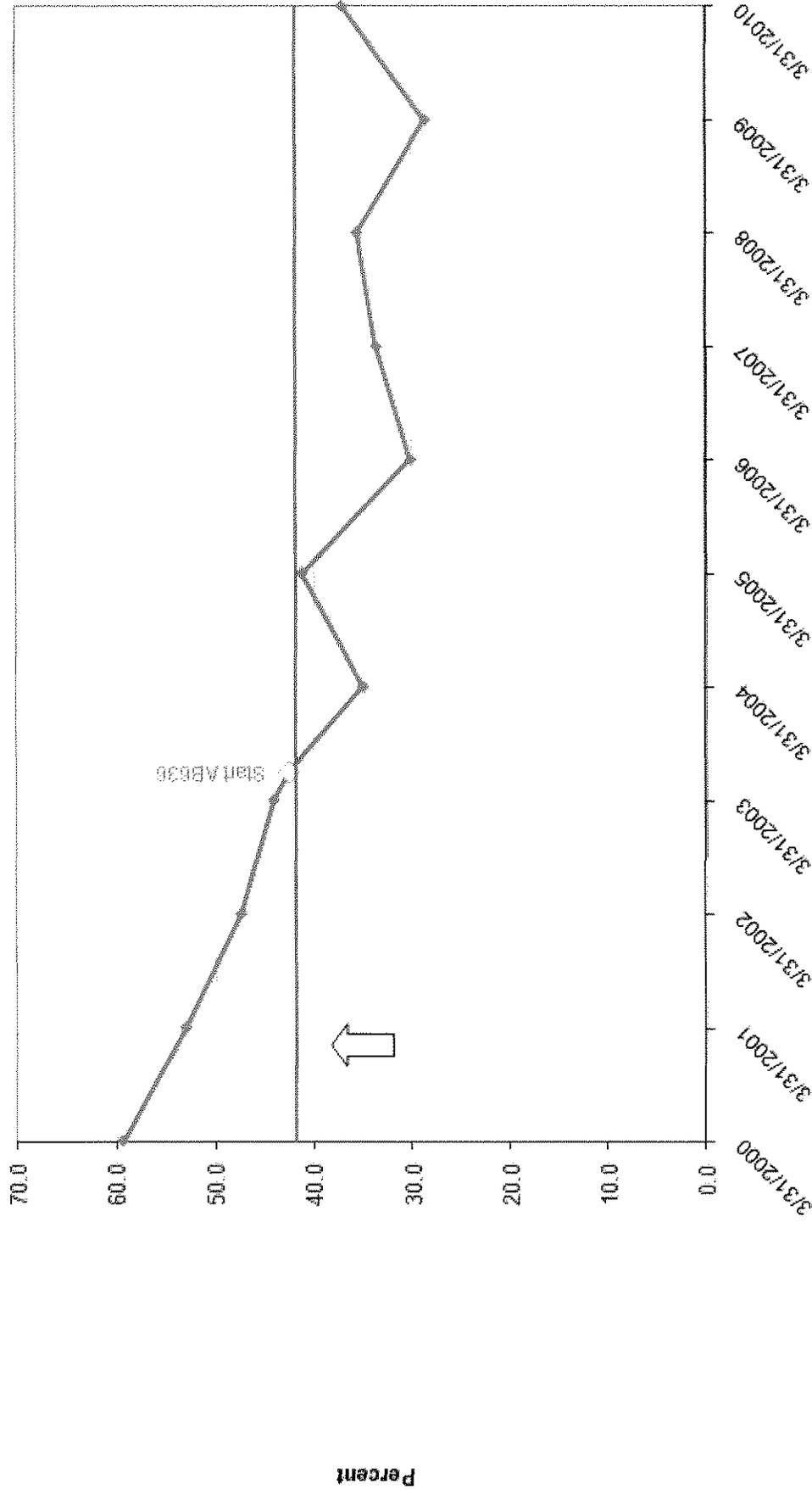
Quarter 1 2010 Participation Rates/C4 & C4.3:



C4-Placement Stability Composite



C4.3--Placement Stability (At Least 24 Months In Care)



Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009). *Child Welfare Services Reports for California*. Retrieved May 15, 2010, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Improvement Goal 1.0 Improve placement stability through increasing collaboration between DSES, caregivers, birth parents, youth and community partners.

<p>Strategy 1. 1 Increase the use of and participation in of collaborative dialogue and meetings to facilitate more stable placements (FTM, TDM, CPR, Focus, IPC, Emancipation and Permanency Conferences).</p>	<p>Milestone</p>	<p>Strategy Rationale: Meetings provide a qualitative ability to illustrate the positive impact that collaboration has on placement stability. Evaluation methodology will be developed using meeting types as covariates in looking at their relationship to placement.</p>			
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>December 31, 2011</p>	<p>Social Workers Supervisors</p>	
		<p>1.1.1 Data clean-up: Increase entries of individual service providers within each CMS case.</p>	<p>June 1, 2011</p>	<p>Social Work Training Supervisor Program Managers</p>	
		<p>1.1.2 Develop and provide training and oversight on correct documentation of collaborative contacts in CMS, both individually and within a group setting</p>	<p>September 1, 2011</p>	<p>RSU Unit Analysts</p>	
		<p>1.1.3 Develop tools (e.g. a meeting matrix) to train and educate staff and collaborative partners on purpose and effective use of each individual collaborative meetings.</p>	<p>January 1, 2012</p>	<p>RSU Unit Supervisors Program Manager</p>	
<p>Strategy 1. 2 Develop, implement and oversee an effective case transfer process to improve seamless information sharing and service delivery to families.</p>	<p>Milestone</p>	<p>Strategy Rationale: Families are affected by the lack of clear information sharing between all parties, increasing the risk for placement disruption.</p>			
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>June 30, 2011</p>	<p>Supervisors Analyst Program Manager</p>	
		<p>1.2.1 Examine current practices and identify available resources, hand-off practices and data collection</p>	<p>June 30, 2011</p>	<p>Supervisors</p>	
		<p>1.2.2 Obtain baseline for current face-to-face process for ongoing tracking of face-to-face hand-offs between workers and families</p>	<p>December 31, 2012</p>	<p>Supervisors Program Managers</p>	
		<p>1.2.3 Increase collaborative development of the case plan earlier in the process emphasizing family engagement.</p>	<p>June 1, 2013</p>	<p>Placement Unit Analyst</p>	

paperwork to use when placing a youth		Supervisors
Strategy 1.3 Engage youth as true partners in developing case plans and placement options, while supporting their input and leadership to train social work and caregiver staff about life in foster care and causes for placement disruption.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Youth participation in training regarding "life in Foster Care" will allow for clearer understanding by Social Work staff around triggers to runaway and placement disruption.
	October 1, 2011	
	June 30, 2012	
	December 1, 2013	
Milestone	Timeframe	Assigned to
1.3.1 Identify and formalize a training curriculum to be used by youth with social workers and partners emphasizing reasons (Including SDM) and/or risk factors related to placement disruption.		Social Work Training Supervisor CYC Coordinator Program Managers
1.3.2 Support youth in facilitating training for all current social work staff and community partners		CYC Coordinator Social Work Training Supervisor Branch Director
1.3.3 Engage and track youth's "meaningful" participation in various meetings.		TAY Coordinator, Analyst CYC Coordinator, Program Managers

Improvement Goal 2.0 Increase educational/academic data collection and overall educational supports for all school age foster youth.		
Strategy 2.1 Develop and solidify the relationship with MCOE, caregivers, other school partners and FCS to improve education stability.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Increased collaboration and consistent information sharing between MCOE and FCS (with one point person) will allow for greater stability for foster youth in school for increased opportunity for information sharing, thus decreasing academic stress and refocusing on academic goal attainment
	March 30, 2011	
	May 31, 2011	
	July 30, 2011	
Milestone	Timeframe	Assigned to
2.1.1 Develop protocols for the exchange of information with MCOE		Education Advocate Program Managers MCOE
2.1.2 Develop role of Education Advocate within DSES and how this role supports placement stability.		Supervisors Program Managers MCOE Supervisors
2.1.3 In partnership with MCOE, develop a referral form/sharing information protocol with all Monterey County school districts		Education Advocate MCOE MC District offices

	2.1.4 Survey and gather input from youth as to what they need to increase educational success that may result in increased placement stability.		December 1, 2011 and yearly thereafter.	TAY Coordinator CYC Coordinator Hartnell Community College
	2.1.5 Develop a simple communication matrix for the caregivers to follow when navigating the Monterey County Public School system to include training opportunity as appropriate.		February 1, 2012	MCOE Education Liaison Analysts
Strategy	2.2 Maximize the use of CMS for tracking, information gathering and data analysis pertaining to Education, to test the relationship between education and placement stability.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Solidifying baseline information for education information and maintaining this information will increase the likelihood of academic success, potentially minimizing some of the educational risk factors that impact placement stability.
Milestone	2.2.1 Evaluate and correct current data input with the CMS system pertaining to education (to include grade level, school enrollments, and academic milestones).	Timeframe	June 30, 2011 and twice yearly thereafter.	Education Liaison Supervisors Analysts
	2.2.2 Develop, implement, train and oversee DSES guidelines for entering educational info into CMS to assure timeliness and accuracy.		December 1, 2011	Education Liaison Analyst Supervisors
	2.2.3 Develop and administer baseline educational assessments for all school age foster youth to support the Children's Council goal to "graduate safe children".		January 2012 and yearly thereafter	Education Liaison Program Managers MCOE Children's Council

Describe any additional systemic factors needing to be addressed that support the improvement plan goals. Development of improved systems aimed at increased collaboration and fund leveraging would allow for the development of joint outcomes and increased buy in to support youth in care and support placement options within their school districts.

Describe educational/training needs (including technical assistance) to achieve the improvement goals. Inclusion of statewide accepted practices for documentation in CWS/CMS, delivered in conjunction with topical trainings to ensure joint understanding of data entry and social work practice.

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

Outreach to community supports and school districts that can assist in moving the department toward improved outcomes should remain a focus for social marketing and resource development.

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

In order to support legislative changes, funding needs to be leveraged and passed on to local agencies with flexibility to create partnerships and unified understanding to improve the life of children in care.

SIP Component Template

Probation Outcome: Placement Stability

County's Current Performance:

Probation Participation Rate:

- There are approximately 821 youth under probation supervision.
- Within the total population, 104 wards fall into the category of those receiving Child Welfare Services which include residential treatment facilities, foster homes, relative/non-relative placements, or other criteria associated with the Placement Unit.
- 96 % of Probation wards in foster care fall within the ages of 15-18.
- Reasons for placement include criminal activity, sex offenses, substance abuse, and behavioral/ mental health issues.

Juvenile Investigation Statistics:

Workload Juvenile Probation	
JUVENILE INTAKE	July 2009- Dec 2009
In-custody	427
Out-of-Custody	1,007
Informal Supervision	44
Abeyance	646
Sealings	55
FIELD SUPERVISION	
Wardship Supervision	904
Deferred Entry Judgment	114
Informal Supervision	127
Probation without Wardship	27
PLACEMENT	
In-County	11
Out-of-County	70
No. in Placement	81

Improvement Goal 1.0 Improve placement stability through utilization of relative and near-kin placement options and improve communication and evaluation through implementation of department guidelines.		Strategy Rationale: There are improved outcomes when youth are linked to family/relatives or mentors. Further, youth have a better opportunity to succeed and maintain placement stability.	
Strategy 1.1 Seek and identify families/relatives or mentors earlier in the placement process.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<p>1.1.1 Identify training classes offered by UC Davis Extension and/ other agencies to provide training to staff in the areas of family finding and family engagement</p> <p>1.1.2 Coordinate and schedule training</p> <p>1.1.3 Incorporate Statewide Child Welfare System/Case Management System (CWS/CMS) for probation youth in out-of-home placement.</p> <p>1.1.4 Work with Probation's IT Unit in establishing a tracking mechanism for data storage in the new juvenile database to be implemented June 2011. Establish tracking of data related to potential family/relative or mentor placements, and explore methods to properly document family connections.</p>		<p>January 2011- December 2011</p> <p>February 2011- December 2011</p> <p>February 2011- On-going</p> <p>July 2011- On-going</p>	<p>Probation Services Manager Management Analyst Training Probation Services Manager</p> <p>Probation Services Manager Management Analyst Training Probation Services Manager</p> <p>Juvenile Division Director Probation Services Manager Management Analyst Training Probation Services Manager IT Unit</p> <p>Probation Services Manager Management Analyst Juvenile Division Director IT Unit</p>
<p>Milestone</p>		Assigned to	
<p>Strategy 1.2 Familiarize and implement skills learned in case plan training, which may contribute to successful outcomes when developed in conjunction with youth and family.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rational: There are improved qualitative outcomes when families are more involved in the case planning process.</p>

Milestone	<p>1.2.1 Ensure the development of a better case plan based on the results from the “back on track assessment”. Develop attainable goals, objectives and services/tasks with youth and families which contribute towards safety and permanency.</p> <p>1.2.2 Implement strategies for engaging youth, families and providers in case planning. Continue to use internal quality assurance tools to measure effectiveness of training/case plans.</p> <p>1.2.3 Ensure that progress of case plan objectives are being documented in the new juvenile database.</p>	Timeframe	<p>January 2011– On-going</p>	Assigned to	<p>Probation Services Manager Management Analyst Juvenile Division Director</p>									
Milestone	<p>Strategy 1.3 Increase monitoring of out-of-home care providers to ensure the utilization of providers who are adhering to the department’s strategies of timely reunification, educational outcomes, emancipation support, and placement stability.</p>	Timeframe	<table border="1"> <tr> <td><input type="checkbox"/></td> <td>CAPIT</td> </tr> <tr> <td><input type="checkbox"/></td> <td>CBCAP</td> </tr> <tr> <td><input type="checkbox"/></td> <td>PSSF</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A	<p>January 2011– On-going</p>	<p>Assigned to</p>	<p>Probation Services Manager Management Analyst Juvenile Division Director</p>
<input type="checkbox"/>	CAPIT													
<input type="checkbox"/>	CBCAP													
<input type="checkbox"/>	PSSF													
<input checked="" type="checkbox"/>	N/A													
Milestone	<p>1.3.1 Monitor out-of-home care providers during non scheduled times to ensure they are providing the best care and supervision in accordance with federal, state, county and departmental care requirements.</p> <p>1.3.2 Meet with out-of-home care provider administrators to review their programs and expectations of the Probation Department. Set individual meetings with providers</p> <p>1.3.3 Refrain from utilizing providers who are not adhering to outcomes. Update active provider list review with placement officers during staff meetings.</p>	Timeframe	<p>January 2012 – October 2013</p> <p>September 2012- October 2013</p> <p>January 2012 – On-going</p>	Assigned to	<p>Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation Officer Management Analyst</p> <p>Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation Officer Management Analyst</p> <p>Probation Services Manager Deputy Probation Officer III Placement -Deputy Probation Officer Management Analyst</p>									

Probation Outcome: Transition to Self-Sufficiency

County's Current Performance:

Improvement Goal 2.0 Youth will be guided and supported throughout their transition to self-sufficient adulthood/ emancipation.		Strategy Rationale: The support and planning provided to youth by their Deputy Probation Officer and/or out-of-home care provider is paramount in order for youth to achieve successful self-sufficiency to adulthood or emancipation	
Strategy 1.1 Strengthen the transitional planning process for transition aged youth.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	August 2011 August 2011 January 2012	Probation Services Manager Management Analyst Training Probation Services Manager Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer Probation Services Manager Supervising Deputy Probation Officer III
1.1.1 Identify training classes offered by UC Davis Extension, and other agencies to provide training to staff in ILP services and transitional planning.	Milestone Timeframe	August 2011	Probation Services Manager Management Analyst Training Probation Services Manager
1.1.2 Develop realistic and obtainable plans for the youth, which are outlined in the youth's Transitional Independent Living Plan (TILP), or 90-Day Transition Plan if appropriate.		August 2011	Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer
1.1.3 Supervising Deputy Probation Officer, youth, and out-of-home care provider to set meetings with potential ILP support providers. Qualitatively review effectiveness of meetings and outcomes for the youth.		January 2012	Probation Services Manager Supervising Deputy Probation Officer Deputy Probation Officer III
Strategy 1.2 Ensure every youth that transitions to self-sufficient adulthood/emancipation has at least one identified existing family, or other significant adult in their life who may be able to make a lifelong connection.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Strategy Rationale: Preparation for transition to adulthood is most effectively achieved with structure, progressive steps and guidance. Services planning and skill development must be combined with connection to ongoing mentoring and adult support beyond foster care.	Probation Services Manager Supervising Deputy Probation Officer Deputy Probation Officer III

Milestone	<p>1.2.1 Research and connect youth to local community-based services that assist them in making the transition from placement to independent living.</p> <p>1.2.2 Create a parent/relative search protocols that will identify family or mentor supports. Utilize websites and ILP services to research a youth's case for relatives and/or other significant adults.</p>	Timeframe	<p>January 2012</p> <p>January 2012</p>	Assigned to	<p>Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer</p> <p>Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer</p>
Strategy 1.3	Support ongoing education of High School graduation and college enrollment, trade schools, or military.		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Strategy Rationale: Youth who graduate from high school, attend a specialized training, college program, the military have better opportunities for career building and employment.</p>	
Milestone	<p>1.3.1 Involve the ILP service coordinator and out-of-home care provider to support the youth's educational goals.</p> <p>1.3.2 Ensure that youth are supported and assisted with financial aide applications.</p> <p>1.3.3 Identify training classes offered by UC Davis Extension, and/or other agencies to provide training to staff on educational rights and needs of foster youth including graduation requirements and student financial aid.</p>	Timeframe	<p>January 2012</p> <p>January 2012- On-going</p> <p>January 2013</p>		<p>Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer</p> <p>Probation Services Manager Deputy Probation Officer III Supervising Deputy Probation Officer</p> <p>Probation Services Manager Supervising Deputy Probation Officer Deputy Probation Officer III Management Analyst Training Probation Services Manager</p>
<p>Describe any additional systemic factors needing to be addressed that support the improvement plan goals. As the data related to the current performance are identified and collected in the new Probation Department's juvenile database the need for training, re-evaluation and process/protocol development will become more evident.</p>					
<p>Describe educational/training needs (including technical assistance) to achieve the improvement goals. Explore capabilities of internal trainer development. For Monterey County Probation a new juvenile database is in development and should be implemented around June 2011. It will allow management and officers/workers assigned to manage youth in placement and collect data to identify needs and to develop local outcomes.</p>					

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

An increase in collaborative training between county departments, programs and service providers is needed to support permanent change.

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

AB 12: California Fostering Connections to Success Act was passed in the State Legislature on August 30, 2010, however it is still unclear how state funding will be supplied to support the change to the system.

CWSOIP NARRATIVE:

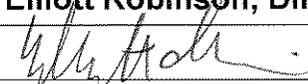
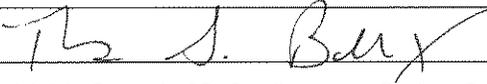
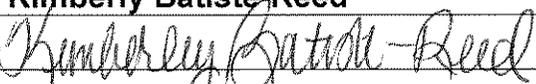
Monterey County Family and Children Services has dedicated CWSOIP funding to support early intervention and prevention services provided through local implementation of Differential Response. Our program, **Pathways to Safety (P2S)** was developed in partnership with community stakeholders and seeks to intervene and engage families before formalized interventions are necessary. This approach is currently the focus of up and coming research on a national level as well as on a local level.

In October 2008, the Children's Bureau awarded a cooperative agreement to American Humane Association and its partners, Walter R. McDonald & Associates, Inc., and the Institute of Applied Research, to operate the National Quality Improvement Center on Differential Response in Child Protective Services (QIC-DR). All three organizations have been pioneers in advancing knowledge about differential response nationally and within States, and are uniquely positioned to collaborate and complement each other's experiences and networks. The American Bar Association Center on Children and the Law and the National Conference of State Legislatures are contributing their expertise to enhance the QIC's project activities and thus, the quality of child protective services (CPS).

Current local research can be found at:

<http://mcdses.co.monterey.ca.us/reports/>

Monterey County Probation utilizes CWSOIP to partially offset the cost of a probation officer in their work towards supporting goals established through this SIP.

CAPIT/CBCAP/PSSF Contact and Signature Sheet	
Period of Plan:	July 1, 2011 – January 29, 2014
Date Submitted:	
Submitted by:	Board of Supervisor Designated Public Agency to Administer CAPIT/CBCAP/PSSF programs
Name & title:	Elliott Robinson, Director DSES
Signature:	
Address:	1000 South Main Street, Suite 209, Salinas, CA 93901
Fax:	831-755-8477
Phone & E-mail:	831-755-4434/robinsonec@co.monterey.ca.us
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Tom Berg, CAPC President
Signature:	
Address:	1000 South Main Street, Suite 210B, Salinas, CA 93901
Fax:	831-757-3135
Phone & E-mail:	831-796-1513/bergts@co.monterey.ca.us
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Kimberly Batiste-Reed
Signature:	
Address:	130 W. Gabilan Street, Salinas, CA 93901
Fax:	831-758-5127
Phone & E-mail:	831-758-0181
Submitted by:	PSSF Collaborative Representative, if appropriate
Name & title:	
Signature:	
Address:	

Fax:	
Phone & E-mail:	
Submitted by: CAPIT Liaison	
Name & title:	David Maradei, CAPC Director
Address:	1000 South Main Street, Suite 205, Salinas, CA 93901
Fax:	831-783-7021
Phone & E-mail:	831-755-4737/maradeid@co.monterey.ca.us
Submitted by: CBCAP Liaison	
Name & title:	David Maradei, CAPC Director
Address:	1000 South Main Street, Suite 205, Salinas, CA 93901
Fax:	831-783-7021
Phone & E-mail:	831-755-4737/maradeid@co.monterey.ca.us
Submitted by: PSSF Liaison	
Name & title:	Daniel Bach, MAIII
Address:	1000 South Main Street, Suite 205, Salinas, CA 93901
Fax:	831-755-4438
Phone & E-mail:	831-796-3525/bachd@co.monterey.ca.us
Board of Supervisors (BOS) Approval	
BOS Approval Date:	3-22-11
Name:	Jane Parker, Chair
Signature:	Jane Parker

PART II: CAPIT/CBCAP/PSSF

County SIP Team Composition (Internal)

- Robert Taniguchi, Deputy Director Family and Child Services
- Denise Shields, Juvenile Division, Probation
- Daniel Bach, Management Analyst III, DSES
- Norma Aceves, Juvenile Division, Probation
- Arthur Lomboy, Data Management Analyst II, DSES
- David Maradei, Director Child Abuse Prevention Council

OUTCOMES:

- **Outcome 1: Increase education and support teen pregnancy prevention**
- **Outcome 2: Increase Mandated Reporter Training**
- **Outcome 3: Increase outreach to the Spanish speaking populations**
- **Outcome 4: Increase options for Parent Education**

CAPC

CAPC was established in July of 1986 when the Board of Supervisors passed a resolution establishing our mission to coordinate prevention, treatment, education and awareness efforts in Monterey County. Oversight of the Child Abuse Prevention Council (CAPC), an independent organization within county government, and is supported by DSES. CAPC acts as the oversight authority for the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention Program (CBCAP), the Juvenile Sex Offender Response Team (JSORT) and for the County Children's Trust Fund (CCTF) funding.

All expenditures for CAPIT, CBCAP and CCTF dollars are approved through the oversight of the CAPC Board for Monterey County. The connection to DSES allows for increased opportunities for collaboration and fund leveraging. Currently the director for CAPC acts to coordinate contracts, services and meetings in conjunction with DSES. The board acts to ensure children's concerns are kept in the fore front through an active outreach and indirect marketing while offering their insight to shape our efforts around prevention, early intervention, mandated reporting training and education.

In order to accomplish the mission of CAPC, it is critical to develop relationships with partners to support programs that reflect compatible goals and objectives. Other responsibilities include participate in key focal areas such as Child Death Review Team, Juvenile Justice Commission, Children's Council, Gang Task Force, and the Greater Bay Area CAPC Coalition.

The Monterey County CAPC is established as independent organization within county government and is accountable to the local Board of Supervisors. Administratively, CAPC reports through the Department of Social and Employment Services Director, Elliott Robinson. Copies of CAPC bylaws are available in an electronic version upon email request from interested parties: capc@redshift.com

The Monterey County CAPC acts as a CCTF stakeholders committee providing advice and oversight to the Department of Social and Employment Services by conducting regular meetings that are open to the public. All CAPIT/CBCAP expenditures are presented to the CAPC for approval with comments and motions recorded in minutes maintained by the CAPC for public examination and review.

CAPC of Monterey County has been acting as the governing body to fulfill the Welfare and Institutions Code compliance with Section 18960. Monterey County does not have a separate commission to monitor CCTF expenditures.

The CAPC of Monterey County is supported by a number of funding resources by CAPIT, CBCAP, County Children's Trust Fund, and KIDSPLATE (funds received from specialty license plates).

<i>CAPIT-</i>	<i>\$132,208</i>
<i>CBCAP-</i>	<i>\$26,022</i>
<i>CCTF-</i>	<i>\$671,929</i>
<i>KIDSPLATE-</i>	<i>\$51,003</i>
<i>CAPC Reserve-</i>	<i>\$103,493</i>

PSSF Collaborative

Monterey County DSES acts as the administrative entity for all PSSF funding and through the administrative team, decisions are made regarding expenditures.

CCTF Commission, Board, or Council

Monterey County does not have a separate CCTF commission designated to carry out this function. All CCTF finances collected by Monterey County are managed by the Department of Social and Employment Services (DSES) Finance Division. Monies are held in accounts specifically identified as CCTF accounts. Because DSES is department of the County all financial matters are audited by an independent agency annually and published as the Monterey County Annual Audit. This information is subject to the Freedom of Information Act and is available to any interested citizen. Monterey County has available on-line the financial guidelines for all citizens. The Auditor-Controller's Office annually prepares various reports including: The Countywide Annual Financial Report (CAFR) as required by the State. The purpose of CAFR is to report on the financial position and activities of the County by presenting information above and beyond what is required by generally accepted accounting principles or State Law. The intent is to also provide its readers a broader view and understanding of the County's

financial operations. The Auditor-Controller of Monterey County annually publishes an Adopted Budget document to meet the requirements of the State Controller's Office.

The Monterey County CAPC acts as a CCTF stakeholders committee providing advice and oversight to the Department of Social and Employment Services by conducting regular meetings that are open to the public. All CAPIT/CBCAP expenditures are presented to the CAPC for approval with comments and motions recorded in minutes maintained by the CAPC for public examination and review.

Parent Consumers

Historically, parent consumer report was provided by outside community para-professionals who have had involvement with provided services. Through the provision of training to our Mentor Moms program, forums for open communication allow for a mutually beneficial exchange of information that helps to shape the consumer perspective. At this time Monterey County does not offer any financial support for parent participation.

This January, CAPC will welcome our first proposed parent member who has utilized services to provide consumer input, as CAPC moves forward to discuss the best programs to prevent child abuse and neglect. The CAPC Director will utilize the services of this proposed member to attract additional parent consumers and provide focus groups that can assist CAPC in their deliberations in the determining recommendations for expenditures of CAPIT/CBCAP/PSSF/CCTF funds.

The Designated Public Agency

Performance to the contract standards is the responsibility of the respective county liaison for programs as previously identified. Unannounced on-site visits are required by contract. Additionally, individual evaluations by service receivers and/or parent class participants are mandated. Because of the large number of classes (340) provided annually, each field contract trainer is permitted to provide evaluations for every ten classes presented.

Clients receiving services or training are required to complete written evaluations that must meet an 80% approval rate as defined in the contracts. These evaluations are held by the agency or individual trainer and assessed randomly by the respective county liaison. If negative evaluations are appearing or fiscal accountability is distorted, the liaisons are notified and corrective action is undertaken with reports sent immediately directly to either the CAPC or the head of Family and Children Services. If required, site visits and interviews are held to follow up on corrective actions directly with our several contracted agencies. Funding support can be withheld if contracted agencies/individuals fail to meet contract obligations.

The role of the CAPIT/CBCAP/PSSF Liaisons

All CAPIT/CBCAP/PSSF programs are being managed by identified Monterey County Liaisons who are responsible for managing the programs. Ultimately, DSES has programmatic and fiscal accountability for all services provided or contracted through CAPC.

The PSSF representative is a member of a management team that uses a consensus based decision making structure. The PSSF representative acts as the contract monitor and fiscal liaison to the Administrative structure of DSES.

The CAPIT/CBCAP representative reports directly to the umbrella agency (CAPC) on program compliance and community needs. Verbal reports on evaluations are also rendered. On occasion, the contracted agencies/individuals are required to appear before the CAPC to make verbal reports on program progress. Information is maintained in minutes and is retained by the CAPC office. The CAPC was established by the Board of Supervisor's resolution in July of 1986. The CAPC Director reports to the CAPC members who have been appointed by the Board of Supervisors. The liaisons are responsible for all annual reports and responses to ACIN's put forth by the state.

Fiscal Narrative

CAPIT/CBCAP/PSSF funds have been monitored and accurately processed through the oversight of the Department of Social and Employment Services Finance Division. Monterey County assures that funding received will be used to supplement not supplant other funds and services. No funds have ever been turned back and funds have not been rolled over from year to year.

All expenditures for CAPIT, CBCAP and CCTF dollars are approved through the oversight of the CAPC membership for Monterey County. This connection to the department allows for increased opportunities for collaboration and fund leveraging. Currently the director for CAPC acts as the foundation to coordinate contracts, services and meetings in conjunction with DSES. The Council acts to ensure children's concerns are kept as a priority through an active outreach and indirect marketing while offering their insight to shape our efforts around prevention, early intervention, mandated reporting training and education. Funding requests are approved by the CAPC and then forwarded through DSES Finance Branch where fund expenditures are only approved when Council minutes reflect approval; and has met the county purchasing and risk management division's requirements. At their regular Council meetings the CAPC receives itemized reports of expenditures against fund reserves in an individual spreadsheet for each category of grant fund.

Monterey County DSES's commitment to protect children, support permanence and well being may be effected by several economic factors such as, increased placement costs, and the reduction of funding for Child Welfare programs, which may result in cuts to contracts and service providers.

The county continues to pursue ways to leverage resources and maximize potential opportunities to blend, braid or pool resources. An example of internal efforts is the use of Public Consulting Group to review cases and advocate for SSI for all youth who qualify.

All community based services provided by CAPIT/CBCAP/PSSF funding provide unique education and direct service programs that compliment the services provided through our Social Service and Behavioral Health departments. DSES strives to expend PSSF funds in accordance with the prescribed parameters, however the distinct need in our local service array may cause expenditures on Family Preservation and support to exceed the 20% recommendation. DSES, as plan of correction will review expenditures and implementing contract reviews in the 2011-2012 contract years.

Local Agencies

Two of the CAPIT funded agencies were originally selected using a RFP bid process managed by the contracts and purchasing division of Monterey County (Alisal Healthy Start and the Parents as Teacher Program at the Salinas Adult School). These contracts were extended by authority of OCAP submitted under the Monterey County Three Year Plan. Our next round of contracts will be issued within the purchasing guidelines and will utilize a RFP process. In addition, the county assure priority will be given to private non-profit agencies when providing funding, however if none are identified other public not for profit agencies may be selected. CAPC contract trainers, our Spanish Language Child Abuse and Neglect Specialists, were selected in a non-competitive process and were identified by Monterey County Purchasing/Risk Management as “sole source” individuals whose skills and training meet the specific requirements demanded by the CAPC: fluent bi-lingual

The original RFP for competing non-profit agencies was managed by the Monterey County Purchasing/Risk Management (a county department) whose responsibility is to assure a fair and unbiased bid process. All agencies that submit bids are evaluated by “readers” who determine that the agencies had the capacity to fulfill the contract requirements of the potential bidders. Final approval of the winning bidders were placed on the agenda for the CAPC and approved in public meetings.

RFP language assures that competing agencies meet unduplicated, broad based community support, while also providing services that are culturally and linguistically appropriate.

Both the agencies and contract trainers paid for by CAPIT funds are offered free training opportunities supplied by and/or paid for by the Child Abuse Prevention Council. Efforts are made to ensure funding is awarded to private non-profit agencies. Examples of provided trainings: Mandated Reporter Training (specifically required as an exhibit in every contract), The Impact of Trauma on Early Child Development by Dr. Bruce Perry, Eliana Gil’s training on teaching treatment modalities for sexually abused children, Gail

Ryan's training on treatment of juvenile sex offenders and Linda Chamberlain's conference on the impact of domestic violence on very young children.

Monterey County has a predominantly Latino population, services must be directed toward the Caucasian and Latino community and three tribal populations of the indigenous people of the Oaxaca community that reside within Monterey County. These services must be both culturally and linguistically sensitive and included in the language of the RFP.

The mission of CAPC of Monterey County is to reduce the incidence of child abuse and neglect throughout Monterey County. This encompasses the population of children ages 0-18. RFP contract language assures that projects funded shall clearly be related to the needs of all children, with a focus on at-risk youth under 14 years of age.

Monterey County Risk Management and Purchasing have a primary responsibility to assure that the county complies with any governmental requirements to ensure that anyone who has or will be awarded funds has not been suspended or barred from participation. Their work is monitored by annual audit and the Monterey County administrative and legal staff.

All contract trainers and agencies currently under contract have the ability to transfer information electronically. Specific language in the RFP's and independent trainers require the electronic transmission of information.

CAPIT Assurances:

RFP language will assure that priority for services shall be given to children in minority populations 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.

Contract language will assure that the agency funded shall demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.

CBCAP Outcomes:

Because of the limited funding provided to Monterey County under the CBCAP grant (\$26,405 in FY 09-10 without supplemental) the CAPC requested and received permission from OCAP to allow Monterey County to use the funds to strengthen the Child Abuse Prevention Council by using CBCAP funding to partially support the position of their Director. There is specific plan to evaluate outcomes other than evaluations of existing programs managed by the Director of the CAPC.

The Director of the CAPC of Monterey County provides on-call training for parent groups, faith-based groups, schools, social services and non-profit agencies (such as CASA, the Rape Crisis Center, Sun Street Center, YMCA, YWCA, Boys and Girls

Clubs, the local Catholic Church) who need to understand the impact of Domestic Violence and child abuse on the emerging child. Each training has a specific curriculum that can focus on issues such as: The Impact of Violence on Early Brain Development, The Adverse Childhood Experience, Core Values in Children, How to Raise Emotionally Healthy Children. These trainings are reported to the CAPC as a regular part of our consent agenda with the location and number of clients served. These are primary prevention programs that are intended to teach the primary caregivers parenting skills to reduce the incidence of child abuse here in Monterey County.

The Director contracts and manages on-going parent education classes directed toward the monolingual Spanish speaking populations who live and work here in Monterey County. This year we have completed 340 parent education classes throughout our service district including migrant workers with families. Also, we provide minimum services to the three indigenous tribal communities centered in Greenfield who converse in three unique Indian dialects from the Mexican state of Oaxaca.

CAPC participates and supports family centered health fairs that take place in both the large metropolitan centers and the various small cities that populate Monterey County. We have provided classes throughout the entire 3300 square miles of Monterey County, including additional classes in Santa Cruz County and San Benito County.

CAPC Spanish language trainers work directly with local Healthy Start parents to provide information about child abuse and neglect. Additionally, literature about child abuse and neglect is disseminated on a regular basis to families.

CAPC works with community based adult universities and family resource centers to provide education and support to agencies that reach out to provide information to specialty populations who cannot afford services. Funding for programs for families with high risk children are funded through CAPIT state grant funds. These are local agency grants for the Salinas Adult Schools Parents-as-Teachers program and the Alisal Healthy Start home visiting program. CBCAP funds are utilized to provide mandated reporter training and Safe from the Start (now discontinued) domestic violence trainings focusing on the work of Dr. Bruce Perry and Dr. Linda Chamberlain.

CAPC has conducted and funded professional trainings attended by over for over 3000 individuals over the past year. We collaborate with various Healthy Start Programs and the Labor of Love, Healthy Mother, Healthy Baby Collaborative, and Hartnell College. CAPC has been included in all major abuse and neglect community response efforts such as Differential Response, Juvenile Sex Offender Treatment, and The Bates-Eldredge Clinic for Forensic Examination and Interview. The CAPC meets and approves, in public session, all expenditures and activities funded by CAPIT/CBCAP dollars.

The CAPC Director, a position partially funded by CBCAP dollars, recently attended a best Practices Initiative training in San Francisco specifically centered on the implementation of Best and Evidenced Based practices throughout Monterey County. This all-day session resulted in the identification of the Juvenile Justice Commission as

the focal point for implementing county-wide best and evidenced based practice. In addition the Director acts as a conduit for exchange of information. In that role he annually attends the Chadwick Child Maltreatment Conference, the California, Beyond the Bench Conference and the Domestic Violence Coordinating Council annual conference. He also coordinated and attended several juvenile sex offender treatment conferences held in Denver Colorado with Gail Ryan, a national expert on treating the juvenile sex offender.

Engagement Outcomes-CAPC Director shall ensure community engagement and participation

- **Evaluation: Oversight of the number of trainings provided and review of attendance.**

Short Term Outcomes-CAPC Director shall ensure consistent standards of contract monitoring

- **Evaluation: Through reporting to the CAPC of evaluation summaries.**

Intermediate Term Outcomes- CAPC Director shall ensure integration of CBCAP goals in the agenda of CAPC

- **Evaluation: Annual reports on Director's performance.**

Long Term Outcomes-CAPC Director shall represent CBCAP goals in an integrated community service array.

- **Evaluation: Annual Reporting provided to the Board of Supervisors at the annual CAPC Awards.**

Peer Review

There is no scheduled Peer Review for the CBCAP funded position. The work of the Director, the recipient of the CBCAP fund in salary, is evaluated annually by a Program Manager in the Department of Social and Employment Services. His work is also monitored and evaluated by the members of the Child Abuse Prevention Council.

Service Array

The Department is committed to ensuring that the needs of all involved with the child welfare system are met. As a point of consideration, specialty funding such as CWSIOP and PSSF are dedicated to ensuring contractual services are in place to support the spectrum of child welfare. Through this relationship existing county process allows for the monitoring and evaluation of all contracted services and internal CQI processes are

working to develop more specific measurable outcomes to key service contracts.

In order to accomplish our mission it is important that staff is dedicated to providing services to all children that may come to the attention of the department. Although we do not have a federally recognized Native American tribe in Monterey County, our service array is available to make accommodations for our youth in need of assistance.

This commitment starts with a focus on early intervention and prevention through the support of Pathways to Safety, a program built on public/private partnerships that values community involvement in supporting families in their communities. This program utilizes Family Resource Specialists to engage families that come through FCS in short term service provision based on assessed needs identified through the North Carolina Family Assessment Tool.

As a Department, services are aimed to assess the strengths and needs of families. For example, Monterey County utilizes Structured Decision Making tools to assist social workers in identifying safety and risk factors as well as family strengths and needs. Children's Behavioral Health (CBH) conducts a very thorough Child and Family Assessment of each child referred for Juvenile Court dependency and the child's parents. As mentioned earlier, Children's Behavioral Health completes evaluations of each child entering foster care in order to assess what services need to be incorporated into the child's service plan. CBH uses the Child Adolescent Family Assessment tool as well as the Mental Health Screening Tool to assess the mental and emotional health of children. In addition, CBH administers the Ages and Stages Developmental Assessment for all children. Behavioral Health can provide mental health needs assessments for parents. If the parents are Medi-Cal covered, they have more options for providers. Through an interagency collaboration, FCS and CBH have established a pool of resources to provide services to low-income parents of children in foster care who do not have Medi-Cal. For parents with substance abuse issues, an AOD specialist conducts an Alcohol and Other Drug (AOD) assessment through Behavioral Health. Access to these services and waiting lists can be problematic as capacity issues continue to emerge.

PSSF funding is also used to secure services via contracts and MOU's with our community based agencies and through our local Health Department. Funds are currently supporting:

- Community Human Services - in the provision of preservation and support services to families who may be at risk of entering the system. Under our Family to Family philosophy community representatives work to establish connections in the local community and help to support families and caregivers.
- Door to Hope – through support provided by our mentor programs, community level staff members work to engage families and guide them through their interactions with the department while providing services that are related to all four service components

- Aspiranet – through operation of 23 hour receiving center services are provided to stabilize crisis situations allowing for a focus on preservation and support of our local youth.
- Health Department – in the provision of alcohol and drug treatment services for Non-Medi-Cal CWS clients receiving time-limited family reunification services.

Home-based services are also offered to address the needs of children and families in order to create a safe home environment. For example, Parents as Teachers (PAT), Alisal Community Healthy Start (ACHS), and Home Partners are some of the partners and programs that offer this model of service. PAT, a program delivered by the Salinas Adult School, provides one-on-one parent education and support to families in their home or at community-based treatment sites. ACHS, a program delivered by the Alisal Union School District, provides intensive case management services including home and office visits, respite care, information and referral and advocacy services. Home Partners, through CBH, is a family preservation program which is available 24 hours, 7 days a week providing in-home supportive services to families who have children who are at risk of out-of-home placement. This program involves direct crisis intervention and the direct teaching, parenting and problem solving skills. PAT and ACHS services are provided through a contract maintained by the DSES and services provided are at no cost to the clients. All of the above services are available in English and Spanish.

FCS services are designed to enable children at risk of foster care placement to remain with their families when their safety and well-being can be reasonably assured. In addition to PAT, ACHS, and Home Partners (described above), additional community-based services are made available by DSES that include subsidized child care services, transportation, short-term counseling through various community providers, substance abuse treatment (residential and out-patient), parent education classes, support services for relative caregivers through Family to Family, anger management groups, domestic violence intervention programs and TANF/CalWORKS based services.

The Department also provides transitional services for youth who are exiting the system. Great Strides have been made to focus on permanency and to plan for youth to exit with supports. Transitional Housing and support for young adults continue to be a focus and will need greater levels of collaboration to survive in the current fiscal environment.

CAPIT/CBCAP/PSSF Services and Expenditure Summary

Submitted

***Name, mailing address, e-mail address, phone and fax number of CAPIT/CBCAP
liaison***

*David Maradei
Director, Child Abuse Prevention Council of Monterey County
1000 South Main Street Suite 112
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Email: capc@redshift.com

Phone: 831-755-4737

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**Before the Board of Supervisors in and for the
County of Monterey, State of California**

- a. Accept the Monterey County Department of Social and Employment Services, Family and Children's Services Branch 2011 System Improvement Plan as part of the California Outcomes and Accountability System; and)
- b. Authorize the Department of Social and Employment Services to submit the approved plan to the California Department of Social Services and the Office of Child Abuse Prevention.....)

Upon motion of Supervisor Calcagno, seconded by Supervisor Armenta, and carried by those members present, the Board hereby;

- a. Accepted the Monterey County Department of Social and Employment Services, Family and Children's Services Branch's 2011 System Improvement Plan as part of the California Outcomes and Accountability System; and
- b. Authorized the Department of Social and Employment Services to submit the approved assessment to the California Department of Social Services and the Office of Child Abuse Prevention.

PASSED AND ADOPTED on this 22nd day of March, 2011, by the following vote, to wit:

AYES: Supervisors Armenta, Calcagno, Salinas, Parker, and Potter

NOES: None

ABSENT: None

I, Gail T. Borkowski, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 75 for the meeting on March 22, 2011.

Dated: March 29, 2011

Gail T. Borkowski, Clerk of the Board of Supervisors
County of Monterey, State of California

By Christ A. Nue
Deputy

**Before the Board of Supervisors in and for the
County of Monterey, State of California**

Execute the State required Notice of Intent for)
the Monterey County Department of Social and)
Employment Services, Family and Children's)
Services Branch 2011 System Improvement Plan)
as part of the California Outcomes and)
Accountability System requirements.....)

Upon motion of Supervisor Calcagno, seconded by Supervisor Armenta, and carried by those members present, the Board hereby;

Executed the State required Notice of Intent for the Monterey County Department of Social and Employment Services, Family and Children's Services Branch 2011 System Improvement Plan as part of the California Outcomes and Accountability System requirements.

PASSED AND ADOPTED on this 22nd day of March, 2011, by the following vote, to wit:

AYES: Supervisors Armenta, Calcagno, Salinas, Parker, and Potter

NOES: None

ABSENT: None

I, Gail T. Borkowski, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 75 for the meeting on March 22, 2011.

Dated: March 22, 2011

Gail T. Borkowski, Clerk of the Board of Supervisors
County of Monterey, State of California

By 
Deputy

**Before the Board of Supervisors in and for the
County of Monterey, State of California**

- a) Approve and designate the Monterey County,)
Child Abuse Prevention Council as the entity)
with oversight of the Children's Trust Fund; and)
- b) Authorize the Department of Social and)
Employment Services to submit this order to the)
California Department of Social Services and the)
Office of Child Abuse Prevention.....)

Upon motion of Supervisor Calcagno, seconded by Supervisor Armenta, and carried by those members present, the Board hereby;

- a) Approved and designated the Monterey County, Child Abuse Prevention Council as the entity with oversight of the Children's Trust Fund; and
- b) Authorized the Department of Social and Employment Services to submit this order to the California Department of Social Services and the Office of Child Abuse Prevention.

PASSED AND ADOPTED on this 22nd day of March, 2011, by the following vote, to wit:

AYES: Supervisors Armenta, Calcagno, Salinas, Parker, and Potter

NOES: None

ABSENT: None

I, Gail T. Borkowski, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 75 for the meeting on March 22, 2011.

Dated: March 22, 2011

Gail T. Borkowski, Clerk of the Board of Supervisors
County of Monterey, State of California

By Christ A. Mue
Deputy

**Before the Board of Supervisors in and for the
County of Monterey, State of California**

Formation of the Monterey County)
Child Abuse Prevention Coordinating)
Council, Approved)

A discussion is held to consider forming the Monterey County Child Abuse Prevention Coordinating Council. Supervisor Shipnuck explains that since October, 1985, a group of law enforcement, licensing and child protection agencies have been meeting to work toward a coordinated system for child abuse cases which would be set in a formal protocol. Superimposed upon all these creative and self-motivated efforts was the new State mandate adopted in AB 1980 that each County establish a Child Abuse Prevention Coordinating Council.

Dr. Eugene Eldridge, M.D., addresses the Board, states he has been involved with child abuse cases and their prevention for a number of years, and urges the formation of this Council. Michael Bartram, District Attorney, Dardell McFarlin, Director of Social Services, Paul Montez of the Mexican Referral Program, and Jonathan Price, County Counsel's Office address the Board in support of the formation.

After discussion, Supervisor Shipnuck moves to accept the recommendation of the Working Group on Child Abuse to form the Monterey County Child Abuse Prevention Coordinating Council, to meet the following criteria:

Purpose: To coordinate prevention, treatment, education, and awareness efforts in Monterey County.

Objectives: (examples only; Council may develop additional objectives) Creation of a centralized file, enforcement of reporting requirements.

Activities: Needs Assessment, speakers bureau, fundraising transportation.

Composition: (Member and alternate from each of the following)

- 3 Police Agencies (one each: Salinas, Monterey Peninsula, South Monterey County)
- District Attorney
- Monterey County Medical Society
- Sheriff
- Child Protective Services

South County SCANS Team
Natividad Medical Center
Monterey County Health Department
County Office of Education
Military
Superior Court Judge
Municipal Court Judge
Social Services Commission
Clergy
Monterey County Child Care Council
Family Resource Center
2 Citizens At Large
County Counsel

(21 members)

Structure:

Committees on training, quality assurance, community education.

Volunteers group for fundraising, transportation.

Staffing:

Clerical support as required up to a maximum of 10 hours per month.

Funding:

County in-kind contribution; other: Medical Society, service clubs, fundraising activities.

Money to be maintained in a fund kept by the County Auditor-Controller.

Reporting Procedure:

Through the Social Services Department to the Board of Supervisors.

Appointing Process:

Identified agencies to nominate member and alternate.

2 citizen-at-large positions to be advertised countywide and recommended to the Board by the Social Services Department.

Board of Supervisors to appoint full Council in July, 1986.

Supervisor Del Piero seconds the motion, and it carries unanimously.

I, ERNEST K. MORISHITA, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof at page 22 of Minute Book 57, on June 10, 1986
Dated: June 10, 1986

ERNEST K. MORISHITA, Clerk of the Board
of Supervisors, County of Monterey,
State of California.

By

Nancy Lubenbill

Deputy

