

**COUNTY OF FRESNO  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

**Gary D. Zomalt, Director**



**CHILD ABUSE PREVENTION, INTERVENTION AND TREATMENT (CAPIT)  
COMMUNITY-BASED CHILD ABUSE PREVENTION  
(CBCAP)  
PROMOTING SAFE AND STABLE FAMILIES (PSSF)  
THREE-YEAR PLAN AND APPLICATION  
(JULY 2005 – JUNE 2008)**

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## **COUNTY OF FRESNO**

### **CHILD ABUSE PREVENTION, INTERVENTION AND TREATMENT (CAPIT) COMMUNITY-BASED CHILD ABUSE PREVENTION (CBCAP) PROMOTING SAFE AND STABLE FAMILIES (PSSF) (JULY 2005 – JUNE 2008)**

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## **EXECUTIVE SUMMARY**

Over the past three years the Fresno County Department of Children and Family Services (DCFS) has made great strides in strengthening service delivery to children and families of Fresno County. This enhanced service delivery has been a result of several key initiatives at the Federal, State and local levels of government.

Assembly Bill 636 led the way with the opportunity for counties to strategically review programs and services and for counties to do a self assessment and develop a Systems Improvement Plan (SIP) that has become the cornerstone of the DCFS operation. In Fresno County the SIP has been intertwined with the Family to Family Initiative, a project supported by the Stuart Foundation, which has served as the catalyst for the establishment of community-based prevention and intervention services utilizing Community Based Organizations (CBO's) and residents. Community-based services are not new to Fresno County.

The continued multidisciplinary collaborative work of the Fresno County Interagency Council for Children and Families (ICCF), through local school districts and CBO's, championed the development of Neighborhood Resource Centers (NRC's), a strong model for community-based services. NRC's have been supported with Federal, Promoting Safe and Stable Families (PSSF) funds. The Fresno Council on Child Abuse Prevention (FCCAP) also continues to coordinate the Fresno County's child abuse prevention efforts in order to maintain the multidisciplinary collaborative vision within the community. DCFS has also built on the work of the K-Six program which allowed for case managers to be assigned to school sites. These efforts, coupled with dedicated staff, volunteers and a deliberate shift in focus from reactive service delivery to proactive service delivery, has served to move Fresno County in a positive direction.

Global indicators of Fresno County children and families wellbeing discussed in the Needs Assessment section of this plan demonstrate gradual positive trends. Of particular note, there has been a reduction in the number of births to teens and a substantial improvement in childhood immunizations. A considerable improvement has also been made in reducing the number of children in out of home placements made. Physical and sexual abuse have gone down in numbers, however individual cases tend to be more severe. Conversely, general neglect, emotional abuse and caretaker absence are a significant percentage of substantiated reports.

A correlation can be made between these forms of abuse and the high number of children living in poverty, a large high school drop out rate, parents' level of education, and the unusually high percentage of children residing in Fresno County compared to the State of California average.

Through this plan and the proposed focus of the resources to be disbursed by the ensuing Request for Proposal (RFP), it is expected that services provided will strengthen family resilience and nurture the development of healthy behaviors.

## **CAPC/PSSF COLLABORATIVE BODIES**

### **Child Abuse Prevention Council (CAPC)**

Since being chartered in 1981, The Fresno Council on Child Abuse Prevention (FCCAP) has served as the primary vehicle for raising and maintaining the profile of child maltreatment as a critical issue in the County. FCCAP continues to increase public awareness to the scope and nature of the problem, provides training and networking opportunities for service providers/consumers/advocates and the general public, and recognizes exemplary child maltreatment prevention professionals and programs during April-Child Abuse Prevention Month. To this end, FCCAP conducts outreach and public education throughout the county, holds forums and trainings on child abuse and parenting issues, distributes literature, resource posters and multi-media public service announcements, provides professional trainings in the area of mandated reporting and child abuse prevention/detection and treatment and sponsors community fundraisers and recognition affairs, as well as oversees the Fresno County Suspected Child Abuse and Neglect (SCAN) Team and the Fresno County Multidisciplinary Interview Center.

Since 1995, FCCAP has been designated as the child abuse prevention council under Welfare and Institutions Code Section 18980 by the Fresno County Board of Supervisors, and what started out as an all volunteer organization has now grown into a full service prevention service provider. Prior to 1997, FCCAP operated exclusively on donations, then, in accordance with the W&I code (which mandates the existence of the council and the financial support of it) began to receive an annual funding award of \$25,000. In 2002, FCCAP began to submit an annual budget request to the Board of Supervisors and last year was awarded \$72,704. This amount has helped to accommodate the employment of a full-time program director and part-time administrative assistant.

FCCAP is a collaborative body in the truest sense of the word, by creating interagency coordination through membership (see attached list) and providing representation on several multidisciplinary teams and committees within Fresno County. FCCAP is established as a 501(c)3 nonprofit organization with oversight from a 15 seat board of directors, many of whom are employed by the collaborative partners they represent. All members of the council are eligible to vote, as long as membership dues are current for that given year (see attached bylaws). Because FCCAP's services are primarily prevention oriented, they continue to seek out new ways to incorporate parent consumers on their board and participate in their strategic planning process and have recently enlisted the help of Parents Anonymous, Inc. to provide technical support to promote this activity.

Pursuant to the Welfare and Institutions Code, it is the intention of the Legislature to fund child abuse prevention councils in each county. In an effort to continue to strengthen the FCCAP as the local child abuse prevention council, FCCAP will continue to submit an annual budget to the Board of Supervisors for action on increasing their operating budget to provide consistent prevention services to the County. All future

funding and approval of council budgets will coincide with the CAPIT/CBCAP/PSSF funding cycles.

### **Promoting Safe and Stable Families (PSSF) Funded Services**

The Interagency Council for Children and Families (ICCF), created by the Fresno County Board of Supervisors in 1994, serves as Fresno County's principal advisory body on children and family issues. The ICCF has advisory oversight of the County's Youth Pilot Project (Bates, AB1741).

Membership on the ICCF complies with Youth Pilot Project requirements, and has representatives from local government, educational institution, business and non-profit sector leadership. The Fresno Council for Child Abuse Prevention holds a permanent seat on the ICCF. The ICCF serves as the planning and funding approval body for PSSF funding.

In keeping with Federal guidelines, the County of Fresno planning includes the provision of a minimum of 20% of the available PSSF allocation for each of the four service categories: family support, family preservation, adoption, and time-limited reunification services for children and families involved in the Child Welfare System.

Since 1996, on approval of the ICCF and in keeping with the Youth Pilot Project strategic plan, community-based family support and family preservation service PSSF allocations have been designated to support Neighborhood Resource Centers (NRCs) located throughout urban and rural areas of the County. Seven NRCs are school-based centers, providing services to nearby resident families although their services are also available to the community-at-large.

The Department of Children and Family Services and two community-based organizations provide adoption and time-limited reunification services for children in the County's Child Welfare System. The DCFS' Voluntary Family Maintenance Program, K-Six Program, Baseline Assessment and Screening of Youth and Children (BASYS) Program, as well as two community-based organizations (Exceptional Parents Unlimited [EPU] and Court Appointed Special Advocates [CASA]) are programs partially funded by PSSF for services to children and families in the Child Welfare System. Services are consistent with the Federal outcomes to reduce abuse and neglect of children and to secure permanent, safe placement for children in the dependency system.

### **VISION STATEMENT**

Fresno County's vision is to effectively utilize CAPIT, CBCAP and PSSF funds to support programs and services that contribute to family resilience strengths that include social competence, problem solving skills, autonomy, and a sense of purpose and bright future.

These attributes result in improved social, health, and academic outcomes that protect children and families from involvement in health risk behaviors, such as alcohol and other drug abuse, teen pregnancy, and violence.

## **NEEDS ASSESSMENT**

Information for the needs assessment was drawn from a variety of local, State and national sources. Where available, current data has been included; in some cases, however, the most recent data available is the 2000 census. The Fresno County Self-Assessment, System Improvement Plan (SIP) Data and the Fresno County Family to Family Self-Assessment aided the planning team in identifying target groups and specific community needs. A list of all references used for the needs assessment can be found in Exhibit A.

### **Population**

Fresno County's population is estimated at 850,325 as of July 1, 2003, a 6.4% increase from the 2000 census of 799,407. The statewide increase in population for this same time period was 4.8% (U.S. Census Bureau). Of Fresno County's total population, over 60% reside in and around the Fresno-Clovis metropolitan area with the balance distributed throughout the County's 5,900 square miles, including 176,000 who live in unincorporated, largely rural areas. (California Department of Finance)

Fresno County's population is culturally rich and ethnically diverse, with major ethnic groups represented as follows: Hispanic/Latino 44%, White 38%, Asian 9%, Black/African-American 6%, and American Indian and Alaska Native 3%. (U.S. Census Bureau 2000 Census) Table 1 delineates the breakdown of ethnicity in Fresno County.

Minor children (persons under 18 years old) comprise an unusually high percentage of the County's population. They account for over 32% of all residents compared to a statewide average of approximately 27%. (U.S. Census Bureau 2000 Census)

### **Domestic Violence**

The effects of domestic violence have an adverse impact on children and can affect one or more aspects of a child's functioning, including: (1) externalizing behaviors (such as aggressive behavior and conduct problems); (2) internalizing behaviors (such as depression, anxiety, and low self-esteem); (3) intellectual and academic functioning; (4) social development (social competencies with peers and adults); and (5) physical health and development.

The City of Fresno Police Department wrote 5,555 domestic violence reports and an additional 1,000 domestic violence related incident reports in 2004. There were three times that many domestic disturbance calls placed to law enforcement in the same year. The County of Fresno Sheriff's Department wrote approximately 2,000 domestic violence reports in 2004. According to the Criminal Justice Statistics Center in California, statewide Fresno County ranks 7<sup>th</sup> in number of domestic violence related calls for assistance. Statewide, a comparison from 1993 to 2003 showed a decrease in the number of domestic violence related calls for assistance by 18.7 percent; however, in Fresno County the number continues to increase.

**TABLE 1****Fresno County Ethnicity Breakout by City**

<b>City</b>	<b>Population</b>	<b>Hispanic or Latino</b>	<b>White</b>	<b>Asian</b>	<b>Black or African American</b>	<b>American Indian / Alaska Native</b>
Huron	6,350	98.30%	0.00%	0.40%	0.30%	1.00%
Parlier	11,223	97.00%	0.00%	0.80%	0.60%	1.90%
Mendota	7,945	94.70%	2.60%	0.70%	0.70%	1.30%
San Joaquin	3,293	92.00%	2.60%	3.60%	0.20%	1.60%
Orange Cove	7,776	90.60%	5.20%	1.50%	0.30%	2.40%
Firebaugh	5,783	87.50%	9.10%	0.90%	1.10%	1.40%
Sanger	19,063	80.90%	15.50%	2.00%	0.40%	1.20%
Selma	19,580	71.80%	22.60%	3.20%	0.80%	1.60%
Reedley	20,901	67.60%	26.40%	4.40%	0.40%	1.20%
Fowler	4,007	67.30%	23.40%	5.60%	2.10%	1.60%
Kerman	8,611	64.90%	24.40%	8.30%	0.40%	2.00%
Coalinga	11,750	49.80%	44.60%	1.70%	2.40%	1.50%
Fresno	430,644	39.90%	38.90%	11.20%	8.40%	1.60%
Kingsburg	9,263	34.40%	61.80%	2.70%	0.40%	0.70%
Clovis	68,947	20.30%	69.80%	6.50%	1.90%	1.50%
Unincorporated Area	169,863					
<b>TOTAL FRESNO COUNTY</b>	<b>804,999</b>	<b>44.00%</b>	<b>38.30%</b>	<b>9.20%</b>	<b>5.90%</b>	<b>2.60%</b>
<b>CALIFORNIA</b>	<b>33,871,648</b>	<b>32.40%</b>	<b>49.00%</b>	<b>10.90%</b>	<b>6.70%</b>	<b>1.00%</b>
<b>UNITED STATES</b>	<b>281,421,906</b>	<b>12.50%</b>	<b>70.70%</b>	<b>3.60%</b>	<b>12.30%</b>	<b>0.90%</b>

Source: U.S. Census Bureau 2000 Census and Fresno County Council of Governments

**Poverty Level**

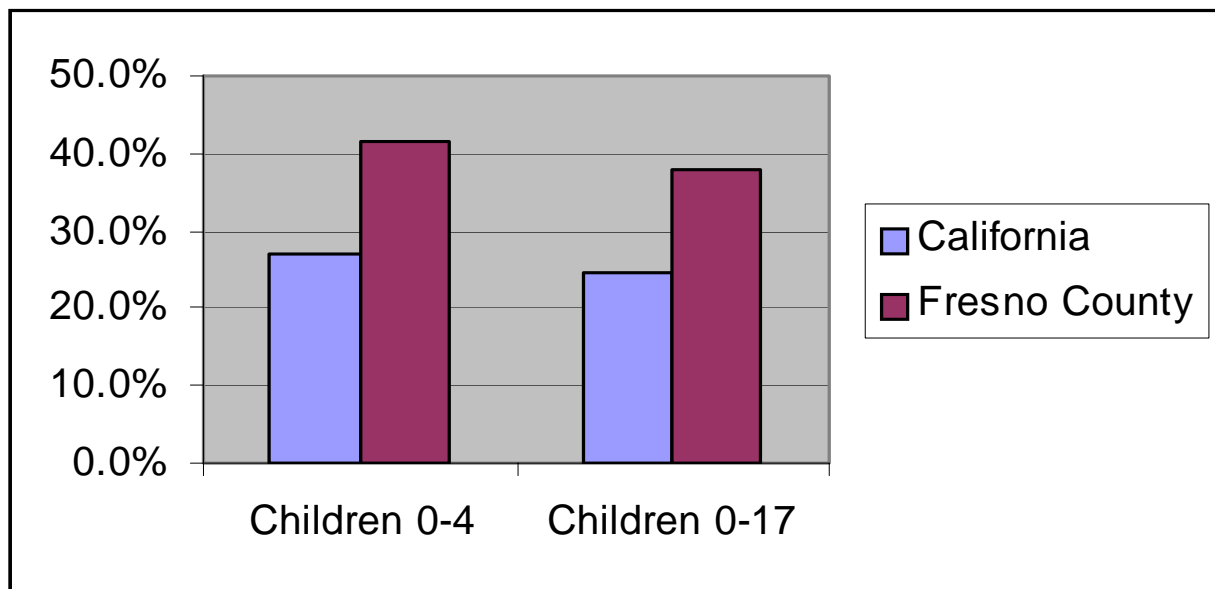
In 2000 the percentage of persons living below the poverty level was 25.6 percent in Fresno County compared to a statewide poverty level of 16 percent. The percent of children living below the poverty level was 38 percent compared to a statewide level of 24.6 percent statewide. (US Census Bureau 2000). Table 2 shows the comparison of poverty among children in Fresno County compared to California. While the State's child poverty rate decreased from 24.5% in 1995 to 19.5% in 2000, California children remained much more likely to live in poverty than children nationwide.

Participation in the 2003-04 subsidized school lunch program for free and reduced meals for Fresno County was 123,795 or 65.3%, compared to 49% statewide. Over 47,000 Fresno County students were enrolled in CalWORKS in 2003 or 17.3%, compared to statewide totals of 9.3%. (California Department of Education)



**TABLE 2**

**Fresno County Children Living in Poverty**



Source: U.S. Census Bureau

**Birth Rates**

Data for 2003 indicate that there were a total of 15,401 births to mothers of all ages in Fresno County, a 7.9% increase from 2000 data of 14,262 births. Of that total 738 births in 2003 were to mothers age 15 to 17 and 46 births were to mothers under the age of 15, this shows a decrease from 2000 data of 19% (917 births) and 25% (61 births) respectively. This continues the trend from 1998 to 2000 wherein Fresno County births to teen mothers decreased from 1,069 births in 1998 to 978 births in 2000, an 8.51% decrease. (California, Department of Health)

2003 data also indicate that low birth weights (<2,500 grams) for Fresno County were 6.5 percent compared to the statewide rate of 6.4 %. This indicates a slight decrease in the Fresno County rate from 6.6% in 2000, and a slight increase in the 2000 statewide rate of 6.2 percent. (State of California, Department of Health Services, Birth Records)

**Immunization Rates**

The trend demonstrated in Table 3 show an improvement in immunization rates during the past five years in Fresno County. Immunization rates are monitored each fall by conducting assessments at licensed childcare/Head Start centers, kindergartens and seventh grade schools.

In 2003, Fresno County licensed childcare centers and Head Start programs reported at 95.31% compliance compared to a State average of 93.35%. Kindergarten entry rates in 2003 were 96.3%, well above the State average of 92.53%. Fresno County seventh

(7<sup>th</sup>) grade entry rates were reported in 2003 at 87.56% with a State average of 78.84%. (California Department of Health Services, Immunization Branch)

**TABLE 3**

**Immunization Rates**

	1996	1997*	1998	1999	2000	2001	2002	2003
<b>LICENSED CHILD CARE CENTERS (2 YRS – 4 YRS, 11 MONTHS)</b>								
Fresno County	92.9%	86%	93.8%	96.3%	96.1%	94.9%		95.31%
California	92.8%	85%	91.2%	93.6%	94.1%	N/A		93.35%
<b>KINDERGARTEN ENTRY (4 YEARS, 11 MONTHS)</b>								
Fresno County	94.7%	73%	91.4%	93.6%	93.8%	N/A		96.3%
California	94%	68%	89.3%	92.2%	92.2%	N/A		92.53%
<b>SEVENTH (7<sup>TH</sup>) GRADE ENTRY (APPX. 11–12 YRS OF AGE)</b>								
Fresno County	N/A	N/A	N/A	76.7%	77.08%	N/A		87.56%
California	N/A	N/A	N/A	65.1%	69.46%	N/A		78.84%

Source: Fresno County Department of Community Health, Immunization Program

\*New regulations requiring Hepatitis B immunizations took effect.

### Child Care

According to the 2003 California Child Care Portfolio, 200,136 children in Fresno County are between the ages of 0 and 13. Of those 100,345 have parents in the labor force. Licensed child care is only available for 23% of all children with parents in the labor force. Annual cost for child care for a child between 2-5 years old is \$5,836.

Fresno County's Resource and Referral Agency, Children's Services Network (CSN) has developed a centralized eligibility list to eliminate duplication of names and provide current information on the number of children on subsidized or CalWORKS child care program waiting lists. Some of the programs reporting to CSN include State preschools, Parent and Child Education (PACE) Programs, and family day care homes. In summer 2005 there were 5,936 children on this list which represents approximately 3,679 families. It is important to keep in mind that the number on this waiting list is not finite and represents only children whose parents know of these programs and have come forward requesting assistance. The reported Fresno County demographics and the total number of children with working parents however, demonstrate a greater need for child care than what is reflected in this count.

### Education Needs

The number of children attending Fresno County schools in the 2003-2004 school year for grades Kindergarten through 12 totaled 190,744. Of the total children attending school, 1,520 attended special education classes. (California Department of Education)

Dropout rates for Fresno County in 2002-03 were at 3.8% with Hispanics and African-Americans at 4.4% and 6.8% respectively. Major County of Fresno school districts reported drop-out rates of: Fresno Unified School District-6.2%, Central Unified School District-1.3%, and Clovis Unified School District-1.3%. (California Department of Education, Educational Demographics, DataQuest, 2002-03)

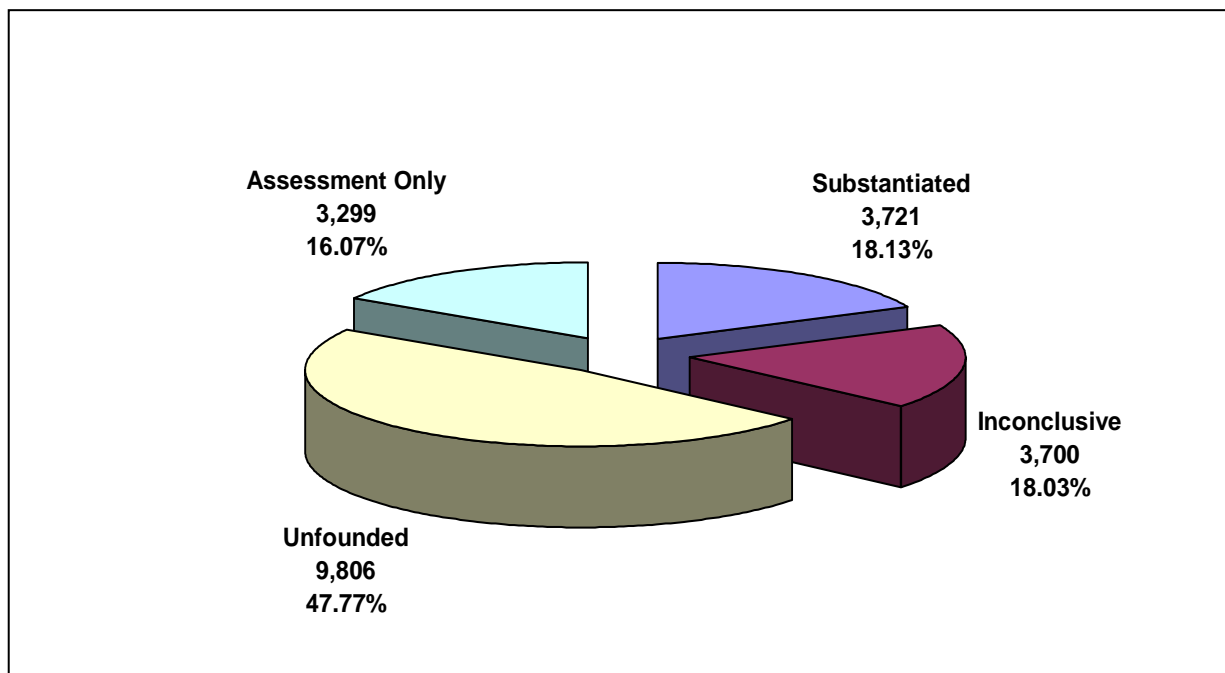
Dropout rates for Fresno County are 3.8% per year, compared to a statewide rate of 3.2%. The high school four-year dropout rate is 14.5%, notably higher than the statewide rate of 12.7%. Four-year dropout rates for Fresno Unified School District and Central Unified School District are 23.1% and 19.3 respectively, markedly higher than the nearest Kerman Unified School District at 6.8%. (California Department of Education, Educational Demographics, Data Quest, 2002-03)

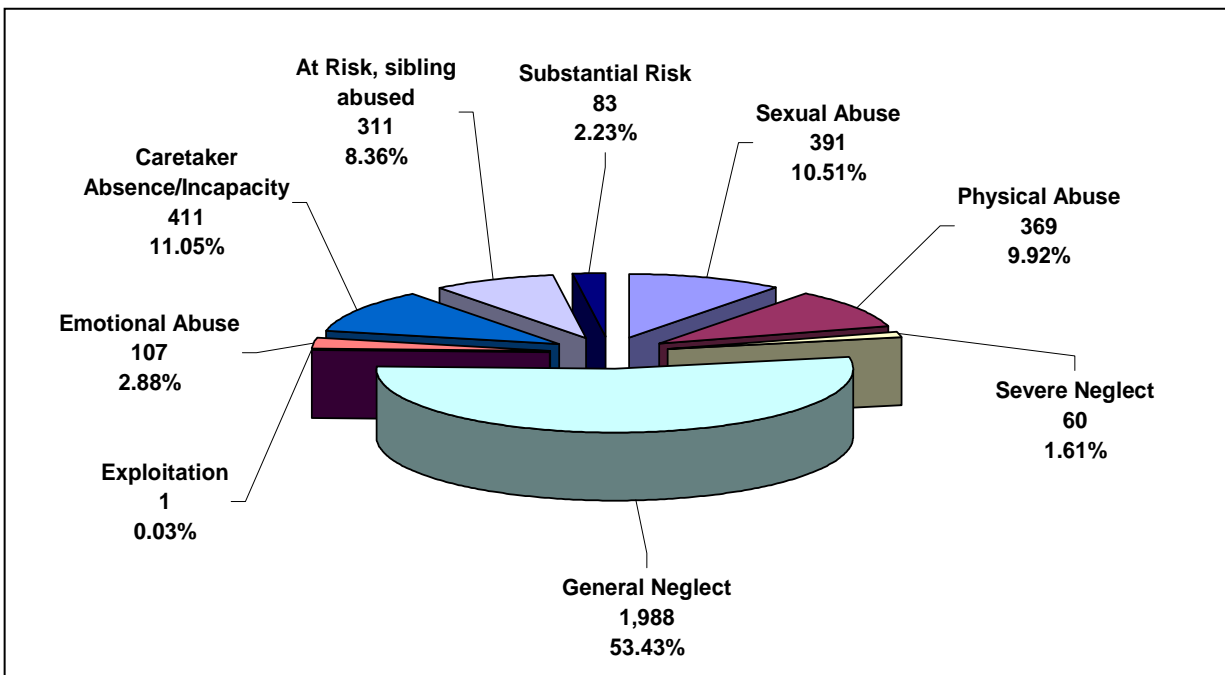
### Child Abuse

In 2003, there were 20,526 reports leading to 17,527 responses made by Fresno County for allegations of child abuse. A breakdown by response type is shown in Table 4. Of those reported allegations 3,721 were substantiated. General Neglect at 53.43% and Caretaker Absence/Incapacity at 11.05% represented the highest number for abuse types. Child Sexual Abuse at 10.51% and Physical Abuse at 9.92% followed in number of substantiated cases seen in Table 5. This demonstrates a shift compared to the 2000 CAPIT report where general neglect was reported at 40.8%, followed by physical abuse at 21%, sexual abuse at 15.6% and caretaker absence/incapacity at 9.7%. (University of California, Berkeley, Child Welfare Research Center)

**TABLE 4**

### **Child Abuse Responses**



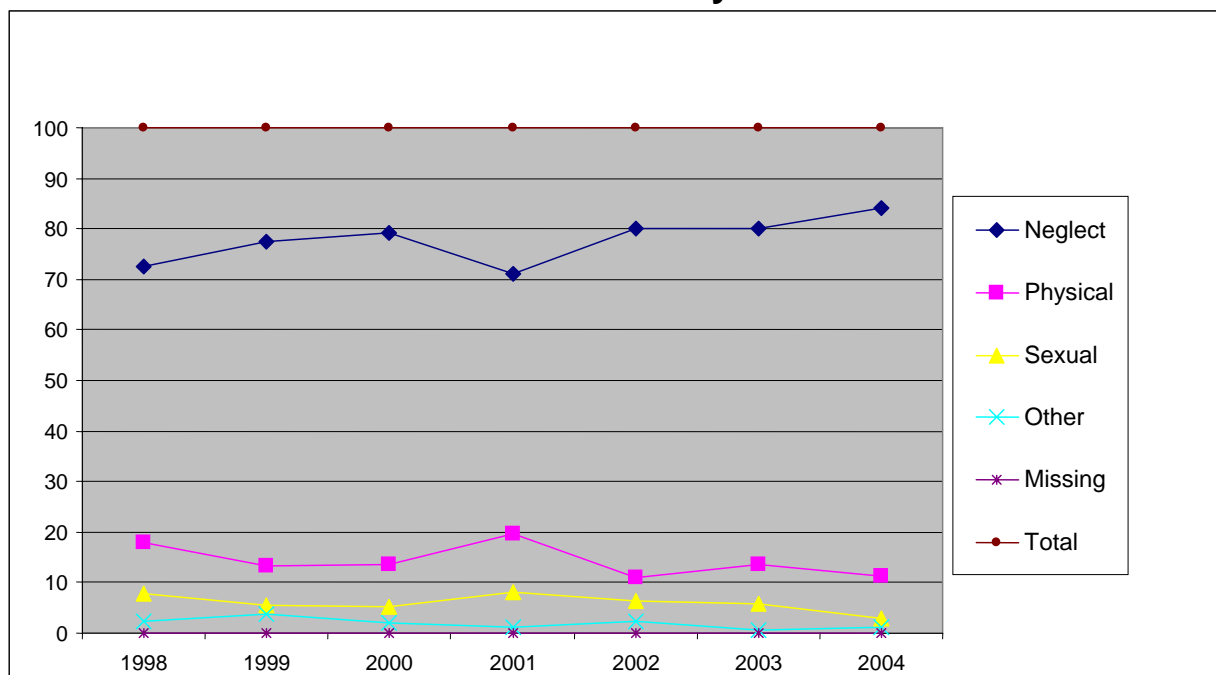
**TABLE 5****Breakout of Substantiated Child Abuse Responses**

**Data Source: CWS/CMS 2003 Quarter 4 Extract.**

Child Welfare Services Reports for California. Retrieved [month day, year], from University of California at Berkeley Center for Social Services Research website. URL: <<http://cssr.berkeley.edu/CWSCMSreports/>>

The Family to Family Self Evaluation Task Force 2<sup>nd</sup> quarter 2005 Data Report provides data that shows a trend in the reduction of first time entrants to Foster Care with a shift from 799 in 2000 to 609 children placed out of their homes in 2003. "From 1999 to 2003 Neglect was the reason for placement 77% of the time as shown in Table 6. At times Neglect (more than other abuse types) can be remedied with the provision of resources and services so that the children can be left in the home.

While some improvement in out of home placement has been demonstrated, positive movement in this area will be dependent on the County's ability to implement neighborhood-based prevention programs and Team Decision Making (TDM), both strategies that have been supported with CAPIT/CBCAP/PSSF funds in prior years and a significant focus of discussion by the planning team.

**TABLE 6****First Entries to Foster Care by Removal Reason**

<http://essr.berkeley.edu/CWSCNSReports/cohorts/firstentries/dataEEf R0-5> 2004 10.html

The factors cited in this Needs Assessment impact an unusually large minor population. A high percentage of this population resides in households with two or more known linkages to child abuse (e.g., economic stressors, socio/cultural barriers, single parenthood, and substance abuse). Census data reflect a large and growing population of families with children at risk of child abuse. This creates the need for enhanced community-based, culturally-appropriate public education, comprehensive early intervention, and programs that contribute to resilient families. Unfortunately, the need for comprehensive treatment programs is also evident by the data.

## **DESCRIPTION OF SERVICES**

The County of Fresno funded several programs from the CAPIT/CBCAP/PSSF allocations in Fiscal Years 2001-02, 2002-03 and 2003-04. Services include: services to parents and their children who were exposed to prenatal drugs (Exceptional Parents Unlimited [EPU]); prevention and intervention services, including counseling to family members involved in child abuse cases (Comprehensive Youth Services [CYS]-Families in Transition and Centro La Familia); training, recruitment and retention of court-appointed special advocates assigned to children in foster care placements (Court Appointed Special Advocates [CASA]); home visitation services to abused children and their parents as well as for child victims of sexual assault in rural Fresno County; transportation, peer counseling, and referrals (Rape Counseling ); counseling/therapy for children involved in abuse cases (CYS-Juvenile Offenders Sexual Awareness Program [JOSAP]); prevention/non-crisis and family support services (Neighborhood Resource Centers) adoption and time-limited reunification services (DCFS' Voluntary

Family Maintenance and K-Six Programs) and home visitation services for at risk families (EPU).

Through funding provided by CAPIT/CBCAP/PSSF, agencies have focused on strengthening their programs by providing a more effective system for parents to access services. This, in turn, has created a more effective, user-friendly system of family support services. The continuity of programs provided for a greater impact and focus of comprehensive early intervention and ongoing treatment services. Fresno County will initiate this three year planning cycle with continued support of the current programs until June 30, 2006. Following the completion of the RFP process described herein, the County will develop new contracts for year two and three of the CAPIT funding cycle. It is expected that the emphasis on prevention services discussed in this plan will expand the scope of services currently being provided to foster family resilience. All of the currently funded agencies are members of the Fresno Council on Child Abuse Prevention (FCCAP).

FCCAP, supported by the Children's Trust Fund, coordinates community efforts in child abuse prevention, intervention, treatment and education, advocates for the special needs of abused children and their families, actively promotes communication between professionals in public and private agencies and encourages community awareness through educational programs.

#### Continuum of Child Abuse Related Services (CARS)

When discussing Child Abuse Related Services (CARS) available in Fresno County, the California Attorney General's Office Child Abuse Prevention Handbook, January 2000 definitions are used. The majority of child abuse related programs combine at least two types of services described below. Most are either providing prevention and intervention or intervention and treatment. In some cases, all three types of services are provided.

**Prevention** is defined as community education that enhances the general well being of children and their families. These education services are designed to enrich the lives of families, to provide information and skills to improve family functioning, and to prevent the types of stress and problems that might lead to child abuse or neglect. It also includes providing parents of children of all ages with information regarding child rearing and community resources.

**Intervention** is defined as those services designed to identify and assist high-risk families to prevent abuse or neglect. High-risk families are those families exhibiting the symptoms of potentially abusive or neglectful behavior or under the types of stress associated with abuse or neglect.

**Treatment** is defined as an intervention or treatment service to assist a family in which abuse or neglect has already occurred in order to prevent further abuse or neglect.

**Primary Prevention Programs** is defined as those services and programs that foster resilience through focusing on human capacities and gifts rather than challenges and problems and support families in the development of protective factors of caring relationships, high expectations, and opportunities to participate and contribute.

### Child Abuse Related Services (CARS)

Fresno County has a variety of funding sources that finance child abuse related services these can and have been used to leverage CAPIT funds. The major funding sources are:

- Proposition 10 - Children and Families Commission (CFC) of Fresno County
- Promoting Safe and Stable Families (PSSF)
- Community Development Block Grants (CDBG)\*
- Child Welfare Services (CWS)\*
- State CAPIT funds

\*CDBG and CWS funds are recommended for disbursement by the Fresno County Board of Supervisors' appointed Human Resources Advisory Board (HRAB).

Other funding sources in Fresno County for CARS include the California Endowment, State Maternal Child and Adolescent Health and the Office of Criminal Justice and Juvenile Justice Planning.

In this plan we expand our scope to include as CARS programs that foster family resilience hence, other funding streams include:

- Parks and Recreation funds
- School District resources
- The United Way and other private Foundations
- Employment and Temporary Assistance
- Other Economic Development Funds

### Promoting Safe and Stable Families (PSSF) Collaborative Bodies

The Interagency Council for Children and Families (ICCF) serves as the principal advisory and coordinating body to secure integrated and comprehensive services for children and families in Fresno County. The ICCF has served as the local Senate Bill (SB) 997 Coordinating Council since its creation by the Fresno County Board of Supervisors in 1994.

The ICCF has shepherded the development of Fresno County's Neighborhood Resource Centers (NRCs), a product of the Fresno County Board of Supervisors' AB 1741 Strategic Plan. It maintains a coordinated community-wide effort of public and private service providers, representatives of education, health and social services, and interested advocates to achieve the goals of Promoting Safe and Stable Families. The

ICCF remains committed to the expansion of Neighborhood Resource Centers, and on an ongoing basis works with the Centers to identify stable funding streams.

## **PLANNING PROCESS**

Fresno County's planning process was inclusive of multi-sector participants. A CAPIT/CBCAP/PSSF Planning Team was established consistent with the CAPIT/CBCAP/PSSF requirements. This team met regularly to develop the key elements of the plan. All needs assessment data was reviewed by the Planning Team to insure its relevance and integration into the plan. The County's System Improvement Plan (SIP) planning process and Family to Family (F2F) planning process aided in the development of this plan. The F2F South East Fresno Neighborhood Collaborative also participated in the plan development and review, as did the membership of the Fresno Council on Child Abuse Prevention.

Over the course of the planning process the Planning Team struggled with the realization that while primary prevention is the desired priority for the use of CAPIT funds, intervention and treatment continues to be a significant need in Fresno County as demonstrated by the findings in the Needs Assessment. The concept of primary prevention gave the Planning Team a challenge because of a desire on their part to make it clear to all service providers how this may be a different prospective of prevention from that included in prior year plans.

For the purposes of this plan and to provide a clear definition for the Fresno County service community, the Planning Team adopted the prospective of the Resilience movement as discussed by Bonnie Benard in her work Resiliency, What We Have Learned to interpret what is meant by primary prevention. Benard states that "When young people experience home, school and community environments rich in caring relationships, high expectations and opportunities for meaningful participation and contributions, their development needs are met. In turn having these needs met naturally promises the individual resilience strengths of social competence, problem-solving skills, autonomy and sense of purpose and bright future. These individual strengths result in young people's improved social, health and academic outcomes and protect them from involvement in health risk behaviors, such as alcohol, tobacco, and other drug abuse; teen pregnancy; and violence." Benard further states that "Organizational supports and opportunities to the caregivers of youth is a necessary condition for resilience-based youth development. Supporting the 'health of the helpers' enhances their ability to live and model resilience strengths." Supporting the caregivers' resilience supports the resilience of the child. Consistent with this, the Planning Team determined that as the plan is implemented, primary prevention programs and services that demonstrate outcomes that nurture the development of resilience strengths in families will be a priority for funding.

## **COMPETITIVE BID PROCESS FOR SERVICES DELIVERY/ ALLOCATION OF REVENUE**

Consistent with Welfare and Institutions Code Section 18963, the Board of Supervisors has established a Child Abuse Prevention Council. A portion of Children's Trust Fund



money has been designated to strengthen program and operational support of the Fresno Council on Child Abuse Prevention (FCCAP).

The Department of Children and Family Services will annually determine that portion of PSSF funds to be retained by the County to comply with the federally-mandated allocation formulas (20%/20%/20%/20%) and identify that portion of funds available to community providers. Community provider funds will use the RFP process as described in this plan. The ICCF will make funding recommendations for PSSF funds.

The process for distributing CAPIT, CBCAP and PSSF funds are combined and issued under one RFP. The RFP solicits services that meet the BOS-approved funding philosophy and criteria, and are responsive to the needs assessment and CAPIT/CBCAP/PSSF Three-Year Plan. Only non-profit agencies are eligible to apply for funding. The Fresno Council on Child Abuse Prevention will make funding recommendations for CAPIT and CBCAP funds.

Factors to be considered when determining which agencies are recommended for agreements with the County of Fresno include:

- An agency's ability to leverage funds; describe other (non-CAPIT) funding sources, including other funds applied for, which may consist of fundraising for the project and other program/income development.
- Successful applicants must provide a minimum of 10% match of any funds awarded, which cannot include other State of California funds.
- Applicants are also asked to describe in their budget proposal how funds will be leveraged within their agency.
- An agency's demonstrated effectiveness in child abuse and neglect issues is also criteria for funding.
- The agency's demonstrated collaboration with other agencies and non-profits.
- Applicants are required to coordinate and align services with the Child Abuse Prevention Council's prevention efforts under Welfare and Institutions Code, Chapter 12.5.
- Agencies are required to submit evidence of broad-based community support.
- Agencies submitting proposals for funding consideration must also show alignment of need with local references supporting such need. A thorough response to the proposed need is an important element before an agency is recommended for funding.

The agency will demonstrate their ability to identify and provide services to isolated families, particularly those with children five years of age or younger.

- Applicants are required to describe a process to assess client satisfaction.
- The RFP gives the specific criteria that will be used to score all proposals and a scoring sheet that matches the scoring information given in the RFP will be used to rate each proposal.
- All applicants are required to have the capability of transmitting data electronically.

- All applicants will demonstrate the relevance of their proposed project to the CAPIT/CBCAP/PSSF plan.

## **GOALS/OUTCOMES EVALUATION**

As recommended by OCAP in the All County Information Letter No. 1-25-05, the County of Fresno has elected to continue current CAPIT contracts through June 30, 2006 with new contracts specific to this plan beginning July 1, 2006. The projected goals for year two and three of the new grant cycle are aligned with Fresno County's System Improvement Plan (SIP) outcome 2B and the Family to Family (F2F) initiative outcomes adopted by the Board of Supervisors as a strategy for the implementation of Senate Bill 636. SIP and F2F outcomes are included as Exhibit D and E of this document. Primary prevention programs will be expected to demonstrate capacity to nurture resilience strengths in families they serve. Specific program goals will be identified in all proposals and agreed to upon completion of negotiation of the RFP process. Where appropriate, program outcomes will demonstrate a change in participant attitude, behavior and/or knowledge. Providers of service will be expected to provide valid and reliable evaluation tools that demonstrate achievement of the desired outcomes. Upon completion of the selection process, the CAPIT Liaison will prepare the "Service Goals/Outcomes and Expenditure Plan Summary" and forward to OCAP.

The RFP will indicate to applicants that they must include engagement, short term, and intermediate outcomes. It is incumbent on the oversight entities designated by the County of Fresno to demonstrate long-term outcomes.

A three-phase accountability program will include, 1) projected goals consistent with the Counties SIP outcome 2B and F2F outcomes (see Exhibit D & E), 2) year – end actual outcomes and 3) year-end evaluation of engagement, short-term, and intermediate outcomes based on actual outcomes submitted each year. Long-term outcomes will be demonstrated by continued monitoring and reporting of baseline data included in the plan's needs assessment.

An agency's program and services will be evaluated by their progress in achieving stated outcomes. The outcomes listed here are only a sample of possible outcomes. Final outcomes will be dependent on the service to be provided. Providers will be required to collect and analyze evaluation data in order to accomplish the following:

- Determine what is and is not working in individual programs
- Communicate to the community what services are available from prevention programs and how these services benefit participants and their community
- Support program staff by identifying agency/program strengths and weaknesses
- Add to the existing body of knowledge lessons learned about what does and doesn't work for specific programs/participants
- Provide the basis for input/recommendations for public policy development
- Provide accountability to the funding source

For engagement, short-term and intermediate outcomes, the provider of service will:

- Clearly articulate the problem or risk factor they will address
- Define the intervention or methodology for addressing the problem
- State the desired outcome
- Identify the evaluation tool(s) and/or indicators that will be tracked to demonstrate achievement of or movement towards the desired outcome

#### Engagement Outcome Example

**Problem Statement:** Participant dissatisfaction with programs and services limits their ability to successfully complete training.

**Intervention:** Program staff will focus on engaging participants in a courteous and professional manner that demonstrates respect for cultural practices and beliefs.

**Desired Outcome:** Participants will express satisfaction with programs and services and successfully complete training.

**As measured by:** A consumer satisfaction survey that will demonstrate:

- Specific number or percent of participants that report a positive experience
- Specific number or percent of participants in a program that report being treated in a courteous and professional manner
- Specific number or percent of participants in a program that would recommend the agency services to friends, co-workers or family members

#### Short-term Outcome Example

**Problem Statement:** Limited knowledge of appropriate parenting practices and child abuse issues contribute to abusive behaviors.

**Intervention:** Educational workshops that provide knowledge of child abuse topics and appropriate parenting practices.

**Desired Outcome:** Increased knowledge of appropriate parenting practices and the topic of child abuse.

**As measured by:** A self-assessment tool that identifies the following:

- Specific number or percent of participants attending an educational workshop who demonstrate an increased knowledge related to the topic of child abuse
- Specific number or percent of participants participating in the program who report an increased knowledge of appropriate parenting practices

### Intermediate Outcome Examples

**Problem Statement 1:** A parent's emotional and mental status, as a result of experiencing multiple stress factors, put him or her at risk of abusing their children.

**Intervention:** Twelve individual therapy sessions for parents identified to be at risk because of multiple stress factors.

**Desired Outcome:** Parents at risk of abusing children because of multiple stress factors show improvement in emotional and mental status after completion of 12 therapy sessions.

**As measured by:** Personal Orientation Inventory

**Problem Statement 2:** Dysfunctional families are at greater risk of abusing their children.

**Intervention:** Family counseling services for families referred by Dependency Court

**Desired Outcome:** Improved family functioning

**As demonstrated by:** Parenting Stress Inventory

- Number or percent of consumers who demonstrate an improvement in family functioning upon termination of counseling services.

### Long Term Outcomes

Global outcomes, which demonstrate child and family wellbeing over the three-year grant period will be identified during the first year of the grant period to establish a baseline. These same indicators will be tracked each consecutive year to determine improvement over time. Indicators of well being will include variables documented in the needs assessment.

## **COUNTY CAPIT/CBCAP/PSSF PROGRAM ACCOUNTABILITY AND OVERSIGHT**

The administrative functions of CAPIT/CBCAP/PSSF are combined under the direction of the Fresno County Department of Children and Family Services, the designated Local Government Agency as determined by the Board of Supervisors.

The agency will be responsible for monitoring the CAPIT/CBCAP/PSSF providers, integrating local services, data collection, preparing any necessary amendments to the Three-Year Plan, preparing annual reports and overseeing outcome evaluation. The agency will ensure subcontractor accountability through monthly monitoring of the providers' activity reports and financial invoices. Records and invoices may be reviewed for accuracy, and outcome measures will be reviewed for progress. Providers

will also be required to submit yearly progress reports on their program goals and outcomes.

All CAPIT-funded agencies will be required to submit monthly activity reports along with a year-end report outlining final outcome achievements for their agency.

## **COUNTY REPORTING**

Both the monthly activity reports and invoices are submitted via electronic mail, allowing instant updating and verification of all figures submitted and assurance of quality service implementation. In the event any program falls below 80 percent of its projected service goals during a quarter, a corrective action plan will be developed and put into place. The data will include progress on program outcomes and will be compiled and reviewed to ensure accuracy and achievement of goals.

Program and reporting compliance is the responsibility of the Department of Children and Family Services. In addition to collecting and analyzing data and preparing required reports, the Department of Children and Family Services is responsible for insuring the dissemination of prevention/family support information throughout the County.

## **FISCAL**

The majority of child-abuse related programs in Fresno County blend either prevention and intervention strategies or intervention and treatment strategies. Because the majority (76%) of services funded in Fresno County is prevention and/or intervention, the local planning team has recommended funding intervention and treatment through CAPIT/CBCAP/Children's Trust Fund in the following manner:

- 60% of the CAPIT/CBCAP/Children's Trust Fund money to be allocated to prevention/intervention.
- 40% of the CAPIT/CBCAP/Children's Trust Fund money to be allocated to intervention and treatment services.

A minimum of PSSF funding will be expended in each of the four service components as described by Federal guidelines: Family Preservation, Family Support, Adoption, and Time Limited Re-unification services.

Funding to support child abuse intervention and treatment services has been the focus of CAPIT funds in the past. However, the continued demonstration of child neglect as a primary factor for reported child abuse demonstrates the need to focus resources on prevention and intervention programs.

The Planning Team recognizes there are certain areas within the needs assessment that stand out as problematic and require special attention. The areas include:

- High rate of General Neglect
- High rate of residents in rural communities
- High percentage of Hispanics/Latinos at risk in rural and urban communities
- High rate of poverty
- High rate of out-of-home foster placements specifically for Hispanic/Latino
- High rates of domestic violence
- High rates of abused and neglected children as a result of substance-abusing parents

The Request for Proposal (RFP) will include a rating system that will give additional points for programs that meet the aforementioned problematic areas as well as asset-based primary prevention programs that foster resilience. In so doing, it will ensure that programs which target the problematic areas are given preference over other programs while still ensuring that proposals will be rated on quality.

The RFP will solicit not only programs that address problematic areas, but also those that help the County achieve the outcomes in the SIP and F2F plans. The RFP will further solicit proposals for services that community-based providers believe are needed for their clients. This method will allow the County of Fresno to include a community initiatives approach to child abuse prevention services within the RFP. The community's expertise will be utilized in deciding which services should be offered to the community. The County's three-year plan will be attached to the RFP to ensure applicants are aware of the County's defined needs. The community-based providers will be required to define and substantiate their service needs within the defined categories.

**References**

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California Department of Health

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City of Fresno Police Department, Domestic Violence Unit

County of Fresno Sheriff's Department, Domestic Violence Unit

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University of California, Berkeley, Child Welfare Research Center  
<http://essr.berkeley.edu/CWSCNSReports/cohorts/firstentries/dataEEf R0-5> 2004 10.html

2003 County of Fresno Department of Children and Family Services, Family to Family Self Evaluation

2003 Fresno County Department of Community Health

2003 Fresno County Department of Community Health, Immunization Program

County of Fresno System Improvement Plan

County of Fresno Family to Family Initiative

**COUNTY OF FRESNO**  
**CAPIT/CBCAP/PSSF**  
**THREE-YEAR PLAN AND APPLICATION**

**PLANNING TEAM**

<b>NAME</b>	<b>AGENCY</b>	<b>TITLE</b>
Maria Acevedo	Laton NRC	PSSF Recipient
Jim Bort	Human Resources Advisory Board	Chairman
Lisa Brott	Comprehensive Youth Services	CAPIT Recipient
Bonnie Burns	Interagency Council for Children and Families	Interagency Coordinator
Karin Chao	Court Appointed Special Advocates	Director
Lilia Chavez	Department of Children and Family Services	Principal Administrative Analyst
Polly Franson/Karin Chao	Court Appointed Special Advocates	PSSF Recipient
Eloise Gilbert	Department of Children and Family Services	Senior Staff Analyst
Stephanie Gomez	Carver Neighborhood Resource Center	Parent
Cathi Huerta	Department of Children and Family Services	Assistant Director
Robin Leppo	Child Abuse Prevention Council	Program Director
Kathleen McIntyre	Child Abuse Prevention Council	Board President
Angelina Mosher	Laton Neighborhood Resource Center	PSSF Recipient
David Plassman	Department of Children and Family Services	DCFS Social Work Supervisor
Terry Thacker	Carver Neighborhood Resource Center	Neighborhood Resource Center Coordinator



**Fresno Council on Child Abuse Prevention  
Membership Year 2005**

Membership	Name	Title or Contact	Board Member
Agency	Angels of Grace FFA	Lisa Casarez	
Agency	Aspira Foster and Family Services	Diane Warne	
Agency	Bethany Christian Services	Sandi Hiatt	
Agency	CASA of Fresno County	Polly Franson/ Karin Chao	
Agency	Central California C.A.R.E.S.	Tina Williams	
Agency	Centro La Familia – CAPP	Maria Bustamante	
Agency	Children's Hospital Central California	Tony Yamamoto	
Agency	Children's Services Network (CSN)	Lourdes Hernandez	
Agency	Clovis Police Department	Det. Jim Koch	
Agency	Comprehensive Youth Services	Jacqueline Smith Garcia	
Agency	Deaf & Hard of Hearing Service Center	Rosemary Diaz	
Agency	Exceptional Parents Unlimited	Cindy Stoops	
Agency	Families First	Marilyn Bamford	
Agency	FCEOC Head Start	Naomi Quiring- Mizumoto	
Agency	FCEOC Sanctuary Youth Shelter	Lucianna Ventresca	
Agency	Foster Friends	Mary Watts	
Agency	Fresno Co. DCFS	Dr. Gary Zomalt	
Agency	Fresno Co. Dept. Community Health	MCAH	
Agency	Fresno Co. Sheriff's Department	Sgt. Jay Stuart	
Agency	Fresno Police Dept.	Sgt. Mike Palomino	
Agency	Fresno Rescue Mission	Larry Arce	
Agency	Genesis, Inc.	Elaine Bernard	
Agency	Healing for Survivors	Jan Kister	
Agency	Infant Prague Adoption Service	Karen Spencer	

Membership	Name	Title or Contact	Board Member
Agency	Koinonia Foster Homes, Inc.	Jay Steinman	
Agency	Marjaree Mason Center	Pamela Kallsen	
Agency	Northwest Family Center	Caroline Mayer	
Agency	Nurse Family Partnership	Carol Henry	
Agency	Proteus, Inc.	Gurpreet Brar-Mackie	
Agency	Proteus, Inc.	Javier Guzman	
Agency	Quality Group Homes, Inc.	Maria Melero	
Agency	Rape Counseling Services	Shirley Sanchez	
Agency	Rescue the Children – Craycroft Youth Ctr.	Larry Gray	
Agency	UCP of Fresno	Kimberly Bojorquez	
Agency	University Medical Center, CSAEP	Dr. John Scholefield	
Agency	Valley Children's Hospital	Sandra Knudson, Home Care	
Agency	Victim Witness Assistance Center		
Agency	West Fresno Crisis Center	Priscilla Meza	
Individual	Alan Peters	FCCAP Board Member	
Individual	Alice A. Blayney	FCCAP Board Member	
Individual	Bob Waterston	Board of Supervisors, Dist. 5	
Individual	Brenda Simpson, RN	Central Valley Indian Health	
Individual	Carmelia Quinn	RCS – retired	
Individual	Carrie Moen	FCCAP Board Member	
Individual	Cindy Stoops	Exceptional Parents Unlimited	

Membership	Name	Title or Contact	Board Member
Individual	Diana Dooley	Valley Children's Hospital	
Individual	Donna Rogers		
Individual	Donna Rosenstein	Victim Services – retired	
Individual	Dr. Joan Voris	UMC Pediatrics	
Individual	Dr. John Scholefield	UMC Pediatrics	
Individual	Elaine Alvarez	Fresno State PAD Program	
Individual	Elizabeth O'Neill	FCCAP Board Member	
Individual	Elsie Lamborn		
Individual	Esther Asperger	FCCAP Board Member	
Individual	Ester Nalchajian	FCCAP Board Member	
Individual	Faye Johnson	Teen Outreach Through Tech.	
Individual	Fred McNairy	Frederic H. McNairy, CPA	
Individual	Goldie Farris	FCCAP Board Member	
Individual	Howard Watkins	County Counsel	
Individual	Jane Duncan		
Individual	Janet Nelson	Ca. Substance Abuse Institute	
Individual	Jeanne Dalton		
Individual	Jo F. Scott, Executive Director	Big Brothers/Big Sisters	
Individual	Jody Palmer	FCCAP Board Member	
Individual	Judy Tucker	DA's Office	
Individual	Katrin Rogers	FCCAP Board Member	
Individual	Kristi Williams	Families First	
Individual	Lauri Bianchi-Moore	Fresno County DCFS	
Individual	Liz Mitchell	DA's Office	
Individual	Luisa Medina	Fresno Unified School District	
Individual	Marjorie E. Radin	Radin Foundation	
Individual	Mary E. McFarland	FCCAP Board Member	

Membership	Name	Title or Contact	Board Member
Individual	Maureen Russell, LCSW	Private Practice	
Individual	Mindy Rose	FCCAP Board Member	
Individual	Nancy Cisneros	Fresno County Superior Court	
Individual	Nancy Richardson	Advocat	
Individual	Ruby M. Hefley	Juvenile Justice Commission	
Individual	Ruth Huffman	FCCAP	
Individual	Sandra Knudson	Children's Home Care	
Individual	Sara Glazebrook	Foster Parent	
	Violet Heintz	Ret. – Fresno Co. Office of Ed.	

**Program Evaluation  
Service Goals and Outcomes Plan Summary**

**Family to Family (F2F)**

**Outcome #1**

Reducing the number and rate of children placed away from their birth families

**Outcome #2**

Increasing the number and rate of children coming into foster care who are placed in their own neighborhoods or communities

**Outcome #3**

Reducing the number of children served in institutional and group care

**Outcome #4**

Decreasing lengths of stay of children in placement

**Outcome #5**

Increasing the number and rate of children reunified with their birth families

**Outcome #6**

Decreasing the number and rate of children reentering care

**Outcome #7**

Reducing the number of placement moves children in care experience

**Outcome #8**

Increasing the number and rate of brothers and sisters placed together

**Outcome #9**

Reducing any disparities associated with race/ethnicity, gender or age in each of these outcomes

## System Improvement Plan Outcome 2B

<b>Outcome/Systemic Factor:</b> <b>I. Safety: 2B Child Abuse and Neglect Referrals by Time-to-Investigation</b>				
<b>County's Current Performance:</b> <u>Immediate Referrals:</u> Fresno County appears to respond timely to approximately 96% of Immediate Response referrals. This is above the state rate of 93.6% to 94.5% <u>10 Day Responses:</u> Fresno County appears to respond timely to 44-59% of 10 Day Response referrals. This is far below the state rate of 88.5% to 90.6%.  Fresno County will achieve a response rate of 60% for 10 Day responses by the July 2005 Data Report. The most recent time frame for this report will be the 4 <sup>th</sup> Quarter of 2004. It is therefore important to note that this means that only the last three months of data for this indicator will be impacted by the earliest stages of the SIP implementation. A high number of referrals received in 2004 to this point along accompanied by fluctuating staff levels will make it very challenging to meet this objective.				
<b>Improvement Goal 1.0</b> Referrals received by Careline staff while on the Hotline are completed in a timely manner				
<b>Strategy 1.1</b> The process by which Careline handles hotline referrals is analyzed		<b>Strategy Rationale <sup>1</sup></b> Immediate response referrals are completed quickly to allow the responding Social Worker to make a contact within two hours. Non-Crisis referrals, however, do not need or receive such a high priority processing. As a result this has meant that a non-crisis referral could continue to have a lower priority and it may be days before it is processed and assigned. This strategy will determine whether additional training and/or staff may be required to increase performance outputs in this area.		
<b>Milestone</b>	<b>1.1.1</b> Individual staff are assessed for inconsistencies in Careline processing	<b>Timeframe</b>	30 days	<b>Assigned to</b> Careline Social Work Supervisor ER Program Manager
	<b>1.1.2</b> Additional training/instruction for the Careline staff on the Careline process is completed		60 days	
	<b>1.1.3</b> Progress is monitored and it is determined if other processes or resources are required		180 days and ongoing	

<b>Strategy 1. 2</b> A regular process days schedule and rotation periods for Careline staff is instituted				<b>Strategy Rationale</b> <sup>1</sup> Because continuing to take Careline calls makes it difficult to process previous calls, it is important to provide uninterrupted time for Careline staff may attend to existing uncompleted hotline referrals. This will decrease the time between receipt of the referral and assignment to an ER worker.			
Milestone	<b>1.2.1</b> Appropriate process day/periods for individual Careline staff are evaluated and determined	Timeframe	30 days		Assigned to	Careline Supervisor ER Program Manager	
	<b>1.2.2</b> Regular process day/periods are assigned to individual Careline staff.		60 days			Careline Supervisor ER Program Manager	
	<b>1.2.3</b> The process day/period procedure is reevaluated to assure adequate compliance with procedures and to assure referrals are being processed in timely manner		90 days and ongoing			Careline Supervisor ER Program Manager	
<b>Strategy 1.3</b> The process by which clerical staff process on-line referrals is analyzed				<b>Strategy Rationale</b> <sup>1</sup> Determine whether additional training and/or staff may be required to decrease time between receipt of the referral and onlining by clerical staff.			
Milestone	<b>1.3.1</b> Individual staff are assessed by the Clerical supervisor for inconsistencies in carrying out the referral online process	Timeframe	30 days		Assigned to	Clerical Supervisor ER Program Manager	
	<b>1.3.2</b> Additional training/instruction on the referral online process Clerical staff is completed		60 days			Clerical Supervisor ER Program Manager	
	<b>1.3.3</b> A method to evaluate progress is established and as necessary the referral onlining procedure is reevaluated to assure adequate compliance with procedure and to assure referrals are being onlined in a timely manner.		90 days and ongoing			Clerical Supervisor. ER Program Manager	

<b>Improvement Goal 2.0</b> The time is decreased between the receipt of SCARS (Suspected Child Abuse Report) or Police Reports and the generating of referrals in CWS/CMS					
<b>Strategy 2. 1</b> Additional human resources are allocated to the Careline			<b>Strategy Rationale</b> <sup>1</sup> Increasing human resources to Careline will decrease the amount of referrals received by individual Careline operators, thereby increasing the availability of Careline Staff to process incoming referrals, SCARS and Police Reports		
Milestone	<b>2.1.1.</b> An appropriate plan is developed to assign social workers to the Careline	Timeframe	30 days	Assigned to	Careline Supervisor ER Program Manager
	<b>2.1.2</b> Appropriate and available staff are determined for assignment to the Careline by conferring with ER Supervisors		60 days		Careline Supervisor ER Social Work Supervisors ER Program Manager
	<b>2.1.3</b> A Social Worker is identified and assigned to the position of processing SCARS and Police Reports		90 days		Careline Supervisor ER Program Manager
<b>Strategy 2. 2</b> The processing of SCARS and Police Reports is distributed among Emergency Response Social Workers as needed when the volume is overloading the existing resources in the Careline and the strategy 2.1 is not sufficient to have written reports processed within 24 hours of receipt			<b>Strategy Rationale</b> Given the lack of control over the volume of written reports received, there may be episodes of uncharacteristically high volume. In response to this SCARS and Police Reports will be evenly distributed among a greater portion of workers. This will decrease the amount of time SCARS/Police Reports remain unprocessed, which in turn will increase more timely response to referrals.		
Milestone	<b>2.2.1</b> The distribution of SCARS/Police Reports among available SW staff is evaluated	Timeframe	30 days	Assigned to	ER Social Work Supervisors ER Program Manager
	<b>2.2.2</b> Past and current SCARS/Police Reports are organized and appropriate distribution among the available ER social work staff determined		60 days		Clerical Supervisor ER Program Manager
	<b>2.2.3</b> SCARS/Police Reports are distributed and their timely processing is monitored		90 days and ongoing		ER Social Work Supervisors Clerical Supervisor ER Program Manager



<b>Improvement Goal 3.0</b> Emergency Response staff is allocated sufficiently to respond to all appropriate referrals in a timely manner					
<b>Strategy 3. 1</b> The number of staff needed to respond to various volumes of referrals in both the crisis and non-crisis areas is determined using historic response volumes			<b>Strategy Rationale<sup>1</sup></b> Once referrals are assigned in a timely manner they need to be allocated to staff in a manner that allows response within the indicated time frames		
Milestone	<b>3.1.1.</b> Future referral volumes are projected using a review of historical referrals levels	Timeframe	30 days	Assigned to	ER Social Work Supervisors ER Program Manager Clerical Supervisor
	<b>3.1.2</b> Output expectations are projected for both the numbers of referrals and FTE’s using response output data from the last two years		60 days		ER Social Work Supervisors ER Program Manager Clerical Supervisor
	<b>3.1.3</b> Staffing needs and allocation between crisis and non crisis is determined using a review of referral volume projections and output expectations		90 days		ER Social Work Supervisors ER Program Manager Clerical Supervisor
<b>Strategy 3. 2</b> Referral types that are of a lower level of risk and could be evaluated out or provided a different type of response are determined			<b>Strategy Rationale</b> Staffing resources are limited by budgetary constraints. If the response resource is lower than the response demand it is necessary to prioritize which segment of the response demand can be redirected		
Milestone	<b>3.2.1</b> Referral types which contain a lower risk or could allow for a different type of response are determined	Timeframe	30 days	Assigned to	ER Social Work Supervisors ER Program Manager
	<b>3.2.2</b> The volumes of these types of referrals are estimated to see if eliminating a response to them would bring the response demand to a manageable level. Community partners are Included in the dialogue.		120 days		ER Social Work Supervisors ER Program Manager SCAN Team
	<b>3.2.3</b> Administrative approval is obtained and the referring community is notified regarding any changes in response determinations.		180 days		Administration Careline Social Work Supervisor ER Program Manager

**Describe systemic changes needed to further support the improvement goal.**

Staff reallocation. Adjustment in response determination criteria. With the constant transitioning of staff PM's and Social Work Supervisors will need to continually assess the impact of staffing needs on the department's ability to improve on this outcome. The proper allocation of clerical staff also needs to be noted. The Southeast Regional office needs to benefit from these changes as well so it will be important to be aware of any issues that arise from having an office based away from the Careline and referral clerks.

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

Training on the referral creation process as needed. Continued training and development regarding the quality of referrals taken as well as the quality of the response and documentation. These have a residual impact on referral quantity as with lower quality work comes the potential for further referrals. In some cases this may be as simple as better feedback to reporting parties or a more aggressive use of multiple discipline teams.

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

Resources in the community need to be identified and access methods developed that will allow for information to be provided regarding family issues even when no face to face or investigation contacts occur.

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

In order for Fresno County to achieve and maintain staffing levels that provide a reasonable chance to meet outcome objectives and provide the service level that children and families deserve, the amount of the allocation that Fresno County receives per worker must be addressed.

PSSF Collaborative and CTF Council



**Fresno County  
Interagency Council for Children and Families**

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**BYLAWS OF FRESNO CHILD ABUSE PREVENTION COUNCIL**

Preface: These reorganized bylaws of the Fresno Child Abuse Prevention Council, Inc., which supersede and replace any prior bylaws of this organization, were adopted by the membership of the Council on the tenth day of June, 1998 and became effective the same day.

**ARTICLE: 1 ORGANIZATION****SECTION 01. NAME**

01. The name of this corporation shall be the FRESNO CHILD ABUSE PREVENTION, COUNCIL, INC.

**SECTION 02. HEADQUARTERS**

01. The principle office of this corporation shall be located in the County of Fresno, State of California at such place as the Board of Directors may determine.

**SECTION 03. PURPOSE**

01. This corporation shall be a non-profit corporation and shall not be organized for the private gain of any person.
02. This corporation shall be organized under the Nonprofit Benefit Corporation Law for charitable purposes.
03. This corporation shall be organized and operated exclusively for charitable purposes within the meaning of Section 501 (c)(3) of the Internal Revenue Code, or its successor.
04. The specific and primary purpose of this corporation shall be to develop and provide support programs whose goals include, but are not limited to:
  01. Coordinate community efforts in child abuse prevention, intervention, treatment and education;
  02. Work for the special needs of abused children and their families;
  03. Promote communication and cooperation between professionals in public and private agencies;
  04. Initiate and promote educational programs about child abuse prevention;
  05. Make recommendations on the allocation of public and private funds made available to Fresno County for the purpose of Child Abuse Prevention, Intervention, and Treatment.

**SECTION 04. FISCAL YEAR**

01. The fiscal year of this corporation shall begin on July first (1<sup>st</sup>) and end on June thirtieth (30<sup>th</sup>).

**SECTION 05. MEMBERSHIP**

01. Membership shall be open to all persons who are interested in the prevention of child abuse and neglect and who are willing to support the objectives of this organization.
02. There shall be two classes of membership of this corporation:
  01. **ACTIVE:** an active member is any volunteer of FCCAP who has met the minimum requirements of the volunteer policy agreement during the fiscal year. Active members are eligible to vote at the annual meeting.
  02. **CONTRIBUTING:** a contributing member is one who pays the minimum annual membership fee as determined by the Board of Directors. Contributing member are eligible to vote at the annual meeting only if fees have been paid at least 120 days, but not more than 364 days, prior to the annual meeting.
03. The general meetings shall be held monthly unless otherwise ordered by the Council or the Board of Directors.

04. There shall be an annual meeting of the membership to be held in June for the purpose for electing members to the Board of Directors and taking action on any matters as recommended by the Board of Directors. Members shall be given notice by mail not less than 10 days nor more than 30 days prior to the date set. Notice shall state date, time, place and business to be transacted.
05. Resignation from the Council will become effective upon the acceptance of a written notice from any resigning member at the general meeting of the Council or by non-payment of dues.
06. The membership of the corporation may be called to a special meeting by vote of the Board of Directors or by petition signed by 20% of the members. Members shall be given notice as stated in 04. above.

**SECTION 07. COMMITTEES**

01. Committees, standing or special, shall be appointed by the Board of Directors as it shall from time to time deem necessary to carry on the work of the Council. The Board shall determine each committee's purpose, membership and shall provide for its termination.
02. The Executive Director shall be ex officio a member of all committees.
03. The Board may appoint a non-member to any committee.

**SECTION 08. FINANCIAL TRANSACTIONS**

01. Except as provided by the law or these bylaws, all drafts, promissory notes, orders for payment or any other evidence of indebtedness, shall be signed by not less than two (2) officers or the Executive Director and not less than one (1) officer.
02. All checks written for less than (and including) \$100.00 shall be signed by not fewer than one (1) officer or the Executive Director. All checks written for more than \$100.00 shall be signed by not fewer than two (2) officers or the Executive Director and not fewer than one (1) officer.

**ARTICLE 02: DEFINITION AND CONSTRUCTION OF TERMS**

**SECTION 01. BOARD**

01. "Director" shall mean a member of the Board of Directors of the corporation.
02. "Board" shall mean the Board of Directors of this corporation.
03. "Executive Director" means the individual hired by the Board of Directors to carry out the policy(ies) established by the Board of Directors and to conduct the day to day business of the organization.

**SECTION 02. CONSTRUCTION OF TERMS**

01. "Shall" is mandatory and "may" is permissive.
02. The past, present, and future tense shall each include others.
03. The singular and plural number shall each include the other.
04. Words used in the masculine, feminine, and neuter shall each include the others.

**ARTICLE 03: BOARD OF DIRECTORS**

**SECTION 01. CORPORATE POWERS**

01. Directors shall exercise the powers of this corporation under the laws of the State of California.

**SECTION 02. NUMBERS**

01. The Directors of this corporation shall number no fewer than eight (8) nor exceed fifteen (15). The exact number of directors shall be fixed, within those limits, by a resolution adapted by the Board of Directors.

**SECTIONS 03. ELIGIBILITY**

01. Only members, as defined in Article 01. of these bylaws, are eligible to serve as a Director.

**SECTION 04. TERM OF OFFICE**

01. Directors shall be elected to a term of office of three (3) years, with one-third (1/3) of the Board being elected each year to maintain staggered terms.
02. At the Board meeting following the adoption of this amendment to Section 04.01. of this article, the Board of Directors shall designate the ending term of each Director currently in office.

**SECTION 05. ELECTION OF DIRECTORS**

01. Election of Directors shall be vote of the membership at the annual meeting.
02. Term of office shall begin on the first day of July following the annual meeting at which the director was elected and continue until a successor is elected or appointed.
03. Directors are automatically nominated for election to that office, unless they decline in writing to the Secretary not less than fourteen (14) days prior to the annual meeting.
04. Not less than (14) nor more than thirty (30) days prior to the date of the annual meeting, the written nomination of any person, other than an incumbent Director, shall be delivered to the Secretary or other designated member of the Board.
05. The Secretary, or other designated person, shall prepare the official ballot for the election of the Directors.
06. Election of Directors shall be by secret ballot.
07. No write-in candidates shall be permitted.
08. The nominee(s) receiving the highest number of votes shall be declared elected.
09. Proxy voting by the membership or directors shall not be allowed.

**SECTION 06. QUORUM**

01. Five (5) Directors shall constitute a quorum for the transaction of any business of this corporation.
02. Absent a quorum, the Board of Directors shall not transact any business, except as expressly set forth in these bylaws or permitted by law, and the President shall on its own motion adjourn any such meeting.

**SECTION 07. MEETINGS**

01. Regular meetings of the Board of Directors shall be held at a time and place to be determined by the Board.
02. The President or any two (2) Directors, acting jointly may call a special meeting of the Board.
03. The person calling the special meeting shall give written notice of the date, time and location of such meeting to each Director, either personally or by mail, not less than three (3) business days prior to the meeting.
04. Proof of services of such notice shall be filed with the Secretary.
05. Upon failure to give and prove the notice required in Section 07.03. of this article, no business shall be conducted and the President shall on its own motion adjourn any such meeting.
06. Meetings of the Board shall be governed by Robert's Rules of Order, revised, except where such rules are in conflict with these bylaws or the laws of the State of California.
07. It shall be the duty of each Board member to attend at least two-thirds of the regular meetings of the Board in each fiscal year.

**SECTION 08. VOTING**

01. Proxy voting by the Directors shall not be allowed.

**SECTION 09. REMOVAL AND VACANCIES**

01. No Director may be removed from office other than by a vote of the Board of Directors.
01. A director may be removed for conduct deemed inimitable by the Board of Directors to the best interest of the corporation.
02. A Director may be removed from the Board for failure to attend regular board meetings as set forth in Section 07. of this article.
02. Any vacant Board position will be filled by vote of the Board of Directors.
01. The person elected to such office shall serve the unexpired term of the office.

**SECTION 10. COMPENSATION**

01. Directors shall serve without compensation.

**ARTICLE 04: OFFICERS**

**SECTION 01. TITLES**

01. The officers of this corporation shall be President, Vice-President, Secretary, and Chief Financial Officer.

**SECTION 02. DUTIES**

01. In addition to the duties enumerated below, all officers shall perform other duties as directed by the Board of Directors.
02. The President shall be the chief executive office of this corporation and, subject to direction of the Board, shall supervised and manage the business of the corporation.
03. The Vice-President shall assume the duties of the President when the President is not present or otherwise unable to act.
04. The Secretary shall keep, or cause to be kept, minutes of all meetings of the Board of Directors, be custodian of the corporate records, and give such notices required by law or these bylaws.
05. The Chief Financial Officer shall be deemed the Treasurer of the corporation and shall have custody and charge of all funds of this corporation, deposit such funds as directed by Board of Directors, keep and maintain the accounts and business transactions of the corporation, and submit reports as required of the Board of Directors or under law.

**SECTION 03. ELECTION AND TERM OF OFFICE**

01. Officers shall be elected by the Board at the first regular meeting following the annual meeting.
02. The term of office for each officer shall be for the fiscal year elected and continue until a successor is elected.

**SECTION 04. VACANCIES**

01. Any vacant office shall be filled by vote of the Board of Directors
01. The person elected to office shall serve the unexpired term

**ARTICLE 05: AMENDMENTS TO THESE BYLAWS**

**SECTION 01. POWER**

01. These bylaws may be altered, amended, repealed, or adopted by an affirmative vote of two-thirds of the members present at the annual meeting or at any special meeting called for this purpose.

**SECTION 02. PROPOSAL**

01. Proposals for amendment shall be presented by vote of the Board of Directors or by petition signed by 20% of the membership.



**SECTION 03. VOTE**

01. The membership may vote on the proposed amendment at its next annual or special meeting called for this purpose.
02. The membership shall vote on the proposed amendment not more than 120 days following the submission to the Secretary.

**ARTICLE 06: INDEMNIFICATION AND DISSOLUTION**

**SECTION 01. INDEMNIFICATION**

01. The Directors of this corporation shall be indemnified by the corporation to the fullest extent permitted by the laws of the State of California.

**SECTION 02. DISSOLUTION**

01. This corporation shall be dissolved only as provided by the laws of the State of California.
02. On dissolution of the corporation, the assets of the corporation shall be distributed to one or more exempt organizations as the Board of Directors may determine.