

# Tulare County

## Child Welfare Services and Probation Department

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Tulare County  
Health & Human  
Services Agency



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## Family First Prevention Services

### Comprehensive Prevention Plan 2023-2026

*In partnership with:*

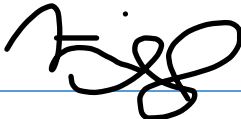




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COMPREHENSIVE PREVENTION PLAN OF TULARE COUNTY

SIGNATURE PAGE

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## 1 - Background

Tulare County, located in central California, is bordered to the north by Fresno County, the east by Inyo County, the south by Kern County, and the west by Kings County. The county's total area is 4,839 square miles, the 7<sup>th</sup> largest county in California in terms of land area. The County has eight incorporated cities (Dinuba, Exeter, Farmersville, Lindsay, Porterville, Tulare, Visalia, and Woodlake), 39 unincorporated communities, and is home to the Tule River Indian Reservation.

The County is divided into three general topographical zones: a valley region, a foothill region, and a mountain region. The eastern portion (approximately 50%) of the County lies in the Sierra Nevada Mountain range which mostly consists of national parks and national forest lands. The western half of the county is situated on the San Joaquin Valley floor and houses the majority of the county's residents. The foothill zone is situated between the two.

Tulare County is the 18th most populated county in California with a total population of 473,117 people<sup>1</sup>.

The economy of Tulare County is based primarily on agriculture and related industries. Tulare County plays a major role in California's agricultural production. In terms of dollars produced from agriculture, from the 2019-2020 California Agricultural Statistics Review, Tulare County ranks third in the state with a gross value of agricultural production of \$7,508,852,000<sup>2</sup>. The leading commodities in Tulare County are oranges, grapes, milk, cattle, and calves. Manufacturing and industrial activity are also prominent.



Figure 1. Tulare County in Relation to the State of California



Figure 2. Tulare County map

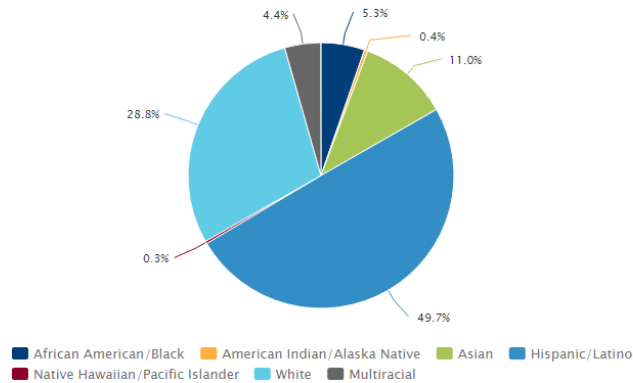
<sup>1</sup> Source: U.S. Census Bureau, "Quick Facts April 1, 2020 - Tulare County"

<sup>2</sup> Source: California Agricultural Statistics Review 2019-2020

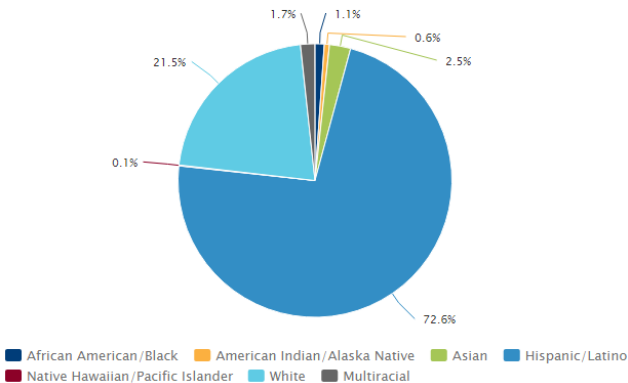
## 2 - Child Population, by Race/Ethnicity: 2021

(Race/Ethnicity: All)

California



Tulare County



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Tulare County's general population, by ethnicity, is 21.5% White, 1.1% African American/Black, 72.6% Hispanic/Latino, 2.5% Asian/Pacific Islander, 0.6% Native American, and 1.7% Multiracial.

Of the children that were in placement in Tulare County in August 2022, 25.5% were White, 3.0% were African American/Black, 68.3% were Hispanic/Latino, .7% were Asian/Pacific Islander, and 2.0% were Native American.<sup>4</sup> In terms of disproportionality, African American/Black and Native American children are substantially overrepresented in foster care compared to the general population of Tulare County (3 times higher for African American/Black children and 2 times higher for Native American children). White youth are very slightly overrepresented, and Asian/Pacific Islander and Hispanic/Latino children are slightly underrepresented; however, neither the overrepresentation or underrepresentation is as substantial as the Black and Native American population.

<sup>3</sup> Data Source: [As cited on kidsdata.org](https://kidsdata.org), California Dept. of Finance, Population Estimates and Projections; U.S. Census Bureau, Population and Housing Unit Estimates (Aug. 2021).

<sup>4</sup> Data Source: Safemeasures – Children in Placement by Ethnicity, August, 2022.

In order to further analyze and identify racial disparity and overrepresentation within Child Welfare Services, an analysis was conducted on all cases where a child was identified as African American/Black or Native American. This was then compared to the overall census populations in each of the larger incorporated cities within Tulare County. The images are shown below:

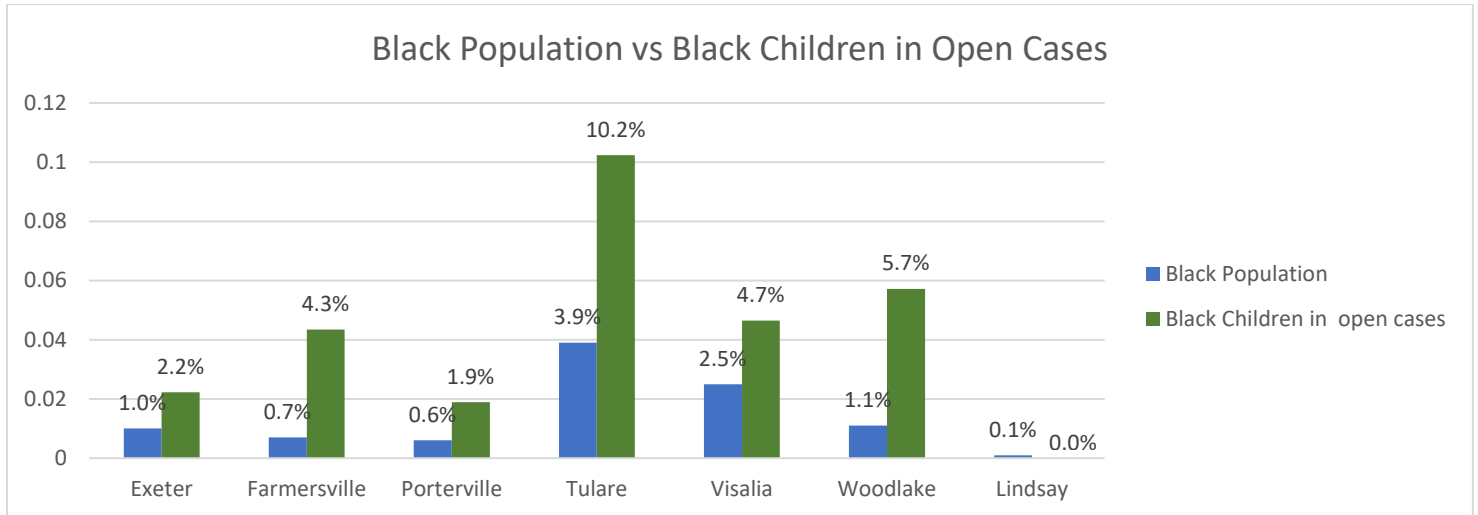


Figure 3 – Disproportionality comparison for African American/Black children in foster care

In almost all larger cities within Tulare County, the African American foster care population represented at a much higher rate than the cities’ overall African American population. For instance, in the City of Tulare, 3.9 percent of the population is listed as African American; however, of the children removed from the City of Tulare, 10.2% of those children are African American. This is approximately 2.5 times higher than what would be considered proportionate. While it can be noted that in some towns, most notably the towns of Woodlake and Farmersville, have higher disproportionality than others, it should be noted that because the populations are so small (2 of 35 cases for Woodlake, and 1 of 23 cases for Farmersville), 1 removal or a removal of a sibling set could be the cause of this disproportionality based on the small number of children removed from each of these areas.

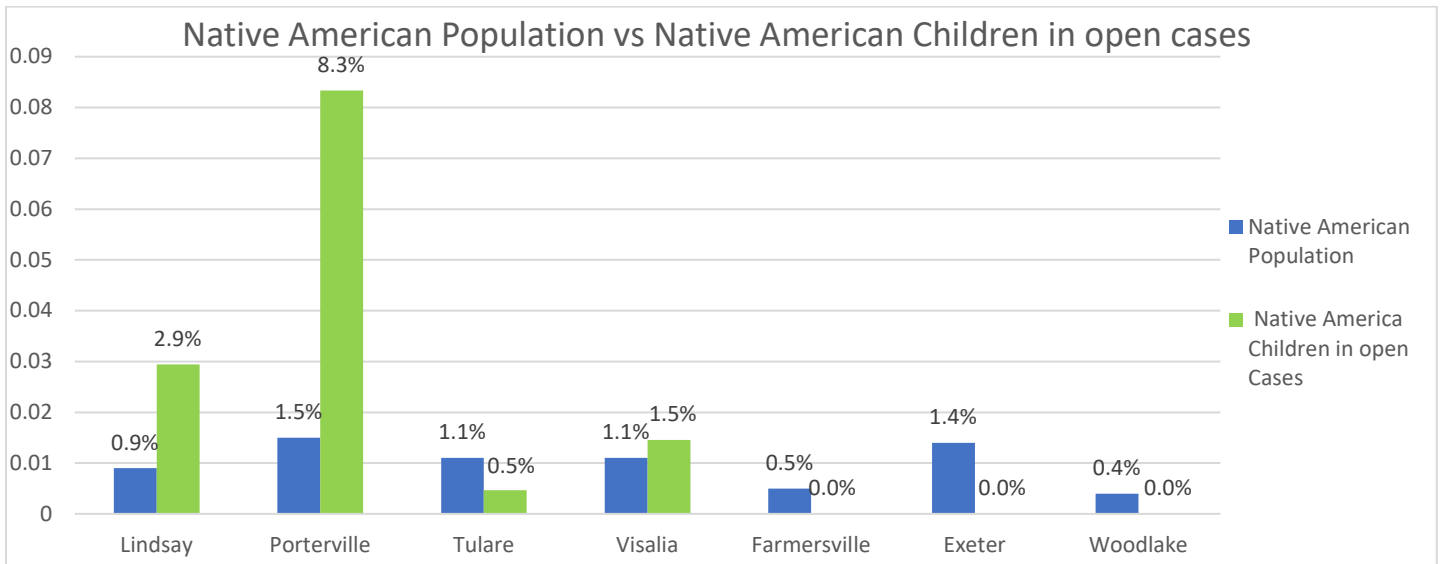


Figure 4 – Disproportionality comparison of Native American children in foster care

The data listed on the previous table for the Native American Population compared to the number of Native American children in open cases is not surprising to Tulare County since the Native American population concentration is located on or near the Tule River Indian Reservation located outside of Porterville, but considered within their population data, and in the surrounding communities such as Lindsay. It should be noted that with the exception of Porterville and Lindsay, the proportion of the Native American children in foster care compared to the general population is fairly close, if not smaller.

### **3 - Tulare County Community Prevention Services Vision, Mission, and Values**

#### **Our Prevention Vision:**

Every child safe, by having every community engaged and invested.

#### **Our Mission:**

The collaborative mission of the Tulare County community is to provide support and services that are equitable, inclusive, and easy to access by the community. Prevention Services in Tulare County are compassionate and focused on increasing the safety and well-being of children and youth so they can safely stay at home, within their communities.

#### **Our Values:**

The Tulare County Community values:

- Whole-person Well-being
- Resources
- Togetherness
- Safety
- Diversity, Equity, and Inclusion

- Health
- Accessible services
- Commitment to Prevention
- Transparency and Trust
- Education

Creation of the Tulare County Vision, Mission and Values was a collaboration by the Prevention Services Community Engagement team, the AB 2083 System of Care Interagency Leadership Team, and approved by the System of Care Interagency Executive Advisory Committee on March 1, 2023.

#### **4 – Tulare County Governance Structure.**

Tulare County’s governance structure starts from the Executive Level to Management Level, and into direct service providers and partners. The governance structure incorporates both County agencies, service providers, and community members at different levels. The governance structure is attached at the conclusion of this plan and is labeled [Attachment 1](#).

The purpose of the governance structure is to ensure that all required cross-sector collaborative partners have a stake in providing input on the Evidence Based Practices incorporated in the Comprehensive Prevention Plan (CPP) and are able to provide feedback on the continuous quality improvement of the CPP. Members of the governance structure teams have regular meetings to discuss new and existing initiatives, discuss concerns regarding interagency collaboration for youth and families to avoid duplication of services, and share information regarding the services and supports available within each agency.

This CPP has been developed, reviewed, and approved with input from various levels of the Governance Structure. This includes the Interagency Executive Advisory Committee (IEAC), Interagency Leadership Team (ILT), Prevention Services Cabinet, and the Prevention Services Community Engagement Team. The purpose of this is to ensure that all levels of the Governance Structure – executive, management, and direct service providers – have been able to provide their own unique perspective and suggestions in the development of this plan.

The plan once the CPP is approved, is to routinely consult the Prevention Services Community Engagement team on the implementation, service provision, and efficacy of the plan as it stands. If there becomes a need to modify the plan to either add additional Evidence-Based Programs (EBPs) as they become Well-Supported, or modify the plan’s implementation, those suggestions will be brought through the Governance Structure by requesting approval by the ILT and ultimately through the IEAC.

#### **Interagency Executive Advisory Committee:**

At the head of the governance structure is Tulare County’s AB 2083 System of Care Interagency Executive Advisory Committee (IEAC). The IEAC meets at least quarterly to discuss high-level initiatives, collaborations, and reviews the AB 2083 MOU to determine whether additional changes or updates are needed. At this time, with the implementation of multiple initiatives across multiple



agencies, the IEAC meets jointly with the Interagency Leadership Team (ILT) on a monthly basis. This Committee is at the director level of seniority within the system partners. The IEAC is the final approving authority for the Vision, Mission and Values, the full governance structure, and the Comprehensive Prevention Plan's target candidates.

Members of the IEAC include:

- Tulare County Child Welfare Services (CWS)
- Tulare County Probation Department
- Tulare County Mental Health
- Tulare County Alcohol and Other Drug services
- Central Valley Regional Center
- Tulare County Office of Education
- CASA of Tulare County
- Tule River Indian Tribe

#### Interagency Leadership Team:

Under the IEAC, Tulare County's AB 2083 System of Care Interagency Leadership Team (ILT) meets on a monthly basis to discuss current initiatives, issues and resolutions, and discusses the current MOU and whether any changes need to be updated by executive leadership. Tulare County CWS consults with the ILT on key initiatives including the Comprehensive Prevention Plan, Capacity Assessment, Needs Assessment, and Vision, Mission and Values. Tulare County values the leadership and support provided by the ILT in incorporating Prevention Services collaboratively with our System of Care partners as well as those partners within the community. The ILT is at the management level of seniority within each of the system partners.

Members of the ILT include:

- Tulare County CWS
- Tulare County Probation Department
- Tulare County Mental Health
- Tulare County Alcohol and Other Drug services
- Central Valley Regional Center
- Tulare County Office of Education
- CASA of Tulare County
- Tule River Indian Tribe

In addition to having the local Tulare County Tribe provide input on the components of the AB2083 System of Care MOU, the Tribe was offered, and accepted, a position on the ILT and a position on the Interagency Executive Advisory Committee (IEAC), as well as agreed to be a signing party on the MOU. Tulare County Child Welfare has forged a good working relationship with the local Tribe and have created open lines of communication between the Agency and the Tribe.

## Tulare County Prevention Services Cabinet:

The Prevention Services Cabinet is a blend of County Agencies and Child Abuse Prevention partners that meets to work toward the development of prevention services on a primary, secondary, and tertiary level throughout the community, and not just for the FFPS candidates.

Members of the Prevention Services Cabinet include:

- Child Welfare Services
- Mental Health
- Probation
- Tulare County Child Abuse Prevention Council
- Community-Based Organizations/Family Resource Centers
- Tule River Tribe
- Tulare County Office of Education
- Parent Partners
- TulareWORKS
- CWS Administration Team

## Family First Prevention Services Act (FFPSA) Steering Committees

Following the Prevention Services Cabinet are the FFPSA specific steering committees. There are steering committees established for the implementation of both Part I and Part IV of the Family First Prevention Services Act.

The Part I Steering Committee works toward the development and incorporation of Part I into prevention services. This includes identifying qualifying services, referral process, candidate identification, policy, and discussion over how practice will be impacted at the direct service level. Members include representatives at Manager, Supervisor, and/or line worker levels of Child Welfare Services and Probation, CWS Administrative Specialists and Policy and Program Specialists, as well as representatives from the fiscal departments.

The Part IV Steering Committee works toward the implementation and compliance with Part IV of the FFPSA. This includes changing practices such as the Qualified Individual (QI), Interagency Placement Committee (IPC), Court referral and approval process, policy update and development, developing a placement process map, and discussion over possible fiscal impacts that could occur with non-compliance. Members include representatives at Manager, Supervisor, and/or line worker levels of Child Welfare Services and Probation, CWS Administrative Specialists and Policy and Program Specialists, as well as representatives from the fiscal department, Mental Health, and the Child Welfare Service Family Advocate/Clinical Manager.

## Additional Subcommittees

Alongside the FFPSA Steering Committees, are additional subcommittees that have been established to work toward the implementation of FFPS.

The Prevention Services Community Engagement Team was formed to establish a comprehensive cross-sector collaborative between County agencies, service providers, community-based organizations, advocacy groups

and those with lived experience. The Community Engagement Team is consulted on identifying of target candidates, the Capacity Assessment, Asset Mapping, Gap Analysis, and the development of the Vision, Mission, and Values for prevention services across the primary, secondary, and tertiary levels. Suggestions, recommendations, and decisions are reported up to the Steering Committee or the ILT for feedback, revision, approval, and submission to the IEAC for final approval if necessary. The Prevention Services Community Engagement Team meets monthly and is further detailed below under cross-sector collaboration.

The FFPSA Funding Meeting is a separate subcommittee formed of Administration and Fiscal representatives from the Title IV-E Agencies to discuss funding streams, braiding of funding, potential risks such as Part IV non-compliance, Maintenance of Effort, and allocation of funds. The FFPSA Funding Meeting meets monthly.

## **5 - Tulare County’s commitment to Cross-sector Collaboration**

As part of Tulare County’s commitment to cross-sector collaboration, a Prevention Services Community Engagement Team was established to give the community the opportunity to provide input and insight into the needs of Tulare County. The following agencies/persons are a part of the Community Engagement Team:

- Tulare County Child Welfare Services\*
- Tulare County Probation\*
- Tulare County Mental Health\*
- CASA of Tulare County\*
- Tulare County Alcohol and Other Drug Services\*
- TulareWORKS
- Lindsay Family Resource Center (FRC)
- CSET (Tulare FRC)
- The Source LGBTQIA+ Resource Center
- Tulare County CWS Youth Ambassador
- Resource Parent Partner
- First 5 Tulare County
- Aspiranet Foster Family Agency
- Central Valley Regional Center (CVRC)\*
- Tule River Indian Tribe\*
- Tulare County Office of Education (TCOE)\*
- Central Valley Recovery Services (non-county AOD providers)
- Parenting Network (Visalia, Dinuba, Porterville Family Resource Centers)
- Woodlake Healthy Start
- United Way Tulare County
- Tulare County Child Abuse Prevention Council
- Parent Partners
- Family Services of Tulare County
- Care Portal
- Tulare County Department of Public Health

\* Denotes AB 2083 System of Care signing partner

Standing as an agenda item at the Community Engagement Team meetings is inquiry on any partners that may be missing from the table, and how to further engage the community to ensure the needs of Tulare County are identified. Representatives from each of the above-listed agencies/partners attend the monthly Community Engagement meeting, whenever possible, and once the Comprehensive Prevention Plan (CPP) has been approved, the focus of this meeting will shift to the ongoing monitoring of the implementation of Prevention Services, as well as consult the team on whether additional services are needed or if modifications to the CPP are needed. Additionally, at these

meetings, feedback is provided, and members are notified which suggestions have been incorporated into the CPP.

Some barriers to engagement have been in identifying and engaging those with lived experience, and at time, the inability of the Tribe to attend meetings due to a staffing shortage. These circumstances have been staffed and suggestions for increased engagement have been made. Technical Assistance has been requested to address the engagement of those with lived experience. Two suggestions have been provided for continued Tribal engagement in those times they are unable to be present at meetings due to schedule conflicts. One has been to ask for an alternate designee to attend in place of the appointed member, and the other was to update the Tribal designee on any changes or plans upon the conclusion of the meeting. CWS Administration has plans to reach out to the Tribe to discuss these options and request feedback on the preferred method. Additionally, funding has been secured through the Block Grant funding to provide stipends to honor the time spent by those with lived experience that are attending the Community Engagement meetings and/or any other Prevention Services meetings that would benefit from having a youth/parent voice. The purpose of the stipend is to compensate the participant for their time and transportation expenses so as to remove those barriers to attending. At the time of this writing, CWS has located one former foster youth that is able and willing to attend and participate in these meetings and a contract is forthcoming to ensure appropriate compensation is provided for their time.

## **6 – Efforts to invite and engage Indian Tribes in cross sector collaboration and input into the CPP.**

The Tule River Indian Tribe is a member of the AB2083 System of Care Interagency Leadership Team and Interagency Executive Advisory Committee. They were signing members of the Tulare County AB2083 MOU. Additionally, the Tribe was included from the beginning in the Prevention Services Community Engagement meetings and have been offered spots on sub-committees of the Prevention Services Community Engagement team to work on specific tasks required in the Comprehensive Prevention Plan. The Tribe participated in the subcommittee to develop the Community Vision, Mission, and Values. Tulare County Child Welfare Services, along with other system partners, are committed to the inclusion of our local Tribe in decision-making, and respect for their culture and unique perspective on working with Tribal members. If the Tribe is unable to attend a meeting or function to participate in person, then updates are sent to Tribal Social Services to ensure they are up to date on initiatives, and their voices are heard.

It is the goal of Tulare County to incorporate the Tribal Pathway in the Comprehensive Prevention Plan (CPP) in order to ensure that appropriate prevention services are provided to Tribal members when requested by the Tribe or Tribal Social Services. Regarding investigations and open cases, in order to ensure the requirements of the Indian Child Welfare Act (ICWA) are complied with, it is the practice of Tulare County to investigate all referrals and make all contacts with Tribal members with Tribal Social Services present. It will then be with the consensus of Tribal Social Services that Prevention Services are provided to those that meet the candidacy criteria.

Tribal Social Services have been involved in the development of the CPP and its components. As part of the Target Population identified in the CPP, funding will be allocated first to those populations in

order to reduce some of the disparities identified within Tulare County (see section 8 for further details of the identified Target Populations for Tulare County).

As sitting members of the Community Engagement team, the Interagency Leadership Team (ILT), and the Interagency Executive Advisory Committee (IEAC), it is not only how it is hoped that information will be disseminated to the Tribe, but also how the Tribe can provide input and feedback on the efficacy of those programs, and to provide suggestions to ensure the services and supports are culturally relevant and responsive. The CPP can be modified to ensure that the services that are being provided are efficacious to prevent abuse and neglect. If a program is not relevant or appropriate, or the Tribe requests the inclusion of a different services to meet their unique needs, the CPP can be modified to meet these needs at the request of the Tribe.

### **7 – Strategies for use of the [Integrated Core Practice Model](#) (e.g., candidacy assessment, family engagement, service delivery and transitioning).**

Tulare County Child Welfare Services embraces the values of the California Child Welfare Integrated Core Practice Model (ICPM):

- We believe in using prevention and early intervention to help keep children and youth safe from abuse and neglect.
- We believe the best way to support families is to honor their experiences and work together to build partnerships based on mutual respect and trust.
- We believe children, youth, and young adults need lifelong, loving permanent families and connections to family members, communities, and tribes.
- We believe children, youth, and young adults should have access to effective services that support their overall well-being and help them achieve their full potential.
- We believe that honestly sharing our assessment of strengths and concerns is essential for engaging with families and building connections.
- We believe in listening to families to learn about their culture and community.
- We believe that families can grow and change.
- We believe in helping families connect with effective, family-focused, strength-based services and supports.
- We believe in creating a competent and professional workforce through quality recruitment, training, and support.
- We believe in individual development, critical thinking, self-reflection, and humility.
- We believe in creating an organizational culture and climate that supports learning and development.

ICPM-based training has been, and continues to be, provided to Child Welfare Services staff. CWS Leadership is committed to supporting staff in learning, implementing, and embodying the tenets of the ICPM. CWS staff receive Common Core training and Safety Organized Practice (SOP) training that is grounded in ICPM practice. Additionally, all staff have a requirement to take a minimum of six hours of ongoing training that relates to one of the ICPM casework components. The component is chosen yearly and is planned to rotate between the components of Prevention, Engagement, Assessment, Planning and Service Delivery, Monitoring and Adapting, and Transition.

The key casework components of the ICPM including Prevention, Engagement, Assessment, Planning and Service Delivery, Monitoring and Adapting, and Transition will be used in the provision of prevention services within Tulare County.

Prevention is the entire purpose of the Comprehensive Prevention Plan (CPP). If a family can be provided with the education, resources, and support to prevent being referred to CWS, this is a more preferable outcome than the trauma of being investigated, or worse, having children removed from the home.

When a potential candidate is identified, the referring party (Title IV-E Agency, community, or Tribe) engages with and assesses the family for strengths and needs and works with the family to create a plan and provide services. Genuine, culturally relevant, compassionate engagement is vital in ensuring that families feel comfortable revealing their struggles, and trust that Tulare County CWS and Probation will not use this information to hurt their family. Services and supports will be youth- and family-centered and driven and meant to provide the best possible collaboration with the family.

Tulare County CWS and Probation, as the Title IV-E agencies, provide the review and approval of FFPS services. During the course of providing services, the referring party creates a Prevention Plan that allows for ongoing monitoring and adapting based on the families' individual needs. Overall, the purpose of the provision of the services is to transition the family to be a self-sufficient, safe, and stable member of the community.

The hope with the Community Pathway, described below, is that with early identification of families that are struggling before it becomes a substantiated child abuse referral, members and service providers within the community can identify and provide support to those families instead of having to later report them to Child Welfare Services, should the situation escalate. This could enable community-based organizations to provide prevention services, even at times before the family has Child Welfare Services history. This is now frequently called shifting from "Mandated Reporting to Community Supporting."<sup>5</sup>

### Tulare County's Pathways to Prevention

Tulare County plans to model the pathways to Prevention similarly to the state's vision, having a Title IV-E Agency Pathway, a Tribal Pathway, and a Community Pathway. Overall, it will be the Title IV-E Agency that approves the service and monitors the efficacy of those that have received Prevention Services; however, for those within the Tribal and Community Pathways, there may not be an open Child Welfare Services/Probation case or referral associated with the service.

Referrals through the Title IV-E Agency and Tribe will be generated through those agencies and will be responsible for creating the Prevention Plan and monitoring the family's progress in the program. These families will be identified through either CWS, Probation, or Tribal Social Services as meeting the candidacy requirements, being at risk of foster care entry, and in need of supportive services.

The Community Pathway is a newer approach to providing Prevention Services within the community. It provides a way for families that aren't at the level of needing Child Welfare Services or Probation intervention

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<sup>5</sup> [Mandated Reporter Community Supporter issue-brief FINAL Sept2022 \(safeandsound.org\)](https://www.safeandsound.org/)

to access services that were typically not available to the general public. Tulare County plans to use a “no wrong door” approach, in that often, a family doesn’t first come to the attention of Child Welfare Services or Probation when problems start to arise. It is the hope that Prevention Services can be provided in the true spirit of prevention – before abuse and neglect occur.

Tulare County is currently working between the Community Engagement Team and the Family Resource Centers to develop the Community Pathway, following the guidelines provided in the Community Pathway Recommendations.<sup>6</sup> Developing the Community Pathway between the Community Engagement Team and the Family Resource Centers allows the pathway to be truly created and driven by the Community and the providers that know the unique needs each community has. The idea is that with a community-created prevention and early intervention resource available that does not directly involve Child Welfare Services or Probation, families may be more comfortable requesting help without the fear of being stigmatized for receiving services.

### **8 – Rationale for the selection of the candidacy population(s) to be prioritized and the services to be included in the plan.**

#### **Target Population:**

Tulare County, in collaboration with the Community Engagement Team and the Interagency Leadership team has identified the following candidates to receive priority services for FFPS:

- Youth that are disproportionately represented in foster care – including Native American, Black and LGBTQIA+ youth.
- Youth that are living in underserved areas – including rural areas, and areas where there are very limited to no in-town services.
- Youth that meet 3 or more of the criteria that qualify them as candidates for FFPS.
- Justice-involved youth. Those that are at risk of wardship that have qualifying criteria and/or Probation youth.
- Guardianships and Adoptions that are at risk of disruption.
- Parental relinquishment where the child/youth has repeated hospitalizations due to severe mental health conditions.

Youth that are disproportionately represented in foster care deserve to have safe and supportive preventative services to help equalize representation and work to provide more positive outcomes.

Youth that live in underserved areas of the county, specifically rural areas of the county, have limited access to services and transportation. Being able to provide prevention services at home, such as in-home parenting education and support, will reduce those barriers these families face to maintaining safety in the home.

Families with youth that meet 3 or more of the candidacy criteria potentially face more barriers to establishing and sustaining supportive and safe homes. Considering a youth with substance-involved parents, domestic violence in the home, that has behavioral issues has multiple issues to address simultaneously in order to

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<sup>6</sup> [Prevention and Early Intervention Committee Community Pathway Recommendations \(ca.gov\)](#)

create and maintain safety. Providing these services, coupled with in-home services to establish healthy parenting and relationships, will help alleviate these barriers.

Justice involved youth that are at risk of placement are far more likely to be placed in more restrictive home environments such as Short Term Residential Therapeutic Programs (STRTPs). Prevention services for this population, including referrals for services, ongoing support, and in-home parenting support and education, are intended to maintain them safely in the least restrictive placement possible, their own homes.

Tulare County has experienced a surge in Guardianships and Adoptions that have disrupted. Those youth, who often are relinquished due to unmanageable mental health and/or behavioral issues, are also more likely to wind up placed in STRTPs. According to the information of the Child Welfare Services Specialized Care Team (SCT), who cares for those youth that are either placed in STRTPs or identified as Commercially Sexually Exploited (CSEC), of the 21 youth that are currently placed in STRTPs within Tulare County, 8 of those youth, or 38.1%, are youth that are from a disrupted Guardianship or Adoption.

There has been a surge of youth that have repeated hospitalizations that have been relinquished to CWS in order to receive specialty mental health care and services. These cases are often those whose parents have private insurance that limits the amount of sessions the family can claim and/or prohibitive copays.

These populations need easily accessible services that are tailored to meet their needs in their circumstances. FFPS should, first and foremost, be provided within the home or locally within the community to reduce any barriers to accessing services. Additionally, with in-home services, this also helps form trust, since it is the place most comfortable for the family, rather than in an office-based, clinical setting.

Target Populations will be given priority for FFPS. With that, it is understood that this may be a limited population at times, so the Title IV-E Agencies can consider those that are also outside the target populations that meet FFPS Candidacy criteria if there is availability.

The hope is that this Comprehensive Prevention Plan, along with the implementation of other initiatives within the System of Care team can lay the foundation to provide a county-wide community Wellness System. Early identification, support, and service implementation is crucial in improving overall community well-being.

#### Prevention Services:

Tulare County is committed to partnering with the local Child Abuse Prevention Council (CAPC) to provide primary prevention services to the general public through outreach and education. CAPC provides primary prevention services, some of which has been funded by Tulare County Child Welfare Services, including hosting Mandated Reporting trainings for the community, hosting awareness campaigns such as documentary viewings regarding issues such as exploitation and human trafficking. The CAPC also hosts the mobile version of The Lisa Project. Founded in 2010 by Gene Hardin, The Lisa Project is a unique multi-sensory exhibit experience allowing the visitor to hear, see and experience the reality of the world of child abuse.<sup>7</sup> Tulare County is especially proud of the work done by the CAPC to establish the Lisa Project as a fixture for prevention services. This mobile unit can travel to schools and communities to provide outreach, especially in

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<sup>7</sup> Source: The Lisa Project - <https://thelisaproject.org/about-us/>



places such as the rural areas, which may not have the ability to travel to a centralized location. Tulare County CWS has used American Rescue Plan – Community-Based Child Abuse Prevention (ARPA CBCAP) funds to help support CAPC’s provision of primary prevention.

For the provision of secondary and tertiary prevention services, Tulare County has chosen to focus on 3 of the well-supported programs listed in the State’s Prevention Plan: Nurse-Family Partnership, Family Checkup, and Healthy Families America. All three programs are able to be delivered in-home or within the community, are culturally responsive, and provide compassionate parent education, support, and advocacy. These programs have course materials and can be delivered in English and Spanish.

Additionally, a partner agency, TulareWORKs, has contracted with the local Family Resource Centers to provide the well-supported program, Parents As Teachers. Although this could not be expanded initially for the Comprehensive Prevention Plan, it can be revisited if during the review of the existing programs, it is determined more variety is needed. Tulare County plans to continually monitor the Prevention Services Clearinghouse and California’s plan to see if any additional programs and services are added and services can be expanded within the County.

Nurse Family Partnership:

Nurse Family Partnership is an already established program that is provided by the Tulare County Public Health Department. Since this is a program that is meant to start prenatally, the target population to participate in these services are mainly pregnant foster and probation youth, as well as potentially soon to be parents referred via the community pathway that otherwise may be ineligible to receive this service. The hope with this program is to provide education and support to disrupt the cyclical nature of generational child abuse and neglect. Because this is a home-based program that is delivered county-wide, Nurse Family Partnership is a good fit to provide to parents that live in the rural communities that do not have access to transportation. The program has the following goals:

- To improve pregnancy outcomes by helping women engage in good preventive health practices, including thorough prenatal care from their healthcare providers, improving their diets, and reducing their use of cigarettes, alcohol, and illegal substances.
- To improve child health and development by helping parents provide responsible and competent care.
- To improve the economic self-sufficiency of the family by helping parents develop a vision for their own future, plan future pregnancies, continue their education, and find work.

The reported outcomes of the program are as follows:

- 47% reduction in child abuse and neglect
- 67% less behavioral and intellectual problems in children at age 6
- 82% increase in months employed
- 35% fewer cases of pregnancy-induced hypertension
- 79% reduction in preterm delivery among women who smoke cigarettes
- 56% reduction in emergency room visits for accidents and poisonings in the second year of the child’s life
- 61% fewer arrests of mothers by the time they child is age 15

- 59% reduction in child arrests at age 15
- 18% fewer preterm births
- 31% reduction in very closely spaced (<6 months) subsequent pregnancies
- 39% fewer health care encounters for injuries or ingestions in the first 2 years of life among children born to mothers with low psychological resources

### The Family Check-Up

The Family check-up is planned to be a newly established well-supported program offered in Tulare County. The reason behind choosing this curriculum was that they serve older youth, which was missing from Parenting Education services within Tulare County. The goals and desired outcomes of this program align with serving those older youth with behavioral problems, probation youth, and youth whose adoption or guardianship are at risk of disruption. Currently there is not a program in Tulare County that is designed for these populations.

The intervention aims to improve parenting skills and family management practices, with the goal of improving a range of emotional, behavioral, and academic child outcomes. The Family Check-Up® consists of three main components:

- Initial Interview that involves rapport building and motivational interviewing to explore parental strengths and challenges related to parenting and the family context.
- Ecological family assessment that includes parent and child questionnaires, a teacher questionnaire for children that are in school, and a videotaped observation of family interactions.
- Tailored feedback that involves reviewing assessment results and discussing follow-up service options for the family.

The reported outcomes of the program are as follows:

- 30% less marijuana use
- 54% less tobacco use
- 26% less alcohol use
- 38% less likely to be arrested in early adulthood
- Decreased risk for suicidality

### Impact in Childhood

- Fewer behavioral and emotional problems at school and home
- Improved ability to regulate emotions
- Improved school readiness
- Improved health outcomes
- Reduced risk for child abuse neglect

## Impact in Adolescence

- Less alcohol and drug use
- Reduced antisocial behavior
- Reduced bullying in school
- Decreased delinquency, arrests
- Improved grades and attendance
- Reduced depression
- Adolescents who participated in the Family Check-Up also had 77% fewer school absences and were 66% less likely to have failing grades.

## Healthy Families America

Healthy Families America was chosen as a longer-term supportive program for those families with one or more children under the age of two (2) years old. The purpose of this program is to provide outreach, advocacy, education, and more intensive services to families with younger children. Because this, like other programs are in-home services, this reduces the barriers those in rural areas have due to a lack of substantial public transportation. In addition, Healthy Families America supports the families for a longer period of time (suggested minimum of three years) than a traditional in-home parenting program, so it becomes an additional support to lead families into self-sufficiency. Additionally, this program can serve parenting foster and probation youth that would not otherwise qualify for Nurse-Family Partnership if they were not identified and referred prenatally.

The goals of this program are to:

- Increase parent education
- Decrease maternal depression
- Children experience fewer Adverse Childhood Experiences (ACEs)
- Children experience greater school success

The reported outcomes of this program include:

- Reduces child maltreatment by 1/3
- 48% fewer low birth weight infants
- 26% fewer children receive special education services
- 27% fewer families were homeless
- 49% fewer substantiated CWS reports
- 50% less likely to be retained in first grade
- 41% reduction in alcohol use
- Fewer substantiated reports, less emotional abuse, less neglect, students learn to use less harsh discipline, less physical abuse, and fewer hospitalizations for child abuse

## **9 – The outcome of Asset Mapping and Capacity assessments completed by the county that inform the plan’s content.**

### **Capacity Assessment**

In July 2022, a Capacity Assessment was completed by members of the Prevention Services Community Engagement team. In overall scoring, the domain that was rated highest was Motivation for Change and the domain that was rated lowest was System Capacity and Capability.

Leadership buy-in was the subdomain that was most often rated as “Established,” meaning the Title IV-E agency is ready and motivated for change. Some of the comments made by contributors were that Title IV-E agency Leadership is on board for FFPSA implementation and display an eagerness to embrace prevention services. Other subdomains that received the highest rating most often included History of Cross-Sector Partnerships and Stakeholder Buy-in. A positive comment regarding cross-sector partnerships was that the Agencies within Tulare County have maintained a positive working relationship between agencies, service providers, and community-based organizations for years. Regarding Stakeholder buy-in, it was noted that with outreach regarding FFPS being ongoing, stakeholders have become excited to implement innovative services to help prevent foster care entry.

Adequate Staffing was the subdomain that was rated the lowest in the Capacity Assessment. This subdomain received the most “Absent or Missing” ratings, meaning the Title IV-E Agency was not yet ready for change. Staffing shortages were mentioned in multiple responses. One response noted, “Many programs are understaffed making changes difficult.” Additional subdomains in the System Capacity and Capability domain that were ranked low included Data Collection and Infrastructure. Comments provided regarding Data Collection included issues with data systems not being in place for the uniform tracking of data. The concerns regarding infrastructure again revolved around maintaining adequate staffing, noting that staffing issues were not just a struggle within the Title IV-E Agencies but also with partner agencies, service providers, and community-based organizations. Another concern was the shortage of resources and competing priorities. It is believed that commitment to the continuance of cross-sector collaboration will address this concern and focus on outcomes and whole-person care.

### **Asset Map**

An Asset Map was completed with the participation of the Community Engagement Team. Data for the Asset Map was gathered by pulling information from the United Way of Tulare County 2-1-1 services database and from a survey sent to the members of the Community Engagement Team. The Asset Map is attached to this plan and is labeled Attachment 2. It was noted that the largest number of varied services and support were located in Visalia, the largest city, the County seat, and hub of the rural transportation system. With these services located centrally within the county and where transportation is available, if somewhat limited, these services can be more accessible than those located in the smaller incorporated cities within the county. With that, though, there are some limitations to accessing services as outlined in the Gap Analysis below.

One asset that was identified county-wide, in both rural communities as well as the larger cities, was

the availability of emergency food supplies and community food distribution sites. There are currently a total of 47 city/community food distribution sites throughout the county.

Of the available Primary, Secondary, and Tertiary services and supports available, Tulare County offers a variety of programs. Primary services offered by the local Tulare County Child Abuse Prevention Council (CAPC) include outreach, education, Mandated Reporter training, advocacy, and The Lisa Project, an interactive Child Abuse education exhibit. Secondary and Tertiary services include Evidence-Based Programs (EBPs) such as Nurse-Family Partnership and Parents as Teachers. Nurse-Family Partnership is currently offered by the Public Health Department and is typically provided to prenatal first-time parents that meet the eligibility criteria. Parents as Teachers is provided by the local Family Resource Center for the TulareWORKS recipients that meet the criteria for that program. Additionally, there are also Parenting Education programs in Tulare County, including Parenting Wisely and SafeCare that are provided through local community-based agencies.

### Gap Analysis

A Gap Analysis was completed, as well, with the participation of the Community Engagement Team. One of the largest gaps identified in the analysis was the availability of services and support in the more rural areas of Tulare County. Subtracting the populations of the 8 incorporated areas in Tulare County, the rural population of Tulare County is 134,876, which is smaller than the population of the largest city in Tulare County, Visalia, which is 141,384.<sup>8</sup> The rural areas in Tulare County have limited to no access to public transportation. Many of these rural areas only offer monthly food pantries as supportive services that are available locally. Families have to travel significant distances to access services such as substance abuse, parenting classes, legal services, support groups, etc. With time-limited public transportation, families without a vehicle therefore must spend hours traveling to the nearest larger city, attend their service, and then wait until their next bus, sometimes taking most of a day to complete their errand<sup>9</sup>.

Another identified gap in the above-listed services is a lack of support and services that are targeted to meet the needs of older children and their parents. All of the Parenting Education curricula offered in Tulare County has a prenatal-5 target age range. The Family Check Up program, which is one of the newly identified Evidence-Based Programs being implemented in Tulare County has the following adolescent outcomes: Less alcohol and drug use, reduced antisocial behavior, reduced bullying in school, decreased delinquency and arrests, improved grades and school attendance, reduced depression, and adolescents who participated in the Family Check-Up also had 77% fewer school absences and were 66% less likely to have failing grades. These outcomes are some of the results Tulare County is hoping to achieve with some of the target population, including justice-involved youth, and those youth whose guardianships or adoptions are at risk of disruption.

According to data maintained and provided by the CWS Specialized Care Team, of those Child Welfare Service youth that are placed in Short Term Residential Therapeutic Programs (STRTPs), over one third (1/3) were removed from their homes as a result of disrupted guardianships or adoptions.

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<sup>8</sup> Data Source: U.S. Census Bureau, "Quick Facts April 1, 2020 - Tulare County"

<sup>9</sup> [System Map – Tulare County Area Transit \(ridetcat.org\)](http://ridetcat.org)

**10 - Logic model which describes the activities and intended outcomes for children, youth, parents, caregivers, and families.**

Tulare County completed a Logic Model to align with FFPS, but also with the overarching Community Prevention Vision, Mission, and Values. The Community Prevention Mission is “Every child safe by having every community engaged and invested.” In order to achieve this outcome, Tulare County plans to work with local partners and agencies to braid funding to support the training and implementation of FFPS. Additionally, through outreach and advocacy, Tulare County has been working to continually improve working relationships with other County Agencies, Community Partners, and other child-supporting Agencies to support the collaborative approach to prevention.

The planned activities include expanding existing services and evaluating and implementing new in-home parenting programs to ensure that supportive prevention and education is available to all demographics within the County and educate staff on the overall prevention goals and the availability of new programs.

It is the goal of this outreach and education to ensure the community is aware and informed about the new prevention programs available, improve the collaboration between vested partners and agencies, and ultimately remove any barriers to providing support and parenting education to all families, regardless of the age of the child, location of the family, or their access to transportation.

Tulare County hopes for the immediate outcome of this implementation to increase the access to home-based parenting support services in addition to additional supportive services provided by Community-Based Organizations. Additionally, another desired immediate outcome would be to engage parenting and pregnant foster youth and provide intensive in-home parenting education in order to break the cycle of abuse and neglect and hopefully reduce removals of the children of parenting foster youth. The community and staff will be educated in the newly available prevention services in hopes of greater provision of supportive services prior to the child being placed in Protective Custody.

With the increase in education and community support prior to intervention, Tulare County would like to see an overall decrease in reports of suspected child abuse and neglect and an increase in the provision of prevention services prior to the need for intervention, and an overall decrease in foster care entries and relinquishments.

With these steps followed and provided, it is the ultimate goal of Tulare County that all children and youth are kept safe in their homes whenever possible, and that the community as a whole is engaged, informed, and invested in the protection of children through prevention services and education.

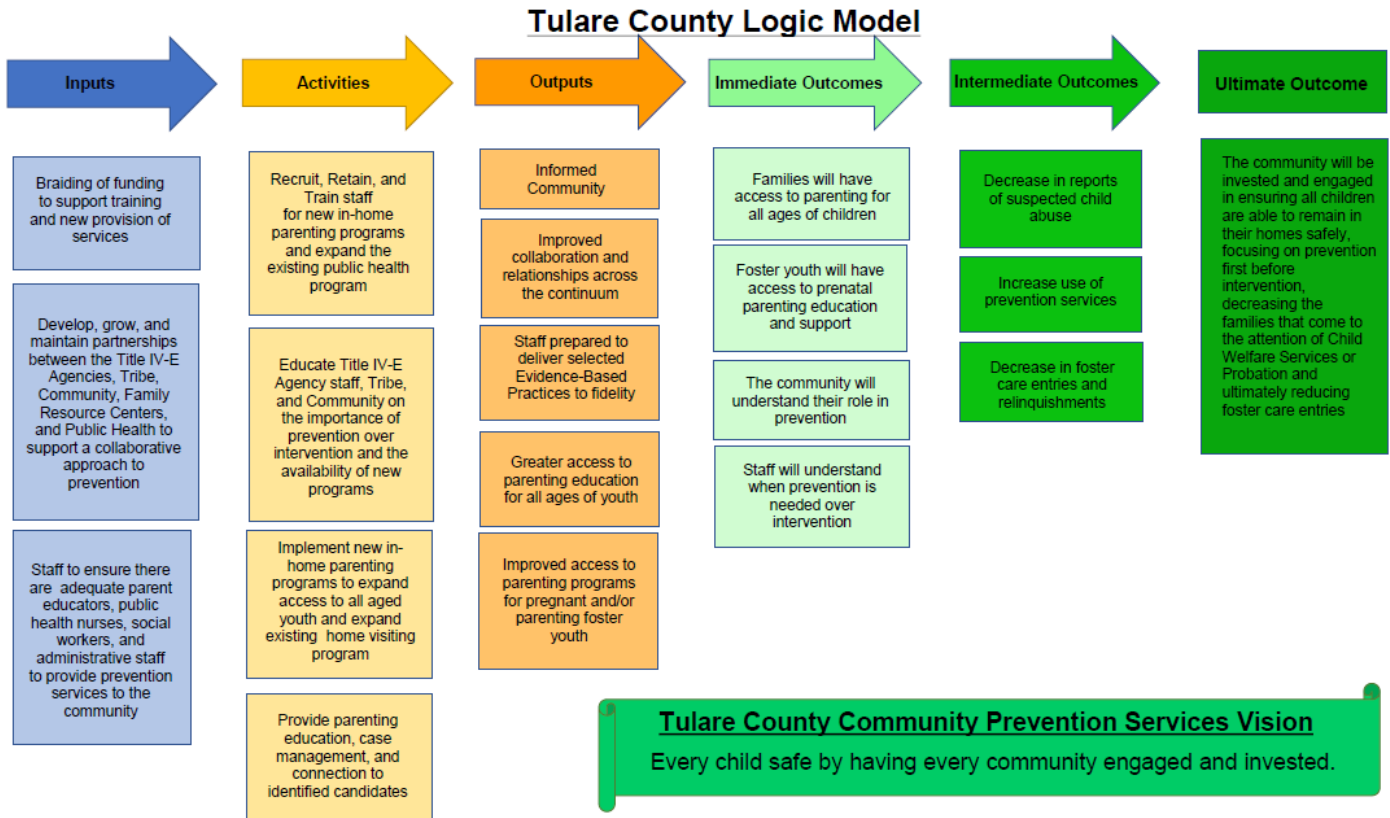


Figure 5 – Tulare County Logic Model

**11 - Plans to ensure the spending and sustainability plan for services in the CPP and any the barriers and needs to ensure that sustainability.**

Of the services included in the Comprehensive Prevention Plan (CPP), the only Evidence-Based Program that is currently available is Nurse-Family Partnership. The goal in the CPP is to expand this program to provide support and services to the pregnant and parenting foster youth and other candidates that may meet the eligibility criteria for the program itself, but not meet the eligibility criteria to use the current funding source but are still at risk of foster care entry.

To support the implementation of the CPP, Tulare County CWS and Probation Department are planning to use the Family First Transition Act (FFTA), State Block Grant, and American Rescue Plan Act – Community Based Child Abuse Prevention (ARPA-CBCAP) funds. Because the ARPA-CBCAP funds are not meant for providing tertiary prevention services, those funds are being used to provide funding for primary services through the Child Abuse Prevention Council (CAPC), as well as secondary prevention services through community pathway referrals, such as those that come to the attention of the local Family Resource Centers (FRCs), that are at risk of foster care entry without support and education. Those services that arise out of an open in-home case or substantiated referral that are made through the Title IV-E agencies will be funded through either the Block Grant or FFSA, at least until FFSA funds are able to be accessed.

Currently, the current funding is being allocated to the Title IV-E Prevention Services evidenced-based programs:

Activity/Service	Block Grant	FFTA	ARPA-CBCAP	Other
Nurse Family Partnership - including administration activities for expanding services, prevention planning, workforce development, and service delivery.				\$285,141 Complex Care
Family Check Up - including administration activities for expanding services, prevention planning, workforce development, and service delivery. Also includes T4T, Fidelity holding, Clinical support, and supplies for assessments.	\$1,397,265	\$519,053		\$499,872 - 1991 Trust Fund
Healthy Families America - including administration activities for expanding services, prevention planning, workforce development, and service delivery. Also includes Program managers, and fidelity holder.	\$1,384,050		\$425,182	\$422,481 - 1991 Trust Fund
<b>Total funding available</b>	<b>\$2,781,315</b>	<b>\$712,739</b>	<b>\$425,182</b>	

Other funding sources such as local funds, realignment funds, and braiding of funding through other System of Care partners will be utilized to ensure a full continuum of services are available to the Tulare County community, not only those that meet the FFPS criteria for Prevention Services.

Tulare County has been actively engaging in workforce capacity-building to become more effective in meeting state- and county-wide goals and reduce burden and burnout of staff. The intention of this is to increase retention and attract new workers. Adjacent to this is the use of a different funding source, ER Enhancement Funding, which has been allotted to provide incentives for the more experienced workers to both stay with the Agency, and actively seek to work in the Emergency Response Unit.

The Tulare County ILT and IEAC will seek technical assistance to maximize the acquisition of prevention funding and to utilize strategies such as cross-sector blending and braiding of funds to ensure sustainability. These funds can come from federal, state, or local funding sources.

Tulare County anticipates leveraging the current existing infrastructure and redirecting the cost savings once families that used to be served through Child Welfare Services have their needs met in the community without CWS or Probation intervention.



Additionally, Tulare County anticipates maintaining sustainability once CWS CARES goes live by seeking Title IV-E reimbursement for the provision of services for eligible candidates.

One barrier to sustainability identified by Tulare County is the fact that it is unknown when funding such as the Title IV-E funding will be available, and the fact that at this time, funding such as the Block Grant is only guaranteed for a limited amount of time. Sustainability will depend on Title IV-E funding becoming available and/or time-limited funding continuing.

## **12 – Assurances**

### **Family First Prevention Services (FFPS) Program Assurances**

#### **County of Tulare**

These assurances must be submitted by local child welfare services (CWS) and probation agencies that opt into the FFPS Program and are a required component of the local comprehensive prevention plan (CPP). These assurances will remain in effect unless changed by the submission of updated assurances or an updated CPP. Any changes to the local CPP must include resubmission of these assurances.

#### **Title IV-E Prevention Program Reporting Assurance**

In accordance with section 471(e)(5)(B)(x) of the federal Social Security Act and California Welfare and Institutions Code (WIC) section 16587(d)(9), Tulare County Child Welfare Services and Tulare County Probation Department are providing this assurance, consistent with the local CPP and the California Title IV-E Prevention Services State Plan, to collect and report to the CDSS information and data required for the FFPS Program, including all information and data necessary for federal financial participation, federal reporting, to determine program outcomes, and to evaluate the services provided. This includes, but is not limited to, child-specific information and expenditure data.

#### **Child Safety Monitoring Assurance**

In accordance with section 471(e)(5)(B)(ii) of the federal Social Security Act and California WIC sections 16587(d)(7)-(8), Tulare County Child Welfare Services and Tulare County Probation Department assures it will provide oversight and monitoring of the safety of children who receive services under the FFPS Program, including periodic risk assessments throughout the period of service delivery. If the local child welfare and/or probation agency determines the child's risk of entering foster care remains high despite the provision of the services, the agency assures that it will reexamine the child's prevention plan during the 12-month period. In the case of an Indian child, the agency assures the assessments, and any reexamination of the prevention plan will be conducted in partnership with the Indian child's tribe.

#### **Workforce Development and Training Assurance**

In accordance with section 471(e)(5)(B)(viii) of the federal Social Security Act, the Tulare County Child Welfare Services and Tulare County Probation Department assures it will adhere to the FFPS training plan as outlined in the California Title IV-E Prevention Services State Plan, and ensure caseworkers within both the community and Title IV-E pathways under the FFPS program are supported and trained in assessing what children and their families need, connecting to the families served, knowing how to access and deliver the needed trauma-informed and evidence-based services, overseeing and evaluating the continuing appropriateness of the services, and all foundational requirements, including understanding how the requirements of the federal Indian Child Welfare Act (ICWA) and implementing state law intersect with prevention services provided through the community based and Title IV-E pathways.

#### **Trauma-Informed Service Delivery Assurance**

The Tulare County Child Welfare Services and Tulare County Probation Department assures that in accordance with section 471(e)(4)(B) of the federal Social Security Act and California WIC section 16587(d)(6), each service in the CPP provided to or on behalf of a child is provided under an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma, including historical and multigenerational trauma, and in accordance with recognized principles of a trauma-informed approach and trauma-specific interventions to address trauma's consequences and facilitate healing.

#### **Model Fidelity for Evidence-Based Programs and Continuous Quality Improvement Assurance**

In accordance with section 471(e)(5)(B)(iii)(II) of the federal Social Security Act and California WIC sections 16587(d)(10) and 16587(d)(11)(A), the Tulare County Child Welfare Services and Tulare County Probation Department assures that services provided in the CPP will be continuously monitored to ensure fidelity to the practice model, to determine the outcomes achieved, and to refine and improve practices based upon information learned, using a continuous quality improvement framework, developed in accordance with instructions issued by the CDSS. The agency agrees to participate in state level fidelity oversight, evaluation, and coordination to determine the effectiveness of a service provided under the FFPS program.

#### **Advancement of Fairness and Equity Strategies Assurance**

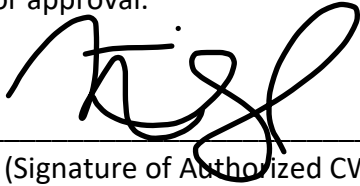
In accordance with the Governor's Executive Order N-16-22, and consistent with California Title IV-E Prevention Services State Plan, the Tulare County Child Welfare Services and Tulare County Probation Department assures the advancement of fairness and equity strategies that can address systemic and institutional racism. The implementation of interventions, services and supports should be equitable, culturally responsive and targeted to address disproportionality and disparities experienced by black, indigenous, and people of color, as well as lesbian, gay, bisexual, transgender, queer and plus (LGBTQ+) children and youth.

#### **Assurance of Coordination with Local Mental Health**

In accordance with section 471(e)(10)(C) of the federal Social Security Act and California WIC section 16588(f)(3), the Tulare County Child Welfare Services and Tulare County Probation Department assures the establishment of a joint written protocol, based on the model developed by the CDSS and Department of Health Care Services for use among the child welfare agency, probation department, behavioral health agency, and other appropriate entities to determine which program is responsible for payment, in part or whole, for a prevention service provided on behalf of an eligible child.

**Assurances Signatures**

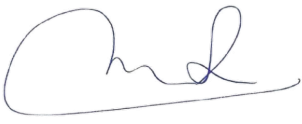
Signature: These assurances must be signed by the official with authority to sign the CPP and submitted to the CDSS for approval.



11/8/23 (Date)

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(Signature of Authorized CWS Representative)

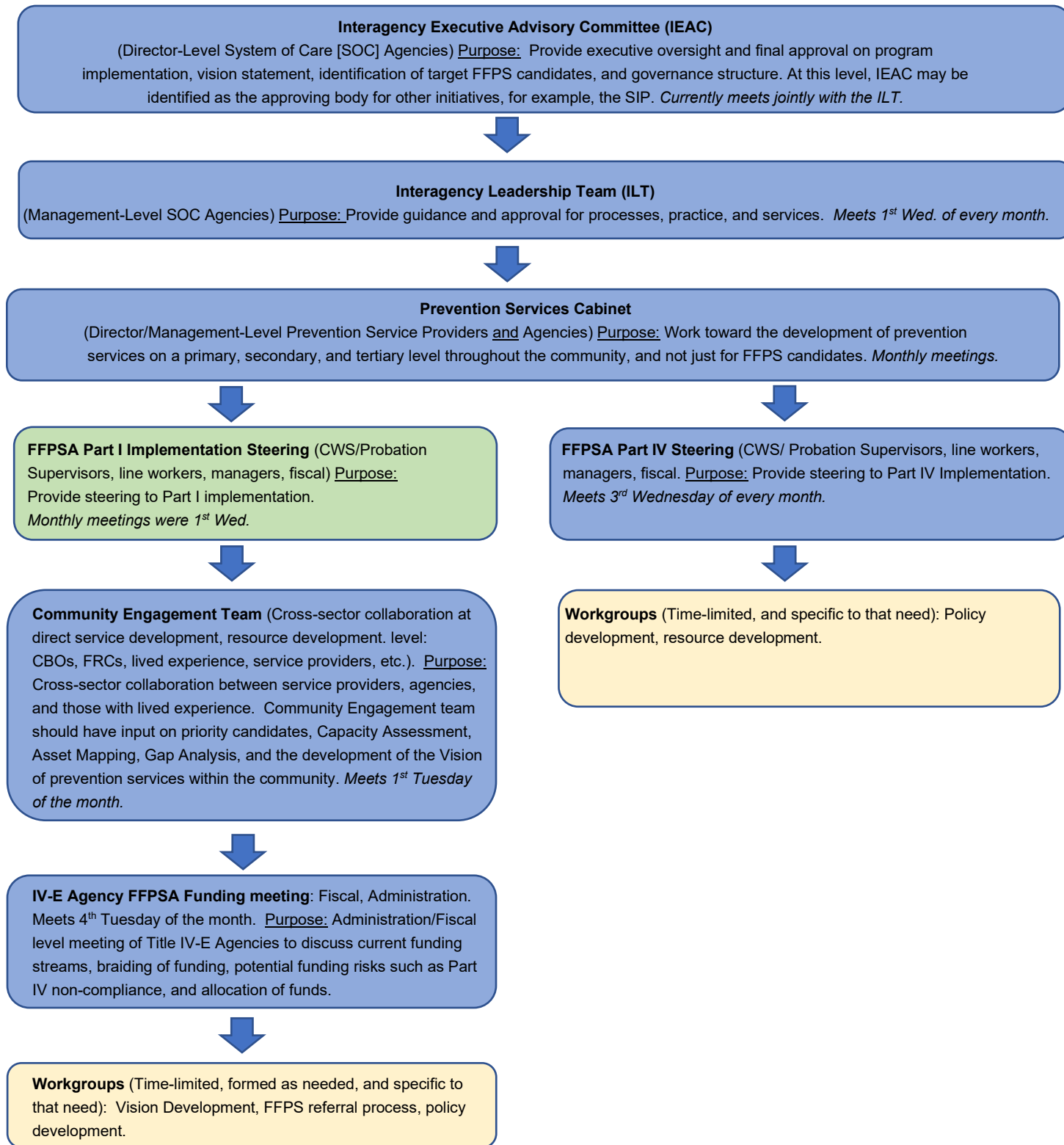


11/08/2023 (Date)

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(Signature of Authorized Probation Representative)

# Tulare County FFPS Governance Structure (Approved 03/01/2023)



- Meeting has been established and is meeting regularly.
- Meeting has not been fully established or need to be reestablished due to attrition.
- Meeting may have been established and concluded or to be established when needed.

\* Full list of Committee members are on pages 3 and 4

## **Tulare County FFPS Governance Structure (Approved 03/01/2023)**

### Duties and Responsibilities:

Interagency Executive Advisory Committee: Provide executive oversight and final approval on program implementation, vision statement, identification of target FFPS candidates, and governance structure. At this level, IEAC may be identified as the approving body for other initiatives, for example, the SIP.

Interagency Leadership Team: Provide guidance and approval for processes, practice, and services.

Prevention Services Cabinet: Work toward the development of prevention services on a primary, secondary, and tertiary level throughout the community, and not just for FFPS candidates.

FFPSA Part I Steering Committee: Consisting of Title IV-E Agency toward the development of the Part I implementation, including services, referral process, candidate identification, policy, and discuss how practice will be affected at the direct service level. Suggestions and decisions are reported up to the ILT for approval or approval and submission to the IEAC for final approval.

Community Engagement Team: Cross-sector collaboration between service providers, agencies, community-based organizations, advocacy groups, and those with lived experience. Community Engagement team should provide input on priority candidates, Capacity Assessment, Asset Mapping, Gap Analysis, and the development of the Vision of prevention services within the community. Suggestions and decisions are reported to the Steering Committee or to the ILT for approval or approval and submission to the IEAC for final approval. Example: Community Engagement created the Vision, Mission, and Values. This was sent to the ILT for feedback, revised and approved by the ILT, and received final approval by the IEAC on 3/1/2023.

FFPSA Funding Meeting: Administration/Fiscal level meeting of Title IV-E Agencies to discuss current funding streams, braiding of funding, potential funding risks such as Part IV non-compliance, and allocation of funds.

## Tulare County FFPS Governance Structure (Approved 03/01/2023)

Committee Members:

IEAC: AB 2083 System of Care MOU identifies the following as IEAC members –

<ul style="list-style-type: none"> <li>• Deputy Director of CWS</li> <li>• Deputy Director of Mental Health</li> <li>• Chief Probation Officer</li> <li>• Assistant Superintendent of TCOE</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director or designee of CVRC</li> <li>• Director of CASA</li> <li>• Social Service Director of the Tule River Tribe</li> </ul>
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ILT: AB 2083 System of Care MOU identifies the following as ILT members –

<ul style="list-style-type: none"> <li>• CWS Manager or designee</li> <li>• Mental Health Manager or designee</li> <li>• Probation Manager, or designee</li> <li>• TCOE Foster Youth Services Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• CVRC Program Manager, or designee</li> <li>• CASA Manager or designee</li> <li>• Social Service Director of the Tule River Tribe or designee</li> </ul>
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Prevention Services Cabinet: Members include management/administration levels of:

<ul style="list-style-type: none"> <li>• CWS</li> <li>• Mental Health</li> <li>• Probation</li> <li>• Tulare County Child Abuse Prevention Cabinet (CAPC)</li> <li>• Community-Based Organizations (CBOs)</li> </ul>	<ul style="list-style-type: none"> <li>• Tule River Tribe</li> <li>• Office of Education</li> <li>• Parent Partners</li> <li>• TulareWORKS</li> <li>• CWS Analysts/Administrative Specialists.</li> </ul>
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Part I Steering: Members are Title IV-E Agency internal members including:

<ul style="list-style-type: none"> <li>• CWS Policy and Program (P&amp;P) Specialists working with Part I implementation</li> <li>• CWS Administration Team</li> </ul>	<ul style="list-style-type: none"> <li>• CWS and Probation Managers and/or Supervisors</li> </ul>
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Part IV Steering: Members are Title IV-E Agency internal members including:

<ul style="list-style-type: none"> <li>• CWS P&amp;P Specialists working with Part IV implementation</li> <li>• CWS Administration Team</li> <li>• Mental Health representative</li> <li>• Probation Placement Unit Supervisor</li> </ul>	<ul style="list-style-type: none"> <li>• CWS Specialized Care Team Supervisor and Manager</li> <li>• CWS Family Advocate/Clinical Manager</li> </ul>
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## Tulare County FFPS Governance Structure (Approved 03/01/2023)

Committee Members:

Community Engagement Team: Cross-sector collaboration requires the following members to be included:

<ul style="list-style-type: none"> <li>• Child Abuse Prevention Council (CAPC)</li> <li>• Child Welfare Agency</li> <li>• Probation Department</li> <li>• Tribal Representation</li> <li>• Office of Education</li> <li>• Behavioral Health Department</li> <li>• Non-Profit/Community-Based Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Family Resource Centers</li> <li>• Foster Family Agencies</li> <li>• Youth Leader (Lived Expertise)</li> <li>• Parent Leader (Lived Expertise)</li> <li>• Former Foster Youth</li> <li>• Foster youth currently (18+THP)</li> </ul>
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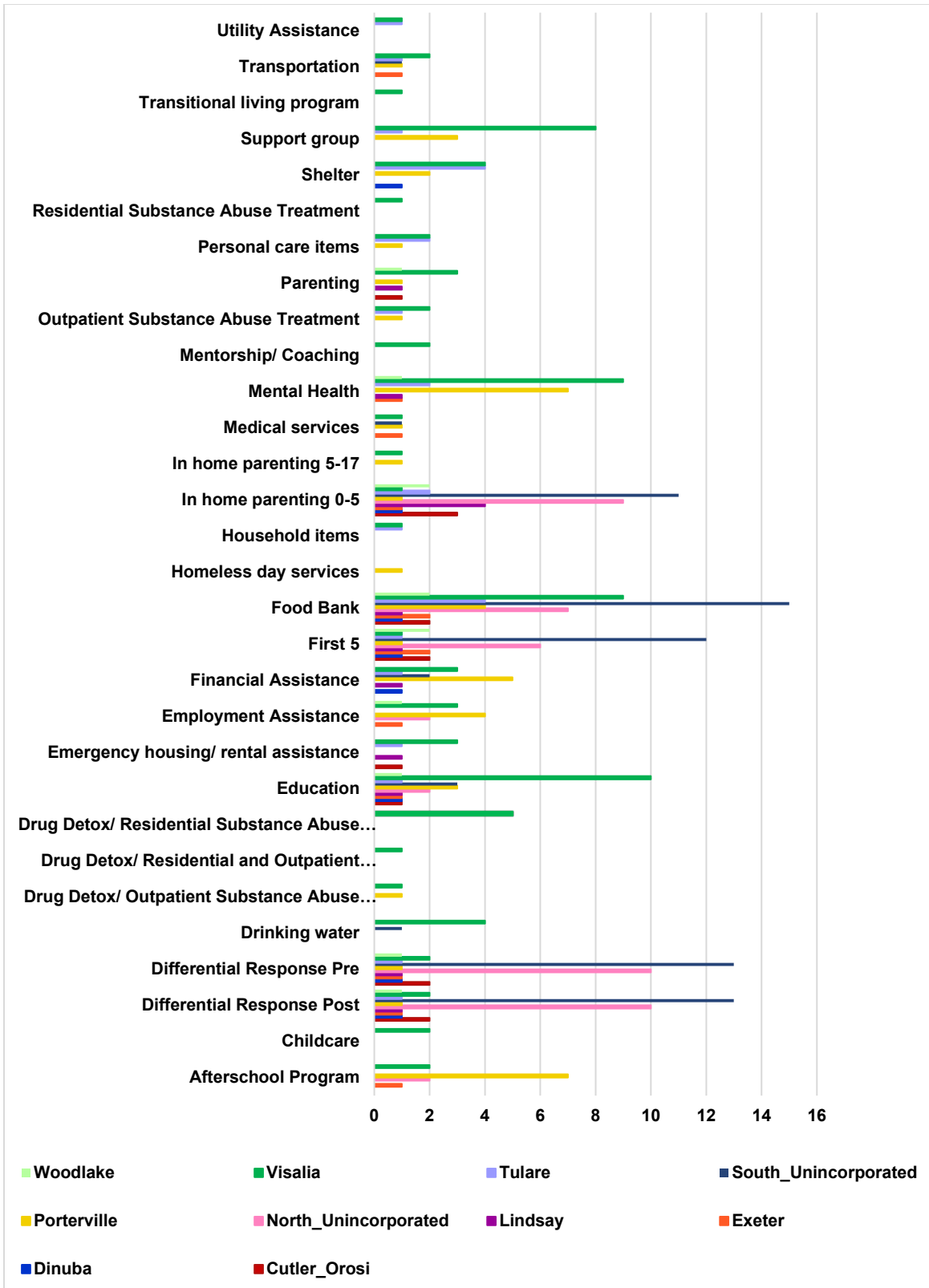
*Additional members can include - System of Care partners, Private Organizations, Evidence-Based Program Provider/Purveyor Program Evaluator, Faith-Based Institutions, First 5, Public Health Department, Public Assistance Department, District Attorney’s Office, Early Childhood Programs, Housing Department/Authority, Homeless programs, Local Regional Centers, Local Offices of Employment/Career Centers, Local Vocational Training Centers/Community Colleges, and any others identified by the collaborative.*

Funding Meeting: Members include:

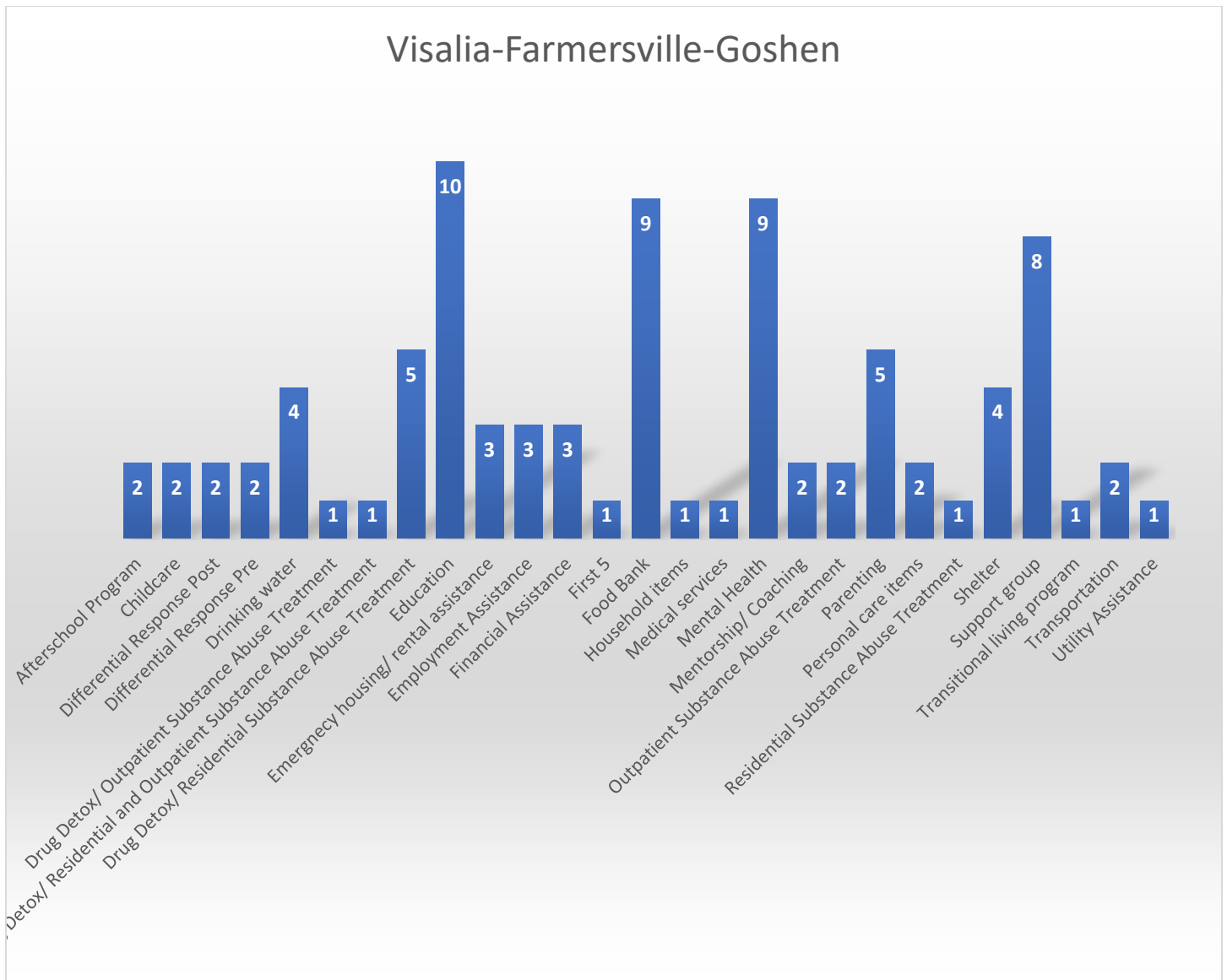
<ul style="list-style-type: none"> <li>• CWS P&amp;P Specialists assigned to FFPSA and other initiatives that have new funding sources</li> <li>• Probation Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• CWS Administration Team</li> <li>• CWS Executive Leadership</li> </ul>
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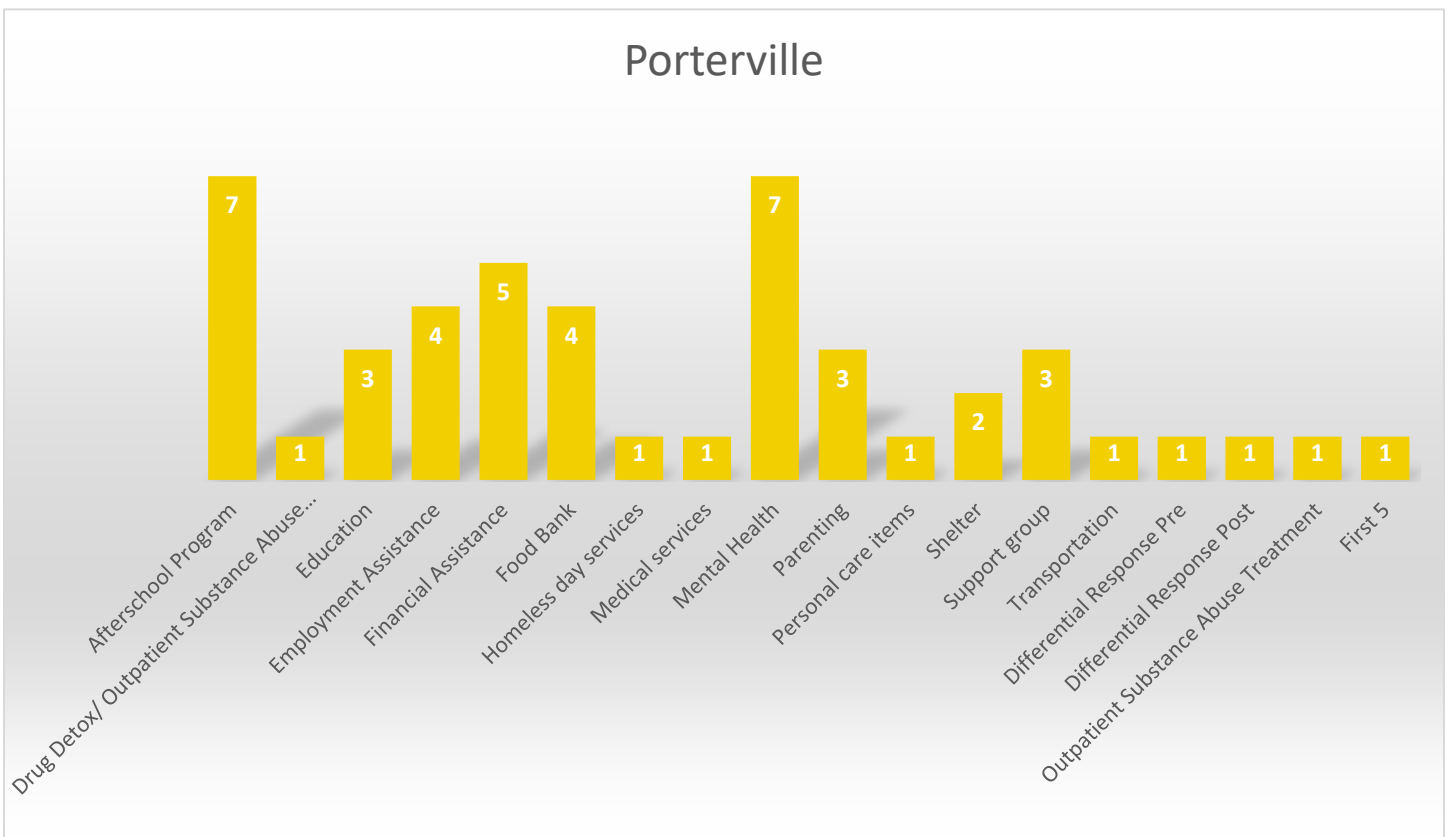
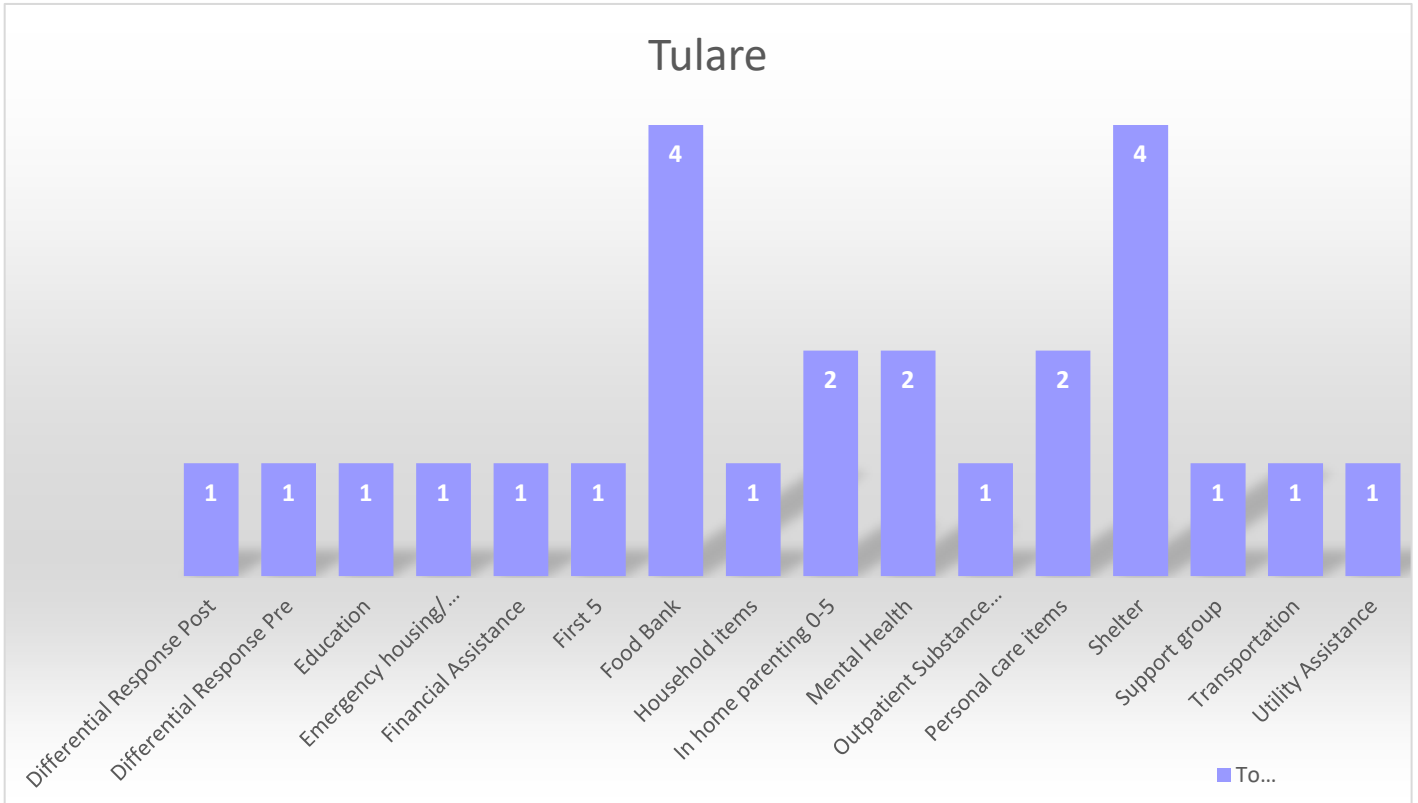


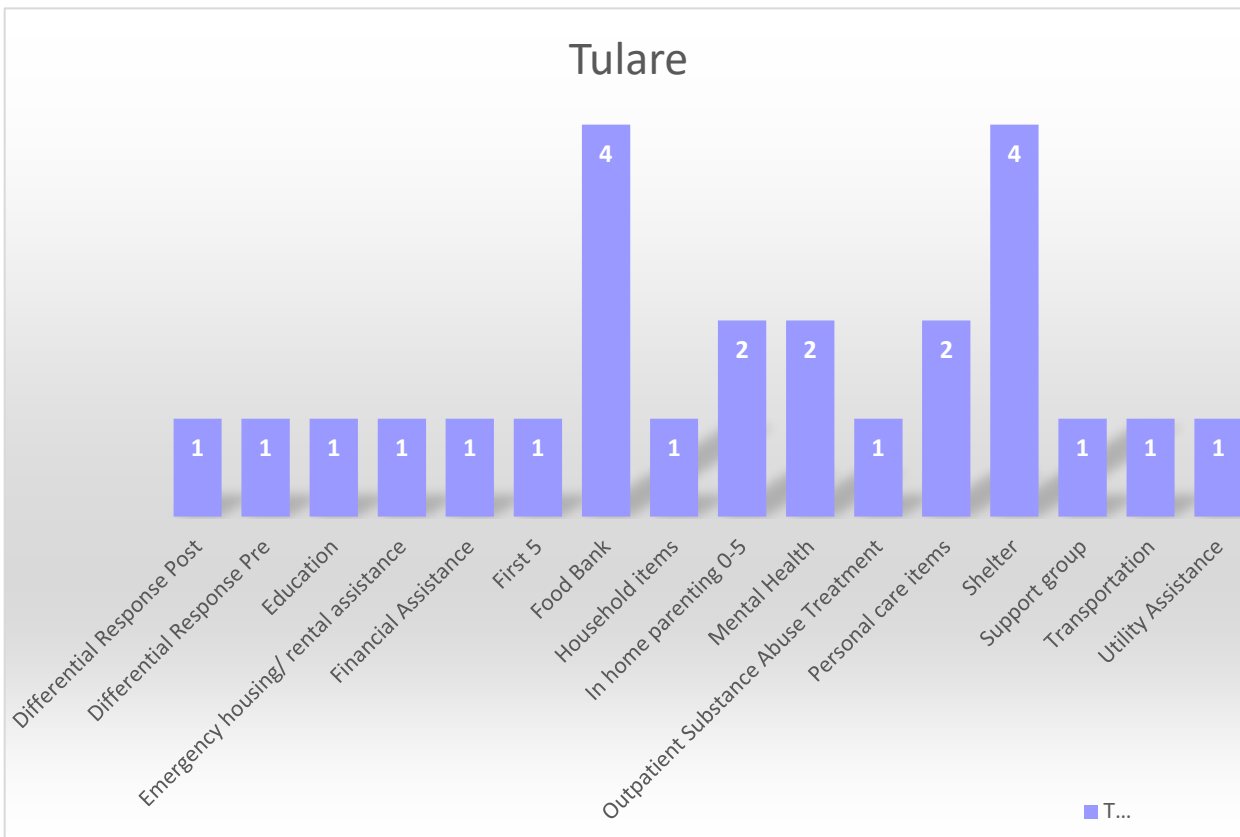
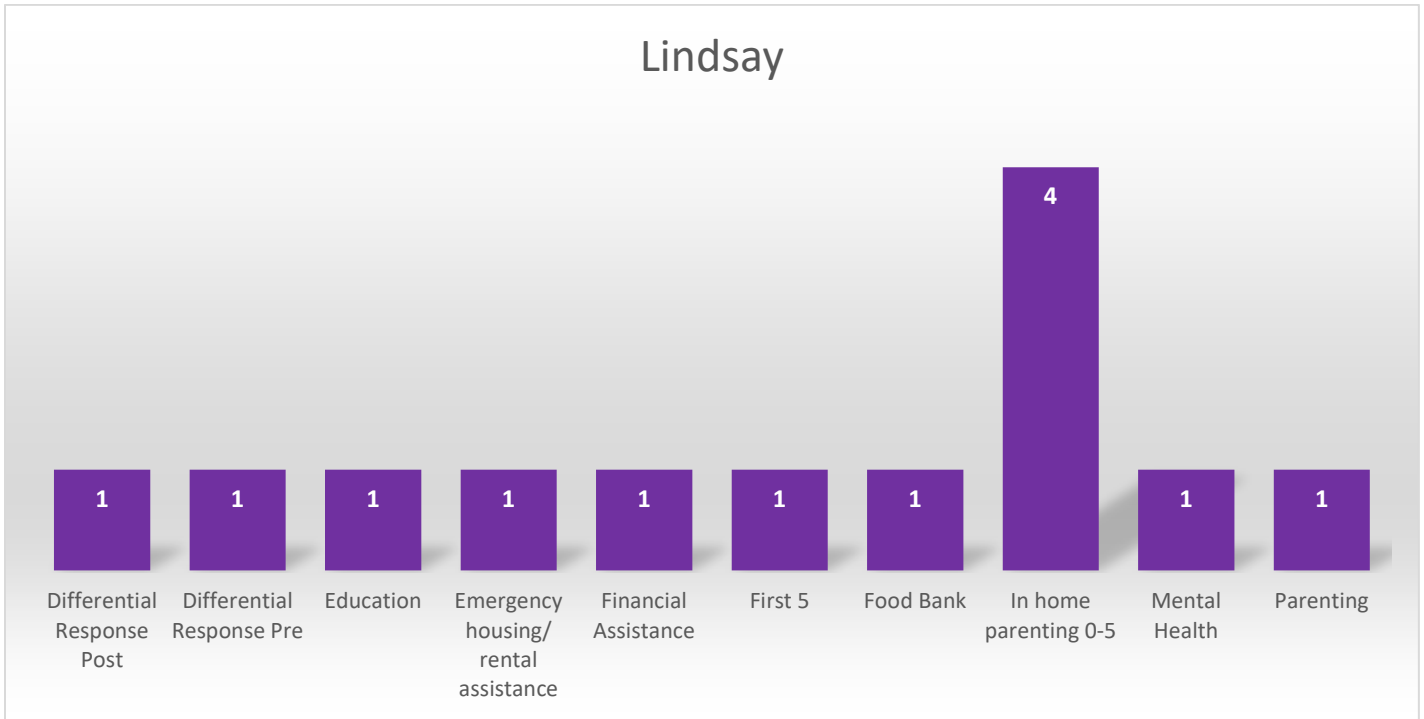
## Tulare County Asset Map



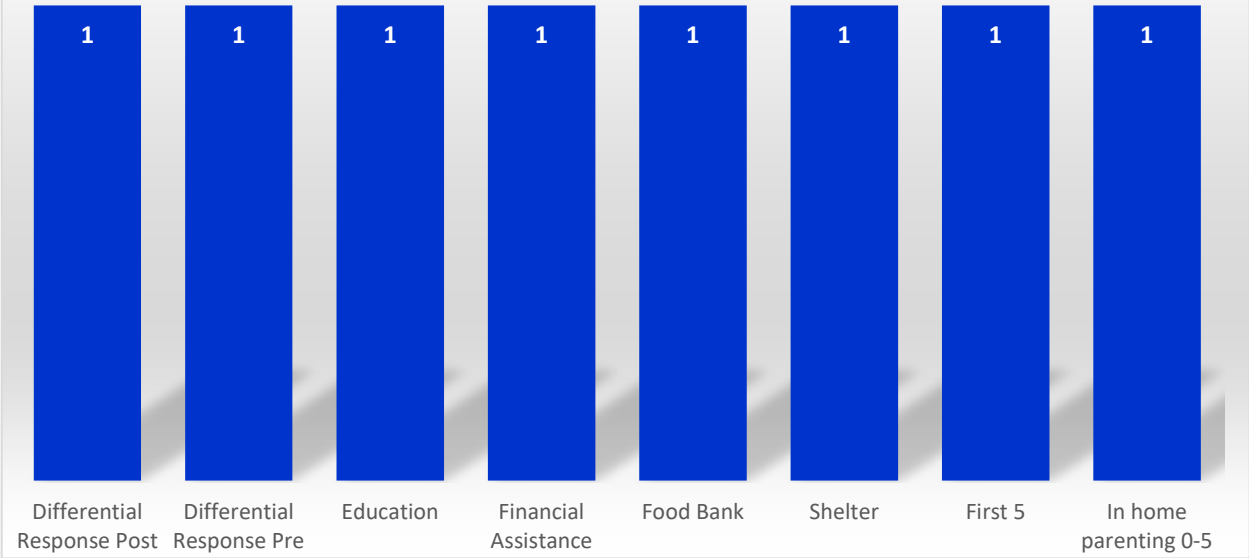
### Asset Maps by city





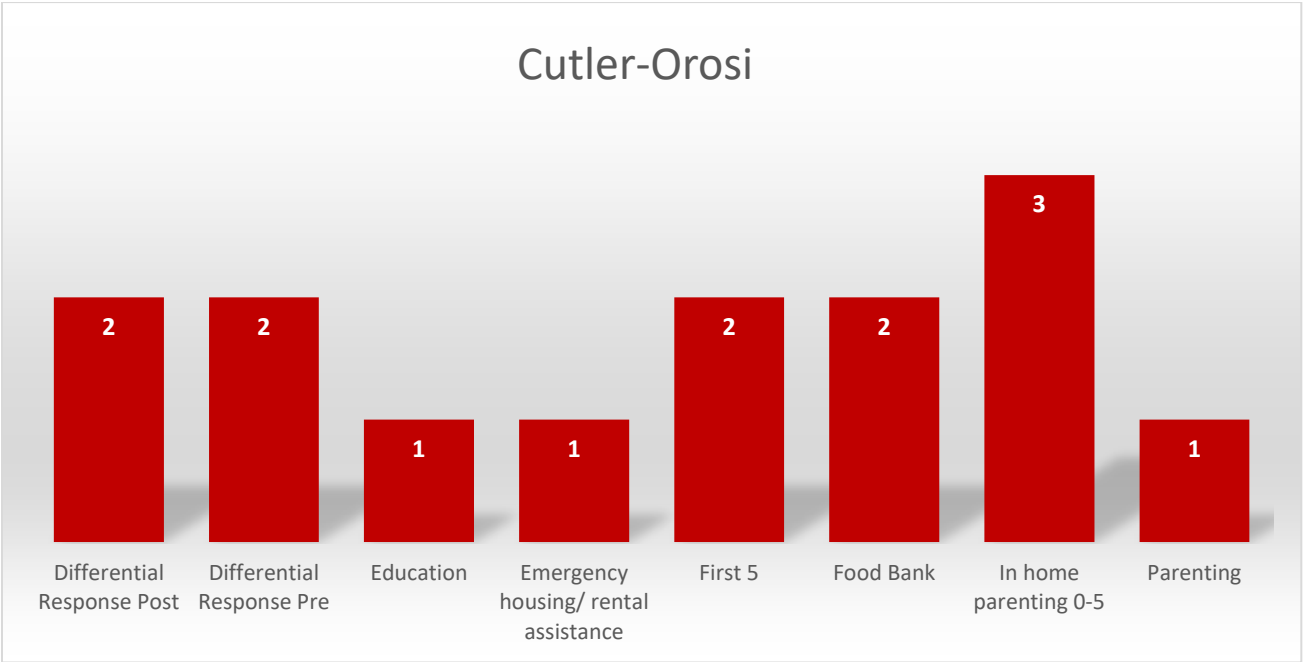


### Dinuba Chart

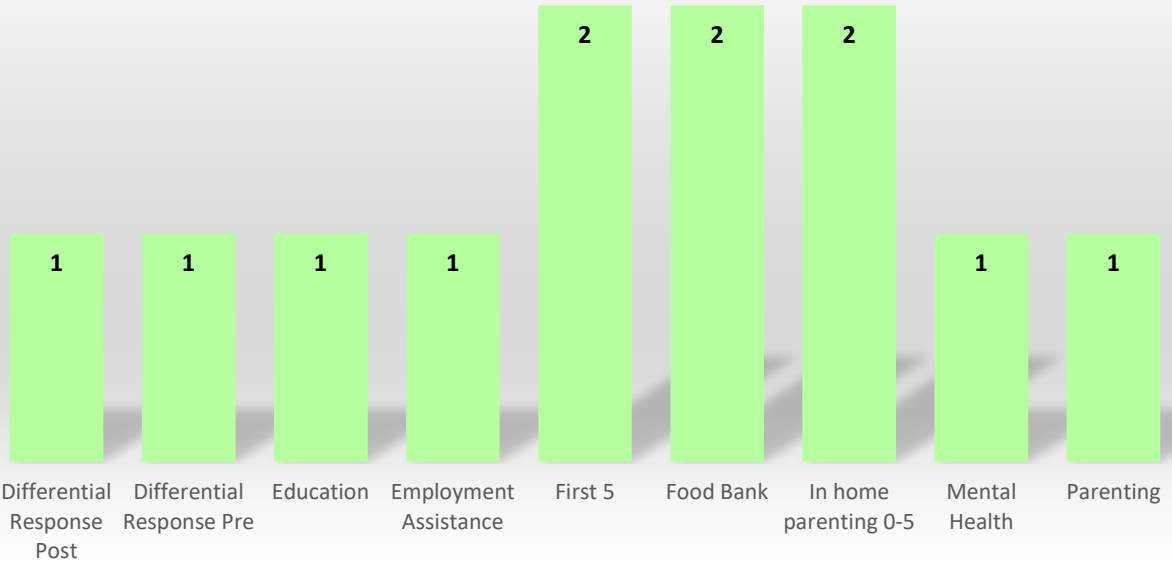


ATTACHMENT 2

### Cutler-Orosi

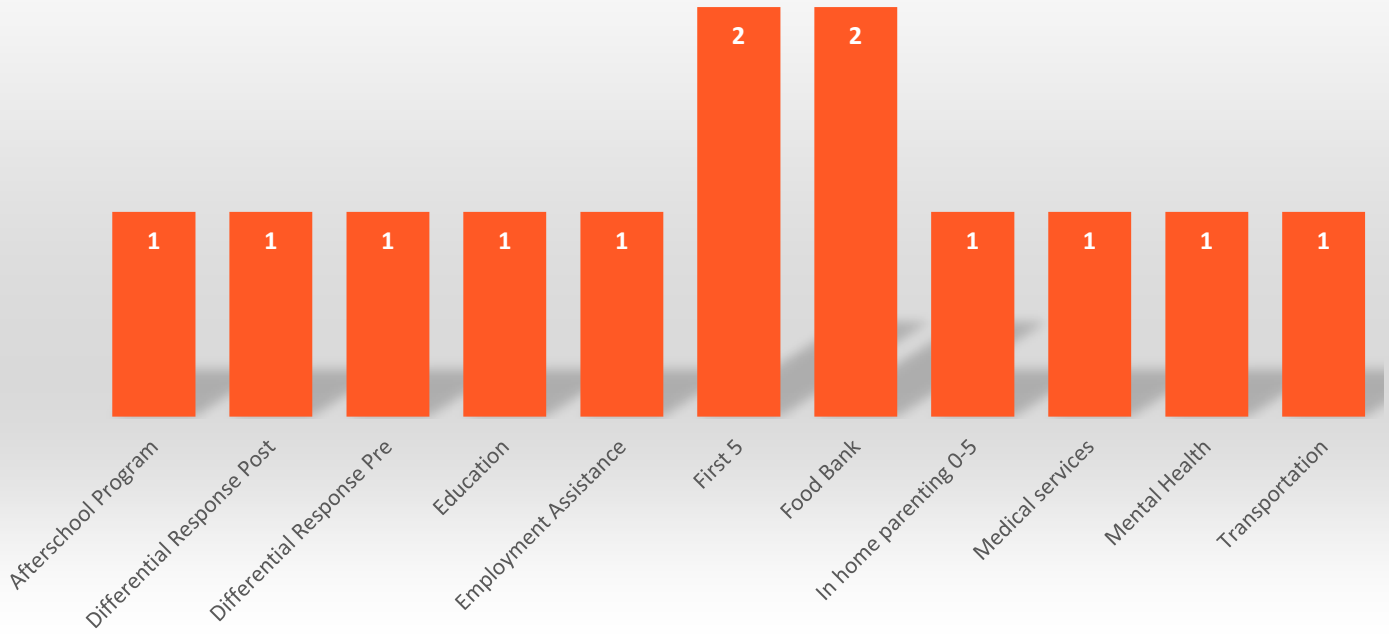


# Woodlake



ATTACHMENT 2

## Exeter



## North Unincorporated Areas

