

# **Best Practice Guidelines for California's Child Abuse Prevention Councils**

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## Dear Community-Based Prevention Partners,

Recently, the Office of Child Abuse Prevention (OCAP) asked the Strategies 2.0 partnership to develop a Best Practice Guidelines manuscript to bring clarity to Child Abuse Prevention Councils (CAPCs) in their role as the catalyst, convener and coordinator of prevention efforts at the county level. As OCAP's Chief, my team and I determined this is a timely effort given the renewed energy in child abuse prevention, on a national and statewide level.

With the intention of ensuring that child well-being is prioritized in county child abuse prevention planning efforts, the OCAP worked in partnership with the County Welfare Directors Association (CWDA) and Strategies 2.0 to plan and lead a historic Prevention Summit in January 2019 that brought together teams from twenty-two (22) counties to engage in prevention action planning. To participate in the Summit, the County CAPC Director and the County Child Welfare Director committed to a cross-system team being in attendance for collaborative prevention planning. Tools provided to the participating teams included the OCAP Prevention Framework that defines the levels of prevention (see page 30), county-specific Data Dashboards that focused on the social determinants of health and allowed counties to compare their data with statewide averages, and a Prevention Planning Template to guide the development of a countywide prevention plan.

Following the Prevention Summit, participants asked that the OCAP continue to support their prevention planning guidance on roles, tools to accelerate the work, and opportunities to continue to talk to and learn from each other. Counties who could not attend the Summit also urged that the same resources and tools be extended to them. These best practices guidelines for CAPCs are offered to clarify and support their central role. This manuscript has been informed by examples of excellence and innovation across the state.

In the following pages you will find expanded definitions of the roles of CAPCs, the foundational capacity required to fulfill each role, and tools and resources that can be used effectively to fulfill each working role. It is my hope that this Best Practices Guidelines manuscript will unify our collective prevention efforts by building common language and approaches.

Thank you for joining me in advancing the movement to make child abuse prevention the priority in California!

Sincerely,



Angela Ponivas, Chief  
The Office of Child Abuse Prevention  
California Department of Social Services



# Making Prevention the New Norm:

## CAPC Best Practice Guidelines

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Child Abuse Prevention Councils (CAPCs) are the catalyst, convener and coordinator of the county-wide approach to prevention of child abuse. Each CAPC is working to establish foundational capacity to assume its leadership role and move the local prevention agenda forward. CAPCs are supported by a wide array of working tools provided by the Office of Child Abuse Prevention (OCAP), including a definition of the levels of prevention<sup>1</sup> and these Best Practice Guidelines.

CAPCs have a strong, rich history of “moving the needle” towards prevention in ways that repeatedly demonstrate the value of “communities in unity”, since no one system or entity is solely capable of preventing child abuse, while promoting health and well-being of children, families and communities. The Strategies 2.0 partnership developed this Best Practice Guidelines Issue Brief<sup>2</sup> as a resource offered by the OCAP, placing a greater focus on primary and secondary prevention efforts in California. Specifically, the goal is to lift up CAPC leadership in catalyzing, convening, and coordinating a network for primary and secondary child abuse prevention.

### **CAPC Study: Identifying Best Practices**

Strategies 2.0 consulted with members of its Champions Coalition, as well as national and statewide leaders in prevention to identify CAPCs in California that are doing innovative work now, were reported as innovators in the OCAP 2005 Best Practices Guidelines, and/or would bring diversity to the mix. To inform these updated Best Practice Guidelines, we invited 22 CAPC leaders to engage in a 30 to 45-minute key informant interview to learn more about their leadership style, the tools and resources they find helpful in supporting their work, and successes and challenges they have experienced. The Best Practice Guidelines that follow are based on CAPC directors generous sharing of what actions they are taking to achieve results, and to begin to make the prevention of child abuse and neglect the new norm.

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<sup>1</sup> <http://cdss.ca.gov/inforesources/OCAP/Resources>

<sup>2</sup> This document includes many links to resources which are best accessed when electronic version is used.

## Twenty (20) counties accepted our invitation to participate.

Together they bring geographic, size, and infrastructure diversity and are considered representative of the state of California as a whole. One limitation, however, is relatively low representation by small, rural counties. The participating counties by region are identified in *Figure 1*.

The key informant interviews were conducted telephonically by the Strategies 2.0 CAPC Project Team. CAPC directors' responses were documented by county. Later, responses by item across counties were placed into a spreadsheet for comparability and content analysis. The section that follows summarizes the findings, and then details the role of CAPCs, what must be in place (foundational capacity) to fulfill each role, the best practices that demonstrate actions and activities, and finally presents working tools to expand knowledge and capacity.

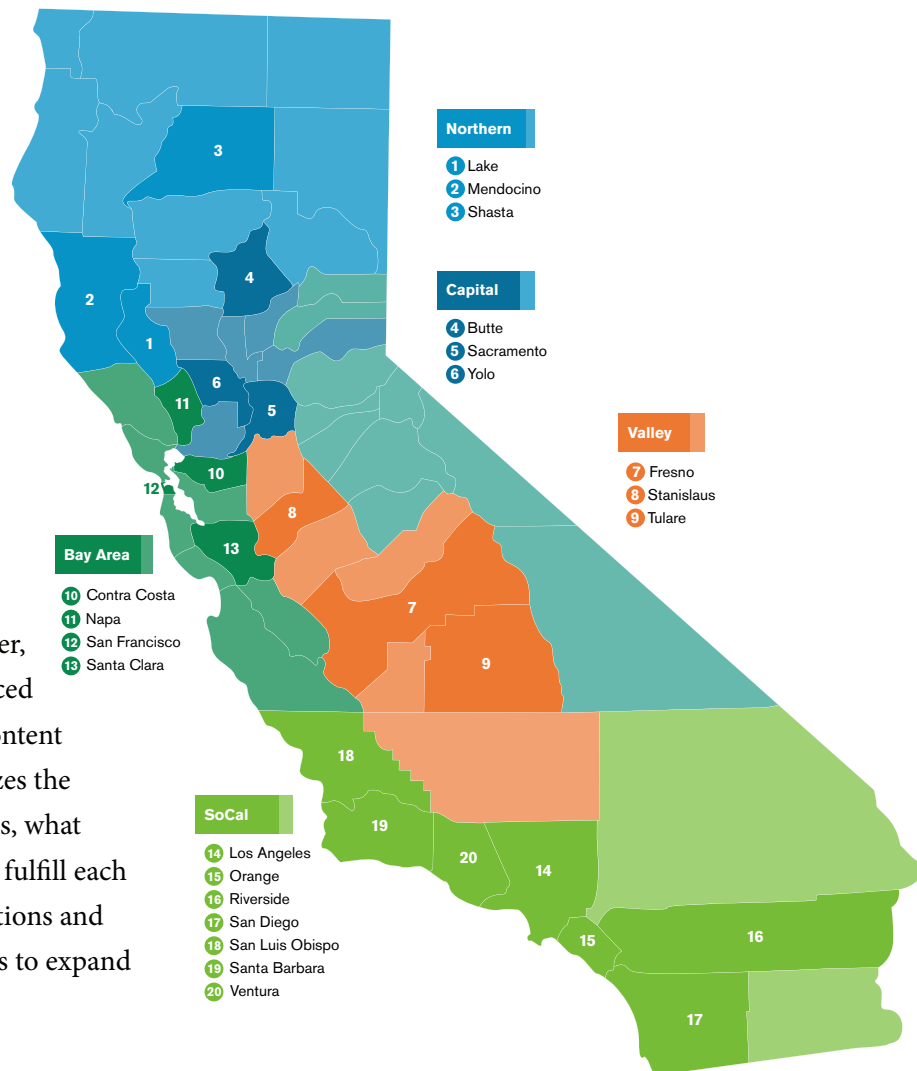


Fig. 1

## Study Results: Landscape of California CAPCs

For over 50 years, Child Abuse Prevention Councils have led the way in the effort to prevent child abuse and neglect in every county in the state. California CAPCs continue to be among the finest in the nation. Several CAPCs in California were in existence prior to the legislation that established them nationwide and served as a model for their development. The CAPCs in both San Diego and Sacramento were birthed through the leadership and inspiration of two of the fathers of modern child protection: C. Henry Kempe<sup>3</sup> M.D. and Ray Helfer<sup>4</sup> M.D.

<sup>3</sup> **C. Henry Kempe**, M.D., was a pediatrician and the first in the medical community to identify and recognize child abuse. In 1962, Kempe and Brandt F. Steele published the paper, "The Battered Child Syndrome." Publishing this paper led to the identification and recognition by the medical community of child abuse.

<sup>4</sup> **Ray Helfer**, M.D., is considered the "father" of children's trust and prevention funds, due to his conceptualization of special funds that could be used to direct efforts towards the prevention of child abuse and neglect.

## Best Practices for Excellence and Sustainability in CAPC Leadership:

### CAPC Directors/Coordinators

The tenure of CAPC Directors who were interviewed for this project ranges from 2 weeks to 21 years. Although the average number of years as a CAPC Director is nine (9), almost a quarter (25%) have served as their county's CAPC Director for 15 + years while 41% have been in their role less than five (5) years. This is a compelling mix that brings both continuity and field-tested insight and experience, as well as an infusion of new ideas and methods to strengthen the work.

### CAPC Structure and Governance

Child Abuse Prevention Councils (CAPCs) of California are community councils appointed by the county Board of Supervisors whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse (C-CFSR Manual, page 60). The structure and governance through which CAPCs carry out this responsibility is varied; each CAPC is organized to address the needs and organizational culture of their respective county. The following models of CAPC organizing structures are identified in the Welfare and Institutions Code 18983.5:

#### **A** Independent Organization within County Government

These CAPCs are embedded within county government entities which include, but are not limited to, a commission appointed by the Board of Supervisors, Health and Human Services, Child Welfare Services, or the County Office of Education. Most CAPCs organized in this way have established bylaws, or membership agreements that delineate governing roles and relationships. Membership typically includes a diverse mix of representatives from county agencies and other local stakeholders (i.e., community providers and family members with lived experience).

*CAPC Directors who are new to the role benefit from orientation and mentoring by established CAPC Directors. Seek input from CAPC Directors in counties of similar size and diversity and who's CAPC has a similar operating structure.*

*Succession planning is vital to the continuity of the CAPC's influence. Senior CAPC Directors actively develop leadership skills in staff (especially those with lived experience) with a view towards transitioning the role of director at the appropriate time.*

**B Incorporated as a Nonprofit Corporation** – Many CAPCs have elected to utilize a non-profit model (i.e., 501c3) as this allows flexibility in fundraising and is consistent with the nonprofit’s existing mission. These community-based organizations are governed by a Board of Directors and supported by an executive director or other leading administrator. While some CAPCs provide direct services and resources to families and the community (such as Family Resource Centers that operate as the county’s CAPC), others do not engage in direct services based on their intent to avoid the appearance of competition for funding with their members. (At least one CAPC structured in this way is an operating foundation.)

**Both Models are Effective** – Although the CAPCs utilizing these operating structures function with slight differences and experience unique advantages, both models allow the CAPC to effectively meet the requirements for CAPCs as specified in the California Welfare and Institutions Code. All county CAPCs, regardless of the model they employ, are supported by an OCAP County Consultant, as well as an OCAP County Liaison. In short, the OCAP Consultant’s primary role is to support systems change towards a greater investment in prevention. The OCAP County Liaison is designated by the county and either works within or is a coordinating partner with CWS. (For more information please refer to ACIN I-65-19.)

**CAPC Coalitions** – In addition to coordination of prevention efforts within their respective county, several CAPCs throughout California have formed regional coalitions. This allows for a shared opportunity for learning exchange, spread of best practices, and joint resource development.

*The Greater Bay Area Child Abuse Prevention Council Coalition represents ten counties coordinating resources, advocating for public policy, producing conferences, and sharing best practices. Each of the ten Child Abuse Prevention Councils in this coalition is a resource and referral agency. The councils work with public and private agencies to prevent child abuse and also hold free mandated reporter trainings throughout the Bay Area.*

## Best Practices for CAPC Structure and Governance:

- 1 Establish by-laws or other operating documents, such as a CAPC Operations Manual that clarifies structure, accountability and decision-making method(s).
- 2 Ensure structure and governance support the fulfillment of WIC requirements by a broad public/private coalition of engaged cross-system partners.
- 3 Be clear with all partners regarding whether the CAPC will provide direct service activities; as well as how the CAPC will coordinate resource development/funding with its members.
- 4 Actively participate in and contribute to a regional CAPC coalition to share successes and challenges, building on what is working and sharing responsibility for expanding a region-wide prevention focus.

## Membership

The WIC Code governing CAPCs 18982.1 encourages membership and participation from a broad-based set of cross-system, community and family partners. This includes, but is not limited to:

**Public Child Welfare Services (CWS):** county welfare department, children's services, probation, and licensing

**Criminal Justice:** law enforcement, district attorney's office, courts, and the county coroner

**Prevention/treatment service community:** medical and behavioral health services, community-based organizations, Family Resource Centers, public/private schools and universities

**Community and Family representation:** volunteers, civic organizations, foundations, persons with lived experience, and faith-based groups.

## Funding for CAPCs

Per the California Welfare and Institutions Code (WIC) Chapter 12.5 Section 18980, each county is expected to fund their CAPC from the county's Children Trust Fund. (In the event the county has not established a children's trust fund, the Board of Supervisors may apply for funds from the State Children's Trust Fund.) A county may also utilize their Child Abuse Prevention, Intervention,

and Treatment (CAPIT) program, Promoting Safe Stable Families (PSSF), Community-based Child Abuse Prevention (CBCAP) program or Kids Plate funds to financially support their CAPCs. (Note that CBCAP funds are based on birth certificate fees.) Generally, the OCAP allocation of these funds goes to the counties through Child Welfare Services (CWS); CWS decides how to administer the funds at the local county level.

Additional sources of funding for CAPCs include county General Fund allocations, contributions from foundations or individuals, and joint application for state and/or federal grants. Two recent comprehensive approaches directed through the OCAP using CBCAP funding include:

**Innovative Partnerships** that are intended to increase collaboration between county child abuse prevention councils and child welfare

**Community in Unity** that focuses on ground-level collective impact projects

#### Best Practices for CAPC Funding:

- 1 Building collaborative relationships with other public and private entities before a funding opportunity comes up is critical. Partners with strong working relationships where trust is pervasive often inform each other of funding opportunities, engaging in joint resource development where it makes sense to do so.
- 2 A blended, or pooled and diversified approach to funding can help a CAPC maintain continuity in a time of crisis, even when funding from some sources shifts, such as during the coronavirus pandemic of 2020.
- 3 CAPCs must be mission-driven in seeking funding, applying for grant opportunities when the scope of work is aligned with WIC requirements and their mission. Conversely, CAPCs must avoid shifting their mission to accommodate a new funding opportunity that fundamentally changes what the CAPC is intended to do for and with the community.
- 4 Regularly track and communicate data that “makes the case” for prevention.

*The Raise Foundation convenes the Orange County CAPC. The county Board of Supervisors has a service agreement with the Family Services Agency (CWS) to extend funding for the CAPC from the Children's Trust Fund. The FSA contracts with the Raise Foundation and stipulates activities consistent with WIC requirements. Programs and services provided by The Raise Foundation are made possible by funding from the Federal Government, State of California, County of Orange and the Orange County Children's Trust Fund. The Council works through a model of collaboration to achieve its goals and objectives.*

### **CAPC Required Activities per WIC Requirements:** Current and Emerging Trends

The required activities of Child Abuse Prevention Councils (CAPC), along with its focus and responsibilities are specified in the California Welfare and Institutions Code (WIC). Council functions identified in WIC Section 18982.2 include but are not limited to:

**Providing** a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases.

**Promoting** public awareness of the abuse and neglect of children and the resources available for prevention, intervention and treatment.

**Encouraging** and facilitating the training of professionals in detecting, treating, and preventing child abuse and neglect.

**Recommending** improvements in services to families and victims.

**Encouraging** and facilitating community support for child abuse and neglect programs.

As part of the Strategies 2.0 Study to identify CAPC Best Practices, County CAPCs were asked about their achievements in each of these areas. The chart that follows provides a snapshot of current practice, as well as emerging trends based on CAPC input. These practice themes are incorporated in the CAPC Best Practice Guidelines as presented throughout this manuscript.

## CAPC WIC Requirements: Current and Emerging Trends in California

WIC Activity	WIC Requirement(s)	Current Trends	Emerging Trends
Conduct Coordination and Collaboration	“Work with various agencies to coordinate local efforts to prevent and intervene in child abuse and neglect on multiple levels.”	California CAPCs are highly dedicated to coordination and collaboration and see engaging partners in the work as a regular part of their function. They regularly collaborate with other agencies, cross-system providers and new prevention partners.	<p>Since collaboration is such an important component of their work, CAPC Directors are increasingly focused on enhancing relationship-building, forming partnerships, and working with uncommon partners.</p> <p>CAPCs are expanding partnerships to other sectors outside of social and human services, such as business and universities.</p> <p>Establish a “common language” and strategies to improve shared understanding of the mutual benefits of child abuse prevention for each cross-sector partner. (See the Building Community Resilience Toolkit Series developed by Strategies 2.0.)</p>
Convene Public Forum	“Hold meetings or convenings that invite stakeholders and members of the public to comment on child abuse prevention efforts.”	Most CAPC directors rely on monthly (or in some cases quarterly) meetings, as well as annual conferences as primary methods for obtaining public feedback and input.	CAPCs are seeking new ways to engage diverse participants to hear comments on child abuse prevention efforts, with a growing emphasis on cultural sensitivity and the inclusion of youth and family voice. “Real time” input is increasingly provided through social media platforms.
Make Recommendations for Improvement	“Utilize feedback to recommend improvements to the system of services for children and families.”	Some CAPCs already play a key role in developing county prevention plans and bringing constituent voices to the conversation. Many CAPCs participate in Quarterly outcome reviews, County Self-Assessment (CSA) and System Improvement Plan (SIP) development, SIP Progress reports, Child Abuse Prevention, Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) Annual Reports.	<p>CAPCs should know about the CA Child and Family Services Review (C-CFSR) process, which is the basis for CWS planning and priority activities.</p> <p>As a catalyst, the CAPCs should take the initiative to reach out to their county CWS partners to see how the CAPC can support them in the C-CFSR process.</p> <p>County CAPCs should align their activities with Child Welfare Services and other prevention partners to the extent possible.</p>

## CAPC WIC Requirements: Current and Emerging Trends in California

WIC Activity	WIC Requirement(s)	Current Trends	Emerging Trends
Increase Public Awareness (Process)	“Promote awareness of prevention of child abuse and neglect and local resources for intervention.”	Many CAPCS promote general awareness through Blue Ribbon and Pin Wheel Campaigns; some highlight and target specific issues such as, prevention of child sexual abuse, substance abuse prevention, mental health, neglect, and commercial sexual exploitation of children.	<p>CAPCs are looking to promote and maintain public awareness throughout the year, not just in April.</p> <p>CAPCs are building public awareness in ways that engage people in prevention, motivate them to prioritize evidence-informed policies and programs, and take personal responsibility for preventing child abuse and neglect.</p> <p>Working Tools include OCAP's Child Abuse Prevention Social Media Toolkit and the Frameworks Institute.</p>
Dissemination of Information (Materials)	Provide information and materials to community members on prevention of child abuse and neglect.	CAPCs noted consistent messaging across the state is useful, so they are intentional in providing informational materials such as brochures, that were developed by the OCAP and are broadly disseminated.	<p>One trend in getting prevention information out to the public is collaboration with local news media to spread messaging on child abuse prevention.</p> <p>The emerging practice is to consult with partners on messaging in advance and “carry” the message for the partnership.</p> <p>Another emerging trend is to find new outlets for information dissemination such as medical providers or businesses, such as laundry mats, grocery stores, and barber shops/hair salons.</p>
Prevention and Mandated Reporter Training	Encourage and facilitate training of professionals in the detection, treatment, and prevention of child abuse and neglect.	<p>CAPCs utilize a wide variety of no and low-cost training resources, with a strong reliance on those provided at no cost by Strategies 2.0.</p> <p>Mandated Reporter trainings are provided directly or via referral. Thousands of individuals per year are trained by CAPCs as mandated reporters.</p> <p>Though many trainings are still conducted in person, many are now provided online.</p>	<p>Mandated reporter (and other) trainings are most effective when there is a “transfer of learning” process in place. This helps assure retention and application of what is learned.</p> <p>New online learning approaches are being implemented so that participants will not simply “click through” without retaining the information. The California Mandated Reporter Online Training (<a href="https://mandatedreporterca.com/">https://mandatedreporterca.com/</a>) is available for free and includes profession-specific trainings.</p> <p>Multiple CAPCs are now offering a wider variety of trainings focusing on issues before and after reporting, with topics including recognition of early warning signs and providing support “after the crisis.”</p>

## CAPC ROLES and BEST PRACTICE GUIDELINES

Child Abuse Prevention Councils in California have three primary roles, which are interlocking and overlapping:

### 1. Catalyst for Prevention

### 2. Convener of Cross-System Partners

### 3. Coordinator of Countywide Prevention Activities



CATALYST

The role of **catalyst** for prevention is to inspire and promote civic and community engagement in protecting children and preventing maltreatment. CAPCs are in a position to make significant, meaningful change to ensure that the prevention of child abuse remains a consistent priority. In this role, CAPCs serve as a bridge between government and community partners and work closely with individuals who have lived experience to include their voice in policy and practice.



CONVENER

As **conveners**, CAPCs bring traditional and non-traditional partners together to impact the county's child abuse prevention agenda. In a practical way this involves creating a safe, inclusive space and environment for partners to innovate, align and integrate prevention systems and programs. Conveners actively engage members and sustain their active involvement.

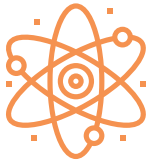


COORDINATOR

CAPCs role as a **coordinator** of countywide prevention efforts is to align the larger prevention effort through public awareness and education. The focus of coordination is the requirements for CAPCs as detailed in the California Welfare and Institutions Code (WIC) Section 18982.1. Coordination of WIC requirements is the CAPC's primary purpose.

Each of these roles must be supported with foundational capacity (i.e., knowledge, skills and resources) necessary to accomplish what each role requires. The following pages lay out the foundational capacity and best practices associated with each role. Examples are provided in order to illustrate what each best practice looks like in implementation. These best practices are offered as a starting place, as innovation brings new ideas and effective approaches.

At the direction of and with guidance from the OCAP, Strategies 2.0 developed an infographic (see page 31) that depicts an overview of the roles of California CAPCs. A copy is available for download here: <http://strategiesca.org/wp-content/uploads/2019/11/CAPC-Roles-Best-Practices-October-2019.pdf>



## Catalyst for Prevention

### Foundational Capacity

**Strong leadership skills** on the part of a CAPC Director is fundamental to building trusted relationships with other leaders. *This enables the CAPC Director to advance the prevention planning process, strengthen working relationships, and maintain a focus on results.*

**Extensive knowledge of prevention and wellness and what it takes to shift policy, systems and practice.** *Professional associations such as the California Family Resource Association (CFRA), as well as Regional Learning Communities help build knowledge and networks.*

**Clear vision, mission and set of values used to guide the CAPC's work.** *This will help CAPCs to ensure they maintain a consistent, cumulative effort over time, rather than pursue new activities or follow funding streams that may be expeditious, but not aligned with their vision.*

### Best Practices

- 1 Take the lead in building capacity and momentum for prevention planning.** This means speaking up and reaching out as often as it takes to spark an ongoing focus and action for prevention. It includes helping to make sure the agendas for related countywide efforts include a focus on prevention.
- 2 Foster shared ownership and responsibility for prevention activities.** CAPCs are committed to intentionally include diverse partners and their voice. On a practical level, it means engaging in dialogue to assess viewpoints and build consensus using research, data, and stories. CAPCs ensure that everyone who wants to play a role is considered important and allowed to do so.
- 3 Build shared understanding of levels of prevention and examples of activities at each level.** Part of this role is to help build common language, so the key reference for defining levels of prevention is the OCAP Framework for the Prevention of Child Maltreatment.
- 4 Actively provide prevention education to elected officials, policy makers, advocates, and the general public.** This involves providing information and advocacy for data-informed decision making, as well as keeping partners informed regarding pending legislation.
- 5 Establish a CAPC strategic plan that addresses community needs and aligns with the direction of Child Welfare and other public and private agencies focused on child, family, and community well-being.** This could involve helping to synchronize countywide prevention activities to minimize redundancy and fill gaps.

## Crafting a Message

The Economics of Child Abuse, a report by Safe & Sound in **San Francisco**, lays out the financial impact of child maltreatment in CA, statewide and by county. It has sparked discussion about the long-term cost of child maltreatment, helping to make the case for why prevention matters.



<https://economics.safeandsound.org/>

CAPCs of the **Greater Bay Area**, developed a Prevention Policy and Advocacy Platform to guide its advocacy efforts based on the Strengthening Families Five Protective Factors. In addition to its focus on the Protective Factors for individuals, the platform delineates community-level factors including equal access to housing, safe neighborhoods, and services, among others.



<https://calparents.org/bay-area-prevent-child-abuse/resources.html>

## Delivering a Message

In 2010, the **Tulare County** CAPC brought *the Lisa Project* to several cities in the county. *The Lisa Project* is a ten-minute, multi-sensory experience about child abuse and awareness. It allows the visitor to hear, see, and experience the reality of the world of child abuse. In 2016, the CAPC gained licensing and ownership of its own exhibit to use in nine counties in Central California.

The Raise Foundation, **Orange County**'s CAPC, recruits, trains, and deploys volunteers as "Raise Awareness Ambassadors" to become a spokesperson or media connector. Their mission is to educate people throughout Orange County about the issue of child abuse and neglect and the great strides being made in prevention based on Strengthening Families.



<http://theraisefoundation.org/awareness-ambassador/>

## Inviting Participation through Partnerships

Each year, in partnership with Cuesta Community College, the **San Luis Obispo** Center for Family Strengthening (CAPC) holds a *Child Abuse Prevention Academy* for students, professionals, and community members. Participants learn about the Child Welfare System and resources for families, and more recently, gain an understanding of trauma and resilience, and practice for Family Strengthening.



<https://cfsslo.org/child-abuse-prevention-academy/>

The **Shasta County** CAPC, Pathways to Hope for Children, offers opportunities for caregivers to learn from each other about parenting, build relationships, and share ideas about resources. They conduct Parent Cafes that cover the Strengthening Families approach utilizing the Five Protective Factors.

## Inviting Shared Responsibility

**Ventura County's** CAPC believes that finding solutions and keeping our children safe requires input and action from everyone. The needs in Ventura County related to the COVID-19 pandemic were complex and not specific to any one system. Cross-system collaboration was critical to keeping children and families safe. As a catalyst, the Ventura CAPC brought together child welfare professionals, public health and behavioral health agencies, law enforcement officers, educators, local governmental leaders, and community members to work together to prevent child abuse and family violence. The rallying motto during a time when referrals to the child abuse hotline were significantly reduced, was, Now More Than Ever, We Can Strengthen Families Together!



<https://www.partnershipforsafefamilies.org/?lightbox=dataItem-k93gg4k42>

## Advocacy

**Napa County** CAPC has made it a priority to deliver a public message about prevention of child abuse consistent over time, beyond CAP month. As part of the effort and with other partners, the CAPC developed the Children's Bill of Rights, adopted by the County Board of Supervisors. It is aligned with the Prevention Policy and Advocacy Platform (in partnership with the Greater Bay Area CAPC) organized by the 5 Protective Factors and including Building Community Resilience.



<http://www.crcnapa.org/the-napa-county-childrens-bill-of-rights/>

## Participation in the C-CFSR Process

**Sacramento County's** CAPC has devoted time, resources and effort to build a relationship with the county Health and Human Services Department. One result, among many, is the inclusion as a partner in the development of the County System Improvement Plan. The Council is a co-author of the SIP, as well as providing representation on its committees. In addition, members of the Council's programs are included in focus groups that contribute to the SIP's content.

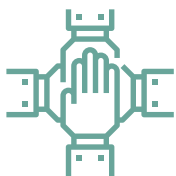


<http://www.thecapcenter.org/>

In **Mariposa County**, the CAPC and the family resource center are included as representatives of primary prevention in the SIP process. The Council and FRC are prominent in the County Self-Assessment, which describes their programs and activities in detail, clarifying their role in the county's approach to serving its citizens. The Council is listed as a primary partner in the SIP, necessary for the coordination required to complete the plan.



<https://www.mariposacounty.org/2164/Community-Health-Improvement-Plan-CHIP>



## Convener Of Cross-System Partners

Foundational Capacity	Strategies for Action
<p>Seasoned facilitation skills are needed to design and lead an effective, productive process where partners feel engaged and are motivated to actively contribute.</p> <p>CAPC Directors must be able to engage a diverse and equitable viewpoint.</p> <p>Because this role emphasizes building relationships with people, CAPC Directors must have cultural humility and emotional intelligence. It is helpful to consistently demonstrate genuineness, authenticity, and respect.</p>	<ol style="list-style-type: none"><li><b>1 Brings together all stakeholders to establish and pursue prevention priority activities.</b> (Serves as the neutral party convener.)</li><li><b>2 Establishes an environment for maximum (appropriate) involvement.</b> Initial membership should include community providers and persons with lived experience, child welfare services, public health, Family Resource Centers (FRC), First 5, and businesses.</li><li><b>3 Establish a strong, consistent working relationship with the Child Welfare Services (CWS) Director, County Board of Supervisors, FRC Directors, First 5 Director, and other cross-system partners.</b></li><li><b>4 Lift up parent and community voice and demonstrate value in doing so.</b> This means making room at the table for influence and participation at all levels.</li><li><b>5 Promote recognition of individuals who have contributed to local prevention efforts.</b></li></ol>



## Facilitation

The **Los Angeles** Community CAPCs consist of 12 community-based councils throughout Los Angeles County, both geographic and population based. The Children's Bureau of Southern California acts as coordinator and administrative support for the joint service activities of each council to meet the collective goals. Over the last few years, the council has built infrastructure, established consistent support for each council, and helped develop a prevention plan for LA County focused on primary prevention at the universal level.



<https://www.lachildabusecouncils.org/>

## Invite Participation

In **Santa Barbara** County, the CAPC engages new members with an orientation packet, membership agreement, and clear expectations. The purpose is intentional engagement through relationship building. Meeting agendas are designed to discuss the Protective Factor of the Month and provides time for partners to share current activity.



<https://www.preventchildabusesb.org/get-involved>

The HOPE Collaborative of **Riverside County** consists of a general collaborative and seven district or regional collaboratives. Each is intentional in offering many opportunities for people to participate. Community support and engagement are encouraged through membership in the regional collaborative, donations, as well as participating as a volunteer at an awareness or fundraising event. In this way, people have local options for involvement.



<https://www.hopecollaborative.org/getinvolved>

## Engage Parents, Community

**Shasta County's** Parent Leadership Advisory Group (PLAG) partners with the CAPC and County Health and Human Services to create monthly gatherings filled with parenting tips, information, snacks, resources, childcare and support. All caregivers are invited to build healthy families through leadership and mentoring.



<https://shastacapcc.org/plag>



In the process of refreshing its Strategic Directions, **Stanislaus** CAPC held listening sessions, not only with professional partners, but also with three groups of parents and a group of members of the faith-based community. While these groups informed the direction of the plan, they will also be included in implementation with opportunities to give input to action, and to become a member of the CAPC respectively.



<http://www.csa-stanislaus.com/childrens-services/child-abuse-prevention-council.html>

Many CAPCs utilize the Strengthening Families Framework to invite participation, create common language, educate, design program, and evaluate effectiveness. Each year, the **Yolo County** Children's Alliance produces a new Parent Education Guide for both parents and providers that is organized by the Five Protective Factors. Parents find ideas to nurture their child as well as to take care of themselves. Providers can find materials and toolkits to support their work with families, model behavior, and provide opportunities for parents to engage with their children.



<https://tularecountycapc.org/child-well-being/>

## Cross Sector Partnerships

The **Mendocino Coast** CAPC is focused on engaging multiple partners to see that prevention is everyone's responsibility. Partners include: Public Health, the county office of education, CASA, teachers in the school district, family resource centers, First 5, many of the 13 tribes in the county, childcare and licensing, and a foster family agency. Members review data from grants to partners, contribute to the SIP, inform reporting to the Board of Supervisors and others about how CAPC funds are utilized, and create a foundation for common language by adopting the Community Resiliency Model.



<http://www.mccapc.org/>



## Coordinator of Countywide Prevention Activities

### Foundational Capacity

**Public Speaking skills are necessary to deliver clear messages, and to utilize media appropriately.**

**CAPC Directors must promote common language and activate shared responsibility for the prevention of child abuse.**

**The ability to lead and engage others in strategic planning, to follow through with effective project planning, and utilize time management skills is essential for success.**

### Strategies for Action

- 1 Prioritize and plan for CAPC activities required by the California WIC Code and other regulations governing CAPCs.** Prevention activities, how they are implemented, and to what extent will likely vary by county depending on local context and resources.
- 2 Coordinate, engage and collaborate to establish a shared vision for prevention, shared outcomes and measures of joint resource development.** Work with various agencies to coordinate local efforts to prevent and intervene in child abuse and neglect. Hold meetings or convenings where stakeholders and members of the public comment and take action on child abuse prevention efforts.
- 3 Promote public awareness and build shared understanding of how to prevent child abuse and neglect.** Raise awareness of local resources for prevention and intervention. Provide information and materials to community members on child, family and community well-being.
- 4 Use data and research to spark discussion and action to improve child well-being. Ensure effective solutions that demonstrate prevention is the smart and right thing to do.**



## Strategic Plan Based on Research and Data

The **Contra Costa** CAPC has become the lead agency for primary prevention work in the county; partners look to them for that function. They accomplished this by staying true to the mission, identifying gaps in services and proposing a prevention strategy for filling the gap. They practice their values and ethics, and do what they say they are going to do. They do not “chase funding”, but rather strategize about what they should be doing (as opposed to what other partners could be doing.)



<https://capc-coco.org/>

## Coordinate Local Prevention Efforts

**Lake County** Children’s Council established the Trauma-Informed Guide Team whose membership consists of community-based organizations, public partners, tribal partners, and members of the faith community. The focus is to raise awareness about the effects of toxic stress and adverse childhood experiences while improving the community and individual resilience. Activities include creating and disseminating materials, public service announcements, and providing training on ACEs 101.



<https://www.lakecoe.org/Page/2231>

**Tulare County** CAPC has partnered with three communities to create “Communities of Well-being”, designed to address and reduce the incidence of child abuse and neglect by building awareness and community engagement to focus on child well-being. Each community provides health and well-being activities for parents, raises awareness, and builds community accountability for child well-being.



<https://tularecountycapc.org/child-well-being/>

## Organize the Council and Its Membership

The Partnership for Safe Families & Communities is the designated Child Abuse Prevention Council of **Ventura County**. The council partners with child advocacy centers and families in Ventura County to provide resources to families in need, protect children from abuse and neglect, and ensure healthy families are a community priority.



<https://www.partnershipforsafefamilies.org/>



## Public Awareness (campaigns)

For 37 years, **Santa Clara** County Child Abuse Prevention Council has held an annual child abuse prevention symposium. Each symposium includes expert keynote speakers, in-depth materials, and opportunities to learn in small groups. A wide array of reference and training material is available for information and use with author permission.



<https://www.sccgov.org/sites/cac/Pages/materials.aspx>

**Sonoma County** Family Youth and Children and Prevent Child Abuse Sonoma County believes that child protection is a shared community responsibility. Pre-COVID they designed a public awareness campaign (posters) to encourage mandated reporters to “Connect, Support, and Report if necessary”. This calls for personal involvement, and perspective that parents need and want help and support.



<https://sonomacounty.ca.gov/Human-Services/Family-Youth-Children/Services/Child-Abuse/Current-Mandated-Reporters/>

## Coordinate Training

**Butte County** CAPC trained over 300 participants in Stewards of Children: Darkness to Light (<https://www.d2l.org>). This is a national prevention training effort that features real people and their stories about protecting children from child sexual abuse. There is a training for professionals and one for parents. Attendees receive a handbook, certificate of attendance and other information about reporting child abuse and neglect.



<https://www.happynestcapc.com/>

The **San Diego** CAPC is an active member of “Partners in Prevention”, an effort funded by the federal Children’s Bureau to support integrated, countywide primary and secondary prevention of child abuse and neglect. They are working towards building an integrated learning system that will build shared understanding across partners while pooling resources to make basic training in ACEs, Trauma-Informed Care, Social Determinants of Health and the Protective Factors Framework available to all. The San Diego Collaborative partners with Strategies 2.0 and San Diego State University’s Social Policy Institute to build communitywide capacity by training cross-sector trainers.



<https://www.ymcasd.org/about-y/news-center/child-abuse-prevention-community-issue>



## CAPC Working Tools and Resources

The following working tools are offered as capacity-building resources to help CAPCs fulfill their leadership role and partner with communities to build prevention-oriented systems. Please note the titles of all working tools are formatted as hyperlinks, active through the electronic version of this document which can be accessed at: [strategiesca.org/resources/](https://strategiesca.org/resources/).



### Catalyst Tools



#### **OCAP Framework for the Prevention of Child Maltreatment**

Adapted from the Child Welfare Information Gateway, a service of the Children's Bureau, the OCAP's framework provides a clear definition of the of levels of prevention. It also provides strategies for action for each defined level of prevention.



#### **Dimensions of Success: Results, Process, Relationship**

In this document, Interaction Associates lays out the dimensions of success for almost any group process, and how they work together. It is a helpful reminder that good working relationships are necessary to ensure the prevention planning process will be effective and lead to desired results for children and families.



#### **Collective Impact: A Community Toolbox**

The Community Toolbox is a free, online resource offered by the University of Kansas for those working to build healthier communities and bring about social change. It offers concrete, practical tips and tools for taking action in communities and is available in various languages.



### **Prevention Planning Toolkit**

Working tools for prevention planning by the Child Abuse and Neglect Technical Assistance and Strategic Dissemination Center (CANTASD), a project of the Children's Bureau. Examples of tools provided include "Parent and Community Asset Survey" and sample "Data Sharing Agreement."



### **California Evidence-Based Clearinghouse for Child Welfare (CEBC)**

An online resource with information on evidence-based practices and implementation science. When searched by topic area, such as Prevention and Early Intervention, program information on training required, cost, efficacy, and ease of implementation may be found.



### **Integrated Core Practice Model (ICPM)**

The California Department of Social Services in partnership with cross agency partners and stakeholders have introduced the ICPM as a guide that captures the effective and essential principles and practices for serving children, youth, families and communities with a focus on prevention and wellness.



### **The Economics of Child Abuse: A Study of California**

A report by Safe and Sound laying out the cumulative financial impact on California for verified victims of child abuse and neglect accrued over the life course. Available by County (upon request).



### **Family Resource Centers Vehicles for Change, Volume II: The Evolving Field**

Like the original monograph, this volume is an outstanding resource for FRCs, CAPCs and other community leaders who care about building strong families and healthy communities. It lays out the elements of a strong field that CAPCs (in part) are charged to help build. Also described are the practice methods that are part of countywide prevention efforts.



### **Family Resource Information, Education and Network Development Service (FRIENDS) National Resource Center**

An online resource that provides training and technical assistance with a focus on promoting capacity building around preventing child abuse and neglect and supporting families. User-friendly tools, such as the Logic Model Builder, can be found here.



## Convener Tools



### **Interaction Associates' Facilitative Leadership Training**

Training resources offered by Interaction Associates on levels of decision making, building consensus, and skilled facilitation.



### **Institute for Cultural Affairs Technology of Participation**

An online resource with practical tips for quality facilitation, including how to create a shared vision and build consensus.



### **High-Performance Partnership Model**

A report shared by The Alliance for Innovation about High-Performance Partnerships and what makes them work.



## Coordinator Tools



### **Center for the Study of Social Policy**

Resources and materials such as reports, webinars, and videos in the areas of Child Welfare, Community Development, Young Children and Families, and others.



### **Strategies 2.0 Resources and Publications**

Materials such as Knowledge to Action briefs, toolkits, and others to support the Family Strengthening field.



### **Logic Model Builder**

A national online resource to create evaluation plans and logic models, select outcomes and indicators, and a library of commonly used measurement tools.



### **OCAP County Data Dashboards**

Online data dashboards to support counties in developing data-informed prevention plans.



### **Child Welfare Indicators Data**

An online resource that provides policymakers, child welfare workers, researchers, and the public with direct access to customizable information on California's entire child welfare system.



### **County Self-Assessment**

County-based child welfare data collected by the Federal Child and Family Services review.



## Coordinator Tools



### **Asset Based Community Development**

A Toolkit with How –To’s and sample community asset maps to identify strengths and gaps.



### **Geographic Information Systems (GIS)**

Computer-based tools used to store, visualize, analyze, and interpret geographic data; organized into four topic areas: Public Health Resources, GIS Data, Social Determinants of Health Resources, and Environmental Health Data Resources.



### **Predict-Align-Prevent**

Lays out geospatial risk analysis, strategic alignment of community initiatives, and implementation of accountable prevention programs, focused on creating the components of an effective primary prevention bundle that stops child maltreatment before it occurs.



### **Building Community Resilience Toolkit Series**

Developed by Strategies 2.0 this resource provides practical guidance on building shared understanding, assessing readiness, engaging cross-sector partners, and planning to sustain community-based prevention.

## These additional working tools were identified by the Capacity-Building Center for States<sup>5</sup>:

### Publications



“Becoming a Family-Focused System: Strategies for Building a Culture for Service Collaboration” (tip sheet)



Becoming a Family-Focused System: How We Partner With the Community to Improve Service Options” (podcast series)



Building and Sustaining Collaborative Community Relationships” (brief)



Creating and Sustaining Cross-System Collaboration to Support Families in Child Welfare: An Administrators Handbook”



A Data-Driven Approach to Service Array Guide”

### Videos, Learning Experiences, and Recorded Webinars



Change and Implementation in Practice: Teaming (Videos and workbook | Archived webinar and discussion guide)



Developing a Collaborative Service Array to Support a Family-Centered Approach (Archived webinar and discussion questions)



Building Capacity to Address Chronic Neglect From a System’s Perspective

<sup>5</sup> Capacity Building Center for States. (2019). Washington, DC: Children’s Bureau, Administration for Children and Families, U.S. Department of Health and Human Services.

## These additional working tools were identified by the Capacity-Building Center for States<sup>5</sup>:

### Related Resources



“Improving Child Welfare Outcomes Through Systems of Care Action Briefs” (Child Welfare Information Gateway)



National Child Abuse Prevention Month: 2019 Prevention Resource Guide (Child Welfare Information Gateway)



Essentials for Childhood: Creating Safe, Stable, Nurturing Relationships and Environments for All Children (Centers for Disease Control and Prevention)



Building Community Commitment for Safe, Stable, Nurturing Relationships and Environments (Centers for Disease Control and Prevention)



Advancing the Measurement of Collective Community Capacity to Address Adverse Childhood Experiences and Resilience (Adverse Childhood Experiences Public-Private Initiative of WA State)

### Related Organizations



Family Resource Information, Education and Network Development Service (FRIENDS) National Resource Center FRIENDS promotes capacity building around preventing child abuse and neglect and supporting families and provides concrete working tools.



National Child Traumatic Stress Network is funded by the Substance Abuse and Mental Health Services Administration and provides research-based information and tools related to childhood trauma, trauma treatment, and multilevel trauma-informed care.

<sup>5</sup> Capacity Building Center for States. (2019). Washington, DC: Children’s Bureau, Administration for Children and Families, U.S. Department of Health and Human Services.

# A FRAMEWORK FOR PREVENTING CHILD ABUSE BY THE PROMOTION OF HEALTHY FAMILIES & COMMUNITIES



## Vision

The vision of the Office of Child Abuse Prevention is to develop an integrated state-wide system that supports families to provide safe, stable, nurturing relationships and environments for their children. To achieve this vision, we have adapted the healthcare model for prevention, seeking to build protective factors through community and natural supports while mitigating risk factors.

## Levels & Strategies for the Prevention of Child Abuse & the Promotion of Healthy Families and Communities

### PRIMARY

These activities are directed at the general population to strengthen communities and improve child well-being by focusing on the social determinants of health, defined as the conditions into which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.

#### Primary strategies may include:

- ▶ Reducing poverty and drug use
- ▶ Improving economic stability, transportation and access to supports
- ▶ Increasing social connections within the community
- ▶ Improving health and access to healthcare
- ▶ Improving school readiness, neighborhood safety and play areas for children
- ▶ Increasing communication and public awareness strategies for education, engagement, and outreach



### SECONDARY

These activities are offered to populations that have one or more risk factors associated with compromised well-being or child maltreatment, such as poverty, parental substance abuse, young parental age, parental mental health concerns, exposure to violence, and parental or child disabilities. Programs seek to build protective factors and mitigate the risk factors.

#### Secondary strategies may include:

- ▶ Increasing accessibility to family resource centers that offer information and referral services to families living in low income areas
- ▶ Offering parent education programs in strategic locations
- ▶ Providing home visiting programs that provide support and assistance to expecting and new mothers
- ▶ Providing respite care for families that have children with special needs
- ▶ Increasing access to family-centered substance abuse treatment services
- ▶ Connecting families to public assistance programs such as CalWORKS and CalFresh

### TERTIARY

These activities focus on families where child maltreatment has occurred, seeking to mitigate its trauma and reduce the negative consequences of the maltreatment and to prevent its recurrence.



#### Tertiary strategies may include:

- ▶ Providing family reunification services
- ▶ Providing permanency planning
- ▶ Offering parent support groups that help parents transform negative practices and beliefs into positive parenting behaviors and attitudes
- ▶ Providing mental health services for children and families affected by maltreatment
- ▶ Providing parent mentoring programs to families in crisis



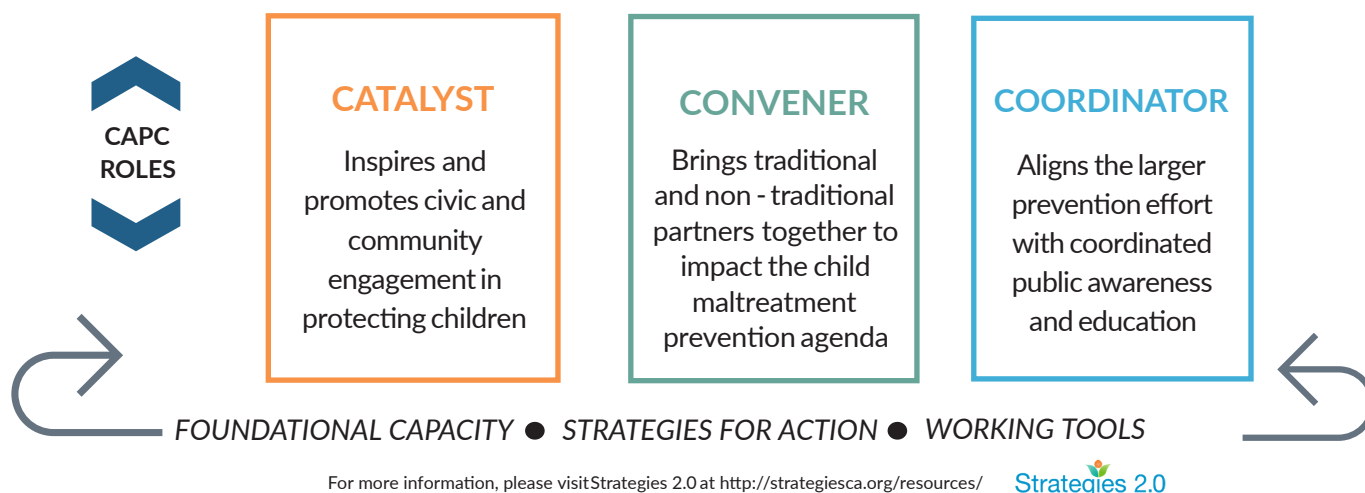
OFFICE OF  
CHILD ABUSE  
PREVENTION  
California Department of Social Services  
*grow strong families*

# California's Child Abuse Prevention Councils



## Best Practices Guidelines

Child Abuse Prevention Councils (CAPCs) are the catalyst, convener and coordinator of the countywide approach to prevention of child maltreatment. Each CAPC prioritizes strategies for action, and builds foundational capacity to move the state and local prevention agenda forward. The Office of Child Abuse Prevention (OCAP) provides these definitions and guidance to support CAPCs in their leadership role, partnering within counties and communities to promote child and family health and well - being.



## BEST PRACTICES

- **Inspire and promote a community vision and value** for child safety and well - being.
- **Create a broad movement toward greater prevention strategies** within communities and systems.
- **Leverage investment in prevention** in light of the human and financial cost and effects of child maltreatment.



CATALYST

- **Expand meaningful partnerships** to engage a broad multi-sector public/private coalition that values the voice of persons with lived experience.
- **Bring partners together** on a regular basis in a safe, neutral space.
- **Facilitate an open and inclusive exchange**, reconciling differences, seeking synergy and aligning common goals.



CONVENER

- **Coordinate, engage and collaborate** to establish a shared vision for prevention, shared outcomes and measures and joint resource development.
- **Promote public awareness** and **build shared understanding** of how to prevent child abuse and neglect.
- **Use data and research to spark discussion and action** to improve child well - being and ensure effective solutions that demonstrate prevention is the smart and right thing to do.



COORDINATOR

# Strategies 2.0

**Strategies 2.0 is a partnership between The Child Abuse Prevention Center, Children's Bureau of Southern California, and the San Diego State University Social Policy Institute.**

As a collaborative effort, Strategies 2.0 is committed to: (1) growing the capacity of the family and community strengthening field to deliver high-quality services; and (2) partnering with communities to transform the conditions in which families live.

Developed by:



SAN DIEGO STATE UNIVERSITY  
**Social Policy Institute**  
*School of Social Work*

