



county of Santa Cruz

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HUMAN RESOURCES AGENCY

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August 4, 1999

Agenda: August 17, 1999

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

FAMILY PRESERVATION AND SUPPORT PROGRAMS: ADOPT RESOLUTION APPROVING THREE-YEAR PLAN

Dear Members of the Board:

As you will recall, the Family Preservation and Support Programs (FPSP) were established by the 1993 Federal Family Preservation and Support Act to offer communities across the country an opportunity to extend integrated service delivery systems in order to strengthen families and improve outcomes for children. Over a five year period from 1994 through 1999, the County of Santa Cruz has received approximately \$500,000 to develop, expand, and evaluate family preservation services for families whose children are at immediate risk of out-of-home placement, and family support services which alleviate stress and promote parental competencies of families whose children may be at-risk.

The FPSP program has been reauthorized for three additional years under the Adoption and Safe Families Act of 1997. In order to continue to receive FPSP funds for the three-year period from Federal Fiscal Year 1999 through 2001, Counties are now required to submit to the State a Three-Year Plan which includes a status report on the use of FPSP funds from 1994 through 1999, as well as a plan for the utilization of FPSP funds from 1999 through 2001. In Santa Cruz County, the Children's Network is charged with oversight of the FPSP planning and implementation process. As you will recall, recommendations for the use of FPSP funds are developed annually by the Children's Network for approval by your Board. In consultation with the Children's Network, the Human Resources Agency has prepared the required FPSP Three-Year Plan for submission to the State. A copy of the plan is attached for your information. The purpose of this letter is to request your Board's adoption of a required resolution approving the Three-Year Plan and authorizing the Human Resources Agency to submit the plan to the State.

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FAMILY PRESERVATION AND SUPPORT PROGRAMS

FPSP PLAN FOR FFY 1999-2001

The Children's Network Cabinet met in April to review annual outcomes, service and evaluation activities, and to make recommendations for the utilization of FPSP funds in the new Three-Year Plan. At this time, the County's FPSP allocation for FFY 99/00 is not yet known. However, the State has indicated that the allocation will be larger than the 98/99 allocation of \$160,972. We expect to be notified of the 99/00 allocation by early September. After reviewing the performance and outcomes of existing FPSP contractors, and considering that the FFY 99/00 allocation amount is expected to increase by an unspecified amount, the Children's Network recommended that the following funding plan be adopted for FFY 99/00:

- Existing FPSP service providers will be funded at the same level as FY 98/99, as follows:

Youth Resources Bank- Family Preservation Case Services Fund	\$41,851
Family Health & Education Center- bilingual parent education and information	\$ 8,375
Valley Resource Center- home-based visiting program	\$62,173
Foundation of Cal State University Monterey Bay- evaluation assistance	\$13,806
Family Resource Center Network Pilot Project-network of 15 centers	\$34,767
TOTAL (same as 98/99 funding level)	\$160,972

- Additional funds over and above \$160,972 will be utilized to provide a 5 % cost of living adjustment to the existing service providers. The total 5 % COLA comes to \$8,049.
- If additional funds are available after the 5% COLA, up to \$12,000 will be allocated to the new family resource center and intensive home visiting program that is currently being developed under the collaborative initiative funded by the Answers Benefiting Children (ABC) grant from the State.
- If additional funds are available after \$12,000 have been allocated to the ABC project, any remaining funds will be allocated to the existing FPSP service providers in proportion to their FY 98/99 funding levels.

The Children's Network Cabinet plans to revisit community needs and program outcomes in the latter half of FFY 99/00, prior to developing funding recommendations for FFY 2000/2001 and FFY 2001/2002. In each year covered by the Three Year Plan, the Human Resources Agency will bring FPSP contracts to your Board for approval at the appropriate time.

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FAMILY PRESERVATION AND SUPPORT PROGRAMS**CONCLUSION**

For the last five years, FPSP funds have comprised a small but critical component of the resources available to preserve and support families in our community. Local needs assessment and planning, with oversight by the Children's Network, has been a central and highly valuable element of the FPSP program. In addition, local service providers have been successful in utilizing FPSP funds to leverage additional funds from foundations and other sources. HRA looks forward to continuing to work with your Board to access these resources and implement much-needed community-based services for families in Santa Cruz County. In order to permit the County to continue to access FPSP funds, at this time we request your Board's approval of the FPSP Three-Year Plan.

IT IS THEREFORE RECOMMENDED that your Board adopt the attached Resolution Approving the Family Preservation and Support Program Three-Year Plan, and authorize the Human Resources Agency Administrator to submit the plan to the State.

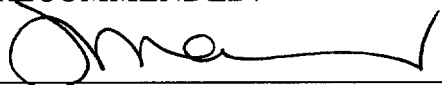
Very truly yours,



CECILIA ESPINOLA
Administrator

CE/JY: n:\cpsadmin\boardltr\fpssp three year plan bos letter.doc

RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

cc: County Administrative Office
Children's Network

BEFORE THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CRUZ, STATE OF CALIFORNIA

0142

RESOLUTION NO.

On the motion of Supervisor
duly seconded by Supervisor
the following resolution is adopted

RESOLUTION APPROVING FAMILY PRESERVATION AND SUPPORT PROGRAM
THREE-YEAR PLAN

WHEREAS, the State of California Department of Social Services has requested that Counties prepare a three-year plan regarding the use of funds under the Family Preservation and Support Program (FPSP) for Federal Fiscal Years 1999-2001; and

WHEREAS, the Human Resources Agency, in collaboration with the Santa Cruz County Children's Network Cabinet, has prepared a plan to utilize FPSP funds to continue existing family preservation and support services provided by community-based organizations and to initiate FPSP support for the new family resource center and home visiting program to be established under the Answers Benefiting Children initiative; and

WHEREAS, the Board of Supervisors of the County of Santa Cruz has reviewed the proposed three-year plan.

NOW, THEREFORE BE IT RESOLVED that the Board of Supervisors of the County of Santa Cruz approves the Family Preservation and Support Program Three-Year Plan, and authorizes the Human Resources Agency Administrator to submit this plan to the State Department of Social Services on behalf of the County of Santa Cruz.

PASSED AND ADOPTED at a regular meeting of the Board of Supervisors of the County of Santa Cruz, State of California, this day of , 1999, by the following vote:

AYES: SUPERVISORS
NOES: SUPERVISORS
ABSENT: SUPERVISORS

Chairperson of the Board of Supervisors

ATTEST: _____
Clerk of the Board

APPROVED AS TO FORM:

Loe Gulcher,
Assistant County Counsel

Distribution:
County Administrative Office
County Counsel

FAMILY PRESERVATION AND SUPPORT

Three-Year Plan

Federal Fiscal Years 1999-2001

PART I: STATUS REPORT ON THE FIRST FIVE YEARS (FFY 1994-1998)

In 1994 the FPSP task force created a vision statement that provided a blue print for a future in which all children who live in Santa Cruz County will grow up in safe communities which value and support nurturing families.

▪ SANTA CRUZ COUNTY'S VISION STATEMENT

All children who live in the County of Santa Cruz will grow up in safe communities which value and support nurturing families and provide opportunities for children, youth, and adults to contribute to their community and to achieve and maintain self-sufficiency, and optimal physical and mental health. To this end, we support the following mission of the family preservation and support programs planning process:

Supporting self-sufficient and functional families for children ensures that resources for children and families will be easy to use and understand; culturally relevant; able to support the functioning of the entire family; responsive to the family's identified needs; and utilize the skills, capacities and knowledge within the family and community. Access to services occurs as close to the home as possible, and ideally is simplified through a single-point of entry, which facilitates continuity of care.

Preserving safe and healthy families for children demands targeting the most troubled families whose children are at risk of out-of-home placements, neglect or abuse. Service providers work closely together to identify families in crisis and respond with immediate, intensive, home-based intervention and treatment strategies. Outcomes yield the highest benefit to the child, family and community.

Measuring success enables our community to track outcomes, and make the necessary mid-course corrections to ensure that limited resources are used effectively and efficiently so that all families and children are healthy, educated, safe and self-sufficient.

Like counties throughout California, FPSP funding is helping Santa Cruz County to develop, expand, and evaluate family preservation services for families whose children are at immediate risk of out-of-home placement, and family support services which alleviate stress and promote parental competencies of families whose children may be at-risk.

Under the leadership of the local Children's Network, a 65 member task force met from December 1994 through April 1995 to develop a five-year plan which established the following goals and service strategies:

. GOALS & OBJECTIVES

1. Promote safe, stable, healthy, and nurturing families for families with children ages 0-3 through the use of home based services.
2. Enhance families' ability to effectively and efficiently access culturally competent support services needed to sustain safe, nurturing and self-sufficient family life by strengthening information and referral for all families using community-based resource centers.
3. Provide primarily family-based, intensive, time-limited, culturally competent intervention and treatment services to families in crisis.
4. Increase positive parenting knowledge and behaviors for low-income families, Spanish speakers and recent immigrants.

The Children's Network established an FPSP subcommittee which assumed oversight of contract selection, monitoring, evaluation, and reallocation throughout the five years.

As a result of this process, local contractors were selected to implement strategies to address the following FPSP five-year goals:

1. Home-based visiting and resource development for parents with newborns and young children;
2. Development of a Family Resource Center Network;
3. Parent Education programming for undeserved groups;
4. Family Preservation flex fund for families with an open CPS case;
5. Community/family involvement fund; and
6. Evaluation.

To achieve these goals, the family preservation and support initiative has ensured community involvement in all aspects of planning, decision-making implementation and operation. As the interagency collaborative and local coordinating council, the Children's Network has been uniquely positioned to oversee operation of all service strategies, and to ensure that community members and service providers have ample and accessible opportunities to continually assess priorities for FPSP funding.

The Child Abuse Prevention subcommittee of the Children's Network, which is staffed by the Human Resources Agency, oversees evaluation and monitoring of outcomes and ensures community involvement in FPSP goals. The subcommittee has reviewed spending projections outlined in the five-year plan and outcomes of existing contracts. Based on these reviews, the Children's Network recommended, and the Board of Supervisors approved, contracts with local service providers to continue to implement strategies to address the FPSP five-year goals.

In order to develop a more comprehensive and integrated service delivery system, which coordinated with other programs serving families, the Child Abuse Prevention subcommittee has also been designated by the Board of Supervisors as the community oversight body charged with establishing priorities and making funding recommendations for other funding streams including the Community

Based Family Resource Funding Program (CBFRP); Child Abuse Prevention Intervention and Treatment (CAPIT); Children's Trust Fund; and an Office of Child Abuse Prevention (OCAP) grant for a family violence response team.

The Human Resources Agency provides the necessary administrative support to ensure that all FPSP service strategies are monitored and evaluated. As the fiscal agent HRA has been responsible for distributing and accounting for all FPSP program funds allocated to the county by the California Department of Social Services. In this capacity, HRA staff works closely with FPSP contractors to provide technical assistance and monitor contract compliance. Community members have several opportunities through participation in the Children's Network to re-assess FPSP priorities and evaluate any FPSP services they may have received.

• GOALS, OUTCOMES AND INDICATORS

As a result of FPSP, Santa Cruz County has been able to implement new programs and expand existing ones. Two of our greatest successes have been the establishment of a home-based visiting program for parents with newborns and young children in a targeted geographic area; and the development of a family resource center network which is making steady progress towards clarifying, strengthening, and supporting neighborhood and constituent-based family resource centers throughout the county. The Home-based Visiting program has successfully leveraged additional funding. This funding along with the additional 3-year funding will ensure that the program will continue. The Family Resource Center Network (FRCN) has also leveraged additional funding from the California Endowment which will enable the FRCN to examine sustainable reinvestment strategies so that Family Resource Centers can work hand-in-hand with public agencies to provide family services to families at-risk of mental health, child protective, or law enforcement intervention.

The following is a more detailed summary of services developed and expanded as a result of FPSP:

a. Home-based Visiting Program

One of our key FPSP strategies is a project that provides intensive home visiting services to families with newborns in the San Lorenzo Valley. The Valley Resource Center is the lead agency in a collaborative with Dominican Hospital and the Parents Center. The collaborative project received additional start-up funding from Catholic Healthcare West.

The goal of this program is to promote safe, stable, healthy, and nurturing home environments for high risk families with children ages 0-3. Examples of home-based activities include the following:

- screen and assess families for risk factors at the hospital;
- collaborate across hospital staff, parents, private health care providers, community-based family resource centers, and public agencies;
- ensure a broad range of home-based services by a highly trained and supervised Family Support Worker; services include but are not limited to modeling of effective parent-child interactions and coping skills; and providing information on well baby visits, immunizations, and infant and early childhood education;

- . provide follow-up information and support services to participating families until the newborn reaches five years of age; and
- develop indicators and measurement methodologies for tracking outcomes.

RESULTS

1. To date, over 122 families (18 were CPS families) 326 people, have received a broad range of intensive home-based services by a highly trained and supervised Family Support Worker (FSW).
2. According to the findings of the Santa Cruz County Reinvestment project;
 - . The number of CPS referrals dropped from 23 in the 18 months before program entry to 15 in the 18 months after program entry,
 - . Investigations by CPS dropped from 11 to 8 in the same period,
 - . Sustained allegations dropped from 9 to 6.
3. Data collected by the California Matrix Model, adult employment level increased after 5 months of program participation.
4. 125 playgroups have been facilitated with an attendance of 12 to 50 people. In addition, a second playgroup was established in collaboration with Santa Cruz Adult Education.

As a support component to the intensive home-based visiting program, the Valley Resource Center has developed a volunteer pilot project. The goal of this project is to train volunteers to provide a variety of support services to families including respite child care, transportation to health care visits, budget planning, and food and clothing distribution. Volunteers have been recruited and have received six hours of initial training and been assigned either to families or to tasks which support the overall development of the program. Training sessions for both new recruits and current volunteers will be available on an ongoing basis.

b. Family Resource Center Network

This strategy was designed to enhance families' ability to effectively access culturally competent support services through the development of community-based family resource centers (FRC's).

In order to identify interested collaborative partners in Santa Cruz County, the FPSP Subcommittee adopted a working definition of what family resource centers aspire to offer their community:

- . FRC's offer a broad range of culturally competent services through some form of case management and referral capacity.
- . FRC's are viewed by families who use them as their primary service support system because they act as a one-stop center for a variety of services or because they help families navigate public agencies and community-based organizations.
- . Typically, FRC's are located geographically in the communities they serve, however, sometimes they serve families county-wide who need specialized service.
- . Families using FRC's are involved in governance issues, and participate in FRC programs on a

volunteer basis. FRC's can succeed if families using the centers are invested in creating the FRC vision and making the decisions, which impact their family and their community.

In March 1998 the FRCN secured a \$156,000 grant from the California Endowment to support the following goals: strengthen family leadership skills and networks at the community and neighborhood level; create common service standards for FRCN agencies; develop common intake and evaluation tools; create a FRCN governance structure; and build a sustainability plan for early intervention and prevention services.

This year, the FRCN has made tremendous progress towards accomplishing these goals. With the assistance of their consultant, the Greater Bay Area Family Resource Network, the FRCN successfully hosted their first Family Leadership Gathering. This conference included approximately 60 families served by FRCN agencies. In addition, the FRCN is collaborating with the Comprehensive Integrated Services Reinvestment Project to develop strategies for supporting investments in early intervention and prevention services. The FRCN is making significant progress towards the development of common service standards and intake and evaluation tools.

All 15 FRCN agencies are making an important contribution towards the accomplishment of these goals and objectives. Proposed contracts with FRCN agencies require each agency to take a leadership role with designated work plan objectives, to participate in a minimum of 75% of FRCN activities, and to promote increased family leadership and involvement in agency and FRCN sponsored events.

c. Family Preservation Flex Fund

The FPSP legislation requires that a minimum of 25% of funding be devoted to family preservation goals. The five year plan specifies that the Human Resources Agency (HRA) Child Welfare Services (CWS) is to case manage and purchase treatment/intervention services with designated FPSP funding. To maximize flexibility in dispersing these funds for eligible clients to receive service from approved providers, a contract was established with the Youth Resource Bank, a non-profit organization, which solicits donations on behalf of needy children within Santa Cruz County. This contract enables CWS to approve a wider range of support services in a targeted and timely manner, resulting in earlier interventions on the family's behalf.

Through the Youth Resources Bank, CWS has elected to direct these FPSP resources towards the provision of additional support services for children who are currently or have previously been in group home or foster care placements. Support services include respite care, counseling, recreation, tutoring, and training for parents to develop positive school interaction skills on behalf of their child(ren). The desired outcome is that these early interventions will reduce the amount of time before a child or youth returns to their family, and/or reduce recidivism of children and youth re-entering CPS, Probation, and/or Mental Health. The number of families served during the four years of FPSP funding is as follows:

Year	Funding	Families Served
FFY 95/96	\$18,055	49 families
FFY 96/97	\$31,671	79 families
FFY 97/98	\$29,129	74 families
FFY 98/99	\$41,851	104 families (anticipated)

d. Parent education

In the early years of FPSP funding, the local Child Abuse Prevention Council (CAPC) was selected by the FPSP Task Force to assess services that will increase positive parenting knowledge and behaviors for low-income families, Spanish speakers and recent immigrants. Before assessing the desirability of establishing new parent education programs, CAPC inventoried existing parent education programs. To this end, CAPC distributed an extensive survey to over 600 organizations and individuals. The results of this survey were consistent with parent input received during the community-wide FPSP needs assessment process suggesting that parent education activities need to be strengthened for fathers, and for low-income monolingual Spanish speaking parents. To this end, FPSP resources were allocated to the Family Health Education Center, to develop a parent education program targeting these young monolingual parents. The program includes a range of activities such as a bilingual class for teen mothers and their children, parenting classes, and numerous support groups for parents in Spanish.

The original goal of this FPSP component was that the program would serve 25 parents per year. This component doubled its expectation and is now serving approximately 50 parents per year.

. Evaluation Methodologies

Ten percent of the FPSP allocation has been used to develop a comprehensive evaluation plan, establish baselines and measurement tools, and provide technical assistance to service providers.

To evaluate the success of the FPSP five-year plan, the Children's Network established a contract with the Institute for Community Collaborative Studies (ICCS), a division of the California State University at Monterey Bay, to evaluate FPSP efforts through the Matrix model. This model provides a flexible framework for measuring the health and well being of families, agencies, and the larger community. Monterey County's FPSP initiative, in addition to Community Action Agencies statewide, has adopted this model. Currently, ICCS is working with the FRCN and the Home-based Visiting Program to refine baselines, collect data, and provide ongoing technical assistance on the Matrix Model. Initial baseline data for each strategy differs. For example, the home-based visiting program establishes its baselines with direct input from families who chart their individualized matrix model. ICCS will continue to provide evaluation services through the completion of the FPSP five-year plan.

In addition, each FPSP contractor is required to incorporate client satisfaction instruments into their service delivery model. Results from these tools enable FPSP contractors to monitor service as needed. Summaries of client feedback are included in written reports and are presented by contractors at monthly Children's Network meetings.

PART II: THE NEXT THREE YEAR PERIOD (FFYS 1999-2001)

. Three year objectives

In the first five years Santa Cruz County has made significant progress towards attaining our objectives of expanding and evaluating family preservation services to families whose children are at risk of out of home placement and family support services aimed at alleviating stress and promoting parental competencies of families of children may be at risk. After reviewing outcomes and service and evaluation activities, the Children's Network recommends that we continue to work on the goals, objectives and service strategies that were outlined in the five-year plan as follows.

a) Youth Resources Bank

- . to continue administering payments for treatment and intervention services for families with an open Child Protective Services case;

According to Child Welfare Services social workers and program managers, the Family Preservation Case Services Fund has been invaluable in assisting families to overcome obstacles that might otherwise lead to out-of-home placement or delay reunification of parents with their children. No other funding source is available to provide immediate, short-term assistance with the tangible needs that can be critical to providing a safe living situation for children. The County's contract with the Youth Resources Bank enables social workers to access these funds in a timely and efficient manner that is not available from any other source. As one social worker put it, "This fund definitely helps us to keep families safely together that would otherwise be torn apart."

b) Family Health & Education Center

- continue updating and distributing parenting information to parents with newborns and young children;
- continue providing parent education programs and activities which target monolingual and bilingual Spanish speaking young mothers and fathers to at least 75 parents per year.

c) Valley Resource Center

- continue and expand intensive and volunteer home-based visiting services for parents with young children;
- continue to increase levels of employment for adult participants;
- continue to decrease the need for CPS intervention for program participants.

d) Foundation of California State University, Monterey Bay Institute for Community Collaborative Studies

- to continue providing technical assistance to the FPSP contractors so that the Matrix model is successfully implemented by agencies and outcomes for families are carefully evaluated.

e) Family Resource Center Network (FRCN)

- to be used in conjunction with grant funds from the California Endowment, in order to continue developing a network of community-based family resource centers. These funds will enable FRCN pilot participants to continue to receive high level technical assistance to develop common assessment and evaluation tools as well as develop strategies for addressing the long-term sustainability of family resource centers.

• **Planned Collaborative Efforts**

Over the next three years, the Children's Network will continue to serve as the planning umbrella for FPSP. As discussed earlier in this report, as the County's designated interagency coordinating council the Network is well positioned to provide the necessary leadership for FPSP planning. In addition to FPSP, the Children's Network is also responsible for planning and oversight of several other funding streams related to children and family services, including CAPIT, CBFRS and the County Children's Trust Fund. This past year, the Network Cabinet joined with two other planning bodies (the Family Resource Center Network and the Watsonville Healthy Families Collaborative) to form the funding and development planning teams for Santa Cruz County's Answer's Benefiting Children (ABC) initiative. At its July meeting, the Children's Network Cabinet will take action on a proposal to formally establish the ABC collaborative as a subcommittee of the Network.

A primary responsibility of the Children's Network is to ensure coordination of service strategies countywide. This role has become increasingly significant with the passage of Proposition 10 and with the state and federal emphasis on development of integrated funding approaches. Although the Children's Network is not formally represented on the local Prop 10 planning commission, several Cabinet members serve on the Prop 10 commission and are therefore situated to link the collaborative thinking of both groups.

Likewise, the Children's Network has formed linkages with the local "Success By 6" planning initiative sponsored through a grant to United Way. Network members serve on this broad-based planning collaborative and, at its July meeting, the Children's Network Cabinet will take action on adding a representative of "Success By 6" as a voting member of the Cabinet. Because of the comprehensive nature of its planning process, it should be noted that "Success By 6" is likely to be instrumental in the development of Santa Cruz County's Prop 10 agenda.

With regard to linkages with other collaboratives, the Children's Network recently amended its bylaws to ensure a more broad based representation on the Cabinet which is the governance body of the Network.. Representation now includes the Children's Commission, the local Child Care Planning Council, the Criminal Justice Council, the Human Care Alliance, the Family Resource Center Network and the *Investing in Families and Children-What Works!* steering committee.

In terms of next steps for FPSP planning, the Children's Network has taken on the challenging task of consciously integrating the goals and funding for FPSP with those of the other major funding streams

and initiatives underway in our County. Over the next year, the Children's Network Cabinet will establish a single subcommittee (Planning Integration Committee) charged with mapping the funding streams, including their goals, requirements and current implementation status. The County's health and human services departments currently convenes a monthly "Revenue Maximization Work Group". Their efforts will help inform the work of the Network's Planning Inegration Committee as much progress has been made in identifying effective means for "growing money" through leveraging of state and federal funds. For those funding streams over which the Network has direct authority (FPSP, CAPIT, CBFRS, CTF, ABC), the Planning Integration Committee will make recommendations for aligning the annual review and procurement processes to ensure maximum integration. With regard to new Prop 10 revenues and other County general funds for community programs, the Network Planning Integration Committee will develop recommendations for aligning with those planning processes.

To ensure adequate consumer involvement, the Planning Integration Committee will include parent representatives and will sponsor community focus groups and similar activities. To avoid duplication of efforts, the Integration Committee will coordinate with community needs assessments, surveys and community planning forums already being sponsored by the other collaboratives. The cross membership among these various collaboratives should promote a well-coordinated process.

It is our intention to revise our FPSP 3-Year Plan for the second and third years based on the outcomes of the aligned planning process discussed above. Although our overall FPSP goals are unlikely to change, we expect that our implementation strategies will be favorably modified as resources are developed and integrated.

- As previously stated, results will be continually monitored at the monthly meetings of the Children's Network, which is staffed by the Human Resources Agency and charged with the responsibility of overseeing the evaluation and monitoring of outcomes and ensuring community involvement in FPSP goals.
- During the first five years, necessary technical assistance has been identified in the regular meetings of the Children's Network and Child Abuse Prevention Subcommittee. If FPSP goals are revised and there is a resultant need for technical assistance, this need will be met by the County or the collaborating partners.
- . Ongoing training activities will continue on an as needed basis, Training will also include all appropriate educational opportunities that may be available relative to the ABC initiative, ongoing HRA special program training and additional training available from the community partnership.
- . At this point in time Santa Cruz does not plan to utilize FPSP funding for time limited family reunification and adoptions promotion and support services for the following reasons;
 1. At present the County is in the process of re-designing its utilization of state family preservation, private and county funding to expand time limited family reunification services. This efforts includes close collaboration with a private program called the Early Decision Program (EDP). This program provides immediate, intensive wraparound services for birth parents of children under 3 years old who have been removed from their parent's custody. The goal of the program is to increase the number of children who are re-united with their birth parents or freed for adoption six months after removal.

In addition, Santa Cruz has exceeded its targeted goal for adoptions for the past two years and continues to provide excellent adoption promotion and support services without the need to utilize FPSP funding.

2. In Santa Cruz County, Family Conferencing has been in practice for over a year. Family Conferencing is a useful tool for working with a broad spectrum of the concerns that bring families into our system. A particular focus of our program is to work with those families who are both involved with Adult, Family, and Children's Services and are recipients of TANF. These families will face multiple challenges as they respond to the expectations of the welfare to work program and their AFCS service plans. Developing these plans collaboratively with the family, the agencies, and the community will result in more manageable expectations for the families and consequently placement will be avoided or reunification will be hastened.

- As outlined previously, the targeted populations were selected based on initial and ongoing analysis of community input and secondary data. Because of the relatively small size of Santa Cruz County, geographic targeting was not used in each service strategy.

GOAL 1: Promote safe, stable, healthy and nurturing families for children O-3.

Target Population: All parents of children with newborns in Santa Cruz County.

GOAL 2: Enhance families' ability to effectively and efficiently access culturally competent support services needed to sustain safe, nurturing, self-sufficient family life.

Target Population: All families who use the county's resource centers:

GOAL 3 : Provide family-based, intensive, time-limited and culturally competent intervention and treatment services to families in crisis within communities.

Target Population: Families/children, who have been referred, assessed and have a case open with Child Protective Services, Mental Health and/or Probation.

GOAL 4: Increase positive parenting knowledge and behaviors.

Target Population: Low-income, Latinos, Spanish Speakers and recent immigrants.

- Unfortunately, we are unable to obtain a Board of Supervisors resolution at this time as the Board does not meet in July. We plan to obtain formal Board approval by August 10, 1999.