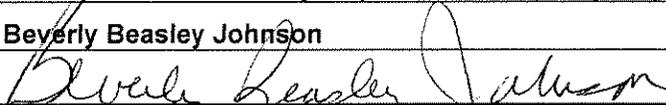
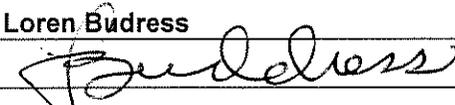
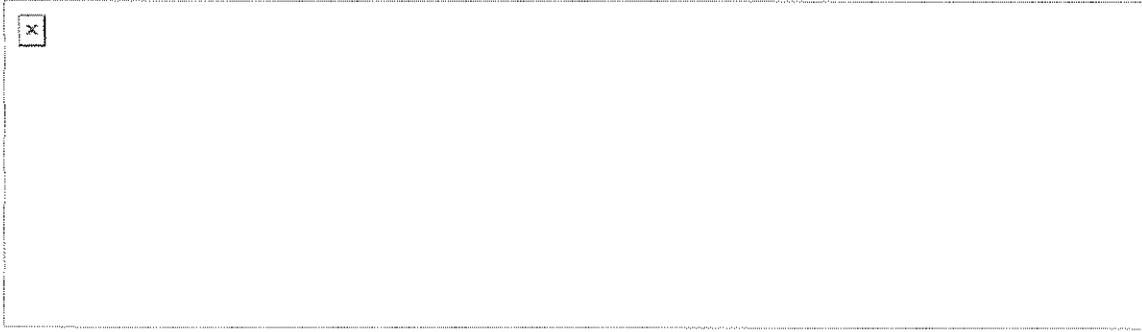


SIP Cover Sheet

## California's Child and Family Services Review System Improvement Plan

County:	SAN MATEO COUNTY
Responsible County Child Welfare Agency:	Human Services Agency, Children and Family Services
Period of Plan:	FY06/07 – FY08/09
Period of Outcomes Data:	(1)
Date Submitted:	(2) March 12, 2007
<b>County Contact Person for County System Improvement Plan</b>	
Name:	Elaine Azzopardi
Title:	Human Services Manager
Address:	400 Harbor Blvd., Belmont, CA 94022
Phone/Email	(650)802-5142
<b>Submitted by each agency for the children under its care</b>	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Beverly Beasley Johnson
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Loren Budress
Signature:	



PLEASE NOTE THERE WILL BE NO MEETING OF THE  
BOARD OF SUPERVISORS ON APRIL 3 AND 17, 2007

The meeting was called to order at 9:02 a.m.

Tuesday, March 27, 2007

## PLEDGE OF ALLEGIANCE

**ROLL CALL – Present: Supervisors Church, Hill, Gordon, Jacobs Gibson and Tissier**

**Absent: None.**

1. 8:15 a.m. **CLOSED SESSION**
  - A) SMCCE Negotiations  
County Negotiator: Fran Buchanan
  - B) Conference with Legal Counsel – Anticipated Litigation  
  
Significant exposure to litigation pursuant to subdivision (b) of Government Code Section 54956.9  
  
Two cases  
  
Initiation of litigation pursuant to subdivision (c) of Government Code Section 54956.9 (One case)  
  
**The Board two one action: Authorization for the County Counsel to file an action against Carlos O'Farrell for recovery of payments under a housing authority program.**
2. 9:00 a.m. **REGULAR AGENDA (SEE PAGE 3)**  
**CONSENT AGENDA (SEE PAGE 4)**  
**GOVERNING BOARD (SEE PAGE 9)**

All items on the consent agendas are approved by one roll call motion unless a request is made at the beginning of the meeting that an item be withdrawn or transferred to the regular

agenda. Any item on the regular agenda may be transferred to the consent agenda.

### Church/Hill

#### 3. ORAL COMMUNICATIONS

##### **Speakers recognized by the President:**

Mary McMillan, Deputy County Manager

### MATTERS SET FOR SPECIFIED TIME

4. 9:00 a.m. A) Accept the report on San Mateo County's System Improvement Plan Implementation and Achievements for FYs 2004-2006
- B) Resolution **(068602)** approving the System Improvement Plan Update for FYs 2006-2009 (Human Services Agency)

##### **Speakers recognized by the President:**

Beverly Johnson, Director, Human Services Agency

Beverly Dekker-Davidson, Human Services Agency

### Tissier/Hill

5. 9:15 a.m. Resolution **(068603)** authorizing: (County Manager)
- A) An agreement with Bay Meadows Main Track Investors LLC for exchange of real property affecting county owned real property in the City of San Mateo
- B) The County Manager or his designee to accept or execute any and all notices, certificates of acceptance, consents, approvals, terminations, deeds, escrow instructions and other documents in connection with the agreement or to meet the intent of the resolution, except as otherwise provided by applicable law, including the County's Ordinance Code and Charter (4/5ths vote required)

##### **Speakers recognized by the President:**

Steve Alms, Office of Economic Development

Supervisor Jerry Hill, Board of Supervisors

### Hill/Church

6. 9:30 a.m. Who We Are and What We Do: Environmental Health (Supervisor Rose Jacobs Gibson)

##### **Speakers recognized by the President:**

Dean Peterson, Director, Environmental Health

7. 9:45 a.m. Presentation of a proclamation **(2598)** designating March 2007 as American Red Cross Month (Supervisor Mark Church)

**Speakers recognized by the President:**

Greg Smith

**Church/Gordon**

8. 9:45 a.m. A) Resolution **(068604)** approving the STARS Award recipients and honorable mentions
- B) Resolutions **(2599 and 2600)** honoring the Call Center, Department of Child Support Services and Medical Center Payment Processing Improvement Project, Treasurer-Tax Collector as the FY 2005-06 STARS award recipients for outstanding customer service
- C) Resolutions **(2601 and 2602)** honoring the Ron Robinson Senior Care Center, San Mateo Medical Center and Camp Glenwood, Probation Department as the FY 2005-06 STARS award recipients for outstanding program performance
- D) Resolution **(068605)** authorizing a transfer in the amount of \$71,500 from Non-Departmental to various accounts (4/5ths vote required) (Jointly with the County Manager and Human Resources Department)

**Speakers recognized by the President:**

Reyna Farrales, Deputy County Manager

Peter Bassett, County Manager's Office

Linda Franco, Ron Robin Center

Mary Anne O'Shea, Probation

Donna Vaillancourt, Director, Human Resources Department

Kelly Lawrence, Treasurer's Office

Kim Cagno, Department of Child Support Services

**Gordon/Tissier**

9. 10:00 a.m. Recommendations on the Stanford University offer on the Alpine Road trail (Supervisors Rich Gordon and Jerry Hill)

**This item was continued to the meeting of April 10, 2007 at 9:15 a.m.**

## REGULAR AGENDA

### COUNTY MANAGER

10. A) Resolution **(068606)** authorizing the County Manager to negotiate and enter into an agreement with the Town of Portola Valley (Town) for an advancement of funds to the Town to assist in the completion of a new Town Hall to be reimbursed from anticipated property tax revenues at an amount reflecting the increase represented by the County's average pooled investment rate, in the amount of \$4,000,000
- B) Resolution **(068607)** authorizing a transfer in the amount of \$4,000,000 from Non-Departmental Reserves to Other Funds/Agencies (4/5ths vote required)

**This item was transferred to the Consent Agenda.**

11. Accept the progress report on Shared Vision 2010: Community Conversations

**This item was transferred to the Consent Agenda.**

12. Accept the report of the internal and external county communications task forces

**This item was transferred to the Consent Agenda.**

13. County Manager's report:

- A) Resolution **(068608)** in support of AB 881 (Mullin), Vehicles: Child passengers

**This item was transferred to the Consent Agenda.**

### BOARD OF SUPERVISORS

14. Update on the BRIDGE Housing residential development plans for the former site of Meadowbrook Mobile Home Manor in unincorporated San Mateo County adjacent to Colma (Jointly with Supervisor Adrienne Tissier and the Planning and Building Department)

**Speakers recognized by the President:**

Lisa Grote, Director, Planning and Building Department

15. Resolution establishing five Standing Committees of the Board of Supervisors (Continued from the meeting of March 13, 2007) (Supervisor Rose Jacobs Gibson)

**This item was continued to the meeting of April 10, 2007.**

16. Board members' committee reports

## CONSENT AGENDA

### BOARD OF SUPERVISORS

17. Resolution **(068609)** modifying the responsibilities and membership of the Domestic Violence Council to: (Supervisor Mark Church)
- A) Include as a Categorical Member, the Chief Executive Officer of the San Mateo Medical Center or her designee
  - B) Include as a Appointed Member, a representative of the San Mateo County Bar Association who shall be a member of the Private Defender Program
  - C) Clarify the designations of Categorical and Appointed Members
18. Proclamation **(2603)** designating March 27, 2007 as Foster City Lions Club Day in celebration of their 40th Anniversary (Supervisor Jerry Hill)
19. Ratification of resolutions honoring the following individuals: (Supervisor Adrienne Tissier)
- A) Elizabeth Stewart Carlson **(2604)**, May T. Gee **(2605)**, Judith A. Heyboer **(2606)**, Jennifer E. Horne **(2607)**, Rosalyn C. Koo **(2608)**, Georgi LaBerge **(2609)**, Shirley LaMarr **(2610)**, Barbara Ann Liedtke **(2611)**, Karen Ann Kane Philip **(2612)** and Georgette Y. Sarles **(2613)** upon their induction into the San Mateo County Women's Hall of Fame
  - B) Lizeth Chavez **(2614)**, Kristin Elizabeth Costello **(2615)**, Tiffany Ling Ho **(2616)** and Jasmine E. Nachtigall **(2617)** upon their induction into the San Mateo County Women's Hall of Fame Young Woman of Excellence

### COUNTY COUNSEL

20. Resolution **(068610)** authorizing an agreement with Cotchett, Pitre and McCarthy for legal services in the matter of the County of Santa Clara v. Atlantic Richfield Company et al.

**Supervisor Hill abstained.**

21. Resolution **(068611)**:
- A) Accepting Milliman Incorporated's statement of actuarial impact upon future annual costs of implementation of Government Code §31658 Additional Retirement Credit

- B) Directing the County Manager to make the report publicly available and to place the consideration of implementing Government Code §31658 on the Board of Supervisors April 10, 2007 agenda

- 22. Resolution **(068612)** designating the Clerk of the Board as the Filing Official for the Fair Political Practices Commission's Statement of Economic Interests Form 700 for staff members of the Board of Supervisors

## HEALTH DEPARTMENT

- 23. Resolution **(068613)** authorizing:

- A) An agreement with John Muir Behavioral Health Center for the provision of psychiatric inpatient hospital services for San Mateo County youth and adults for the term of March 1, 2007 through June 30, 2008, in an amount not to exceed \$1,764,822, \$68,828 Net County Cost
- B) The Director of the Health Department or her designee to execute subsequent amendments and minor modifications, in an amount not to exceed \$25,000

- 24. A) Resolution **(068614)** authorizing an amendment to the agreement with the California Department of Aging for the addition of one-time-only funding for FY 2006-07, increasing the amount by \$256,930 to \$3,315,235

- B) Resolution **(068615)** authorizing a transfer in the amount of \$256,930 from unanticipated revenue to Provider Services Programs – Aging and Adult Services (4/5ths vote required)

- 25. Resolution **(068616)** authorizing an amendment to the agreements with the Alzheimer's Association of Northern California and Northern Nevada, Catholic Charities CYO, Center for Independence of the Disabled, City of Daly City, City of East Palo Alto, City of Menlo Park, City of Pacifica, City of San Bruno, Coastside Adult Day Health Center, Edgewood Center for Children and Families, Family Service Agency, Legal Aid Society, Mills-Peninsula Senior Focus, Nelson/ Nygaard Consulting Associates, Ombudsman of San Mateo, Inc., Peninsula Volunteers, Inc., Second Harvest Food Bank, Self-Help for the Elderly, Senior Coastsiders and Sequoia Hospital:

- A) Increasing the Older Americans Act, Community-Based Service Programs and Health Insurance Counseling and Advocacy Program funding by \$254,984 to \$3,386,198, no Net County Cost

- B) Incorporating State required language regarding a grievance procedure

- 26. Resolution **(068617)** authorizing:

- A) An amendment to the agreement with Michael Levinson, M.D. for the provision of psychiatry services, increasing the amount by \$225,000 to \$300,000, no Net County Cost
- B) The Director of the Health Department or her designee to execute subsequent amendments and minor modifications, in an amount not to exceed \$25,000

27. Resolution **(068618)**:

- A) An amendment to the agreement with Travis Svensson, M.D. for the provision of psychiatry services, increasing the amount by \$125,000 to \$150,000, no Net County Cost
- B) The Director of the Health Department or her designee to execute subsequent amendments and minor modifications, in an amount not to exceed \$25,000

## HOUSING

28. Resolution **(068619)** authorizing an amendment to the agreement with Hillcrest Senior Housing Corporation to provide additional funding to assist with the development of affordable senior rental housing in Daly City, increasing the amount by \$457,915 to \$853,266, no Net County Cost

## HUMAN RESOURCES DEPARTMENT

29. Report recommending denial of the following claims:

Claims (Non-Culpable)

Joseph Vincent

30. Adoption of an ordinance **(04370)** amending the salary ordinance and accepting the report on the total number of positions in the County, previously introduced and waiver of reading the ordinance in its entirety

## HUMAN SERVICES AGENCY

31. Resolution **(068620)** authorizing:

- A) An amendment to the lease agreement with GE Capital Modular Space for five modular units at Tower Road, extending the term through February 28, 2009, increasing the amount by \$59,383 to \$155,383, \$59,383 Net County Cost
- B) The Director of the Human Services Agency or her designee to execute subsequent amendments and minor modifications, in an amount not to exceed \$25,000

calling for sealed proposals for the reconstruction of California and Cornell Avenues, Princeton by the Sea area

(Tuesday, April 24, 2007 at 2:30 p.m.)

## **SAMCERA**

39. Resolution **(068628)** approving the amendments to the Board of Retirement Regulations 3.4 and 3.5 of Article III governing the election of trustees
40. Resolution **(068629)** setting the employer and member contribution rates for the San Mateo County Employee's Retirement Association for FY 2007-08 in accordance with Government Code Sections 31453 and 31454

## **SAN MATEO MEDICAL CENTER**

41. Resolution **(068630)**:
  - A) Waiving the Request for Proposal process and authorizing an agreement with Toyon Associates, Inc. to provide reimbursement services for the term of March 1, 2007 through February 28, 2009, in an amount not to exceed \$200,000
  - B) Authorizing the Chief Executive Officer of the San Mateo Medical Center or her designee to execute subsequent amendments and minor modifications, in an amount not to exceed \$25,000
42. Resolution authorizing the Chief Executive Officer of the San Mateo Medical Center to execute an amendment to the agreement with the Health Plan of San Mateo, extending the term through December 31, 2007

**This item was removed from the agenda.**

43. Resolution **(068631)** authorizing an amendment to the agreement with Seton Medical Center for tertiary medical services, increasing the amount by \$225,000 to \$975,000
44. Resolution **(068632)**:
  - A) Accepting a grant from the Sequoia Healthcare District to provide healthcare to the indigent and uninsured patients of the Fair Oaks Clinic, in the amount of \$3,310,700
  - B) Authorizing an agreement with the Sequoia Healthcare District in connection with receipt of the grant for FYs 2006-08, in an amount not to exceed \$3,310,700
45. Resolution **(068633)** authorizing a transfer in the amount of \$27,018,562 from Contractual

Allowances to Medi-Cal Waiver (4/5ths vote required)

## SHERIFF

46. A) Resolution **(068634)** accepting a donation from the San Mateo Credit Union for the Community Alliance to Revitalize Our Neighborhood Program, in the amount of \$4,000
- B) Resolution **(068635)** authorizing a transfer in the amount of \$4,000 from Local Grant Funds to Other Expenses (4/5ths vote required)
47. Resolution **(068636)** accepting a donation from the Silicon Valley Community Foundation for the Special Weapons and Tactics Team, in the amount of \$5,000

## GOVERNING BOARD

### REGULAR AGENDA

48. Acting as the Board of Commissioners of the Housing Authority of the County of San Mateo, hearing to consider Resolution No. 635-C:
- A) Approving the 2007 Public Housing Agency Plan for FY 2007-08
- B) Authorizing the Director of the Department of Housing or his designee to execute any documents required by the U.S. Department of Housing and Urban Development to certify the plan
- 1) Report and recommendation
  - 2) Close hearing – **Gordon/Hill**
  - 3) Adopt resolution **(068637)** – **Hill/Church**

#### Speakers recognized by the President:

Duane Bay, Director, Department of Housing

### CONSENT AGENDA

49. Acting as the Board of Commissioners of the Housing Authority of the County of San Mateo, adopt Resolution No. 634-C **(068638)** ratifying and adopting the Memorandum of Understanding with the American Federation of State, County and Municipal Employees (AFSCME) Local 829 for the term of February 1, 2007 through September 30, 2008

The meeting adjourned at 10:56 a.m. in memory of John Barton Sr., Rita King, Cliff Gerst, Casey Raffaelli and Barbara Mouton, to reconvene on Tuesday, April 10, 2007 at 8:15 a.m. in Closed Session - Litigation and Personnel Matters, and thereafter for the regularly scheduled Board meeting.

32. Resolution **(068621)** authorizing a Memorandum of Understanding with the Washoe Tribe of Nevada and California for the provision of the tribal family assistance program for the term of March 27, 2007 through June 30, 2008

#### INFORMATION SERVICES DEPARTMENT

33. Resolution **(068622)** authorizing a transfer in the amount of \$500,947 from Intrafund to Fixed Assets for the mutual aid radio system

#### PUBLIC WORKS

34. Resolution **(068623)** authorizing an agreement with Thomas J. and Bertha M. Yoho for the construction of private improvements on property located at 1512 Edgewood Road, Redwood City
35. Resolution **(068624)**:
- A) Designating the Department of Public Works as the lead agency in connection with a State Water Resources Control Board grant to conduct a preliminary feasibility study for the planning, design and construction of sewers in Pescadero, in the amount of \$140,207
  - B) Authorizing the Director or Acting Director of Public Works to make the necessary certifications and to sign the necessary documents in connection with the grant
36. Resolution **(068625)** authorizing: (4/5ths vote required)
- A) An amendment to the agreement with Mavericks Surf Ventures, LLC for the parking of vehicles at the Half Moon Bay Airport during the Mavericks Surfing Contest, extending the term through April 22, 2007, with an option of an extension for one additional month at the County's sole discretion
  - B) The County Manager or his designee to accept or execute any and all notices, options, consents, approvals, terminations and documents in connection with the agreement and amendment
  - C) Extending the Sheriff's authority to restrict the use of or close certain county highways as set forth in Resolution No. 068403 to the day after the 2007 Mavericks Surfing Competition, in the event the competition takes place after March 31, 2007
37. Resolution **(068626)** adopting plans and specifications, determining prevailing wage scales and calling for sealed proposals for the replacement of a restroom building in Memorial Park
- (Tuesday, April 17, 2007 at 2:30 p.m.)
38. Resolution **(068627)** adopting plans and specifications, determining prevailing wage scales and

San Mateo County Children & Family Services  
 System Improvement Plan (SIP)  
 FY06/07 – FY08/09

<p><b>SIP Priority Area One: Safety/Service Array</b>  <b>Outcome/Systemic Factor:</b> Children are, first and foremost, protected from abuse and neglect.</p> <p><b>(Refer to Outcome Measures 1A through 2C)</b></p> <p><b>County's Current Performance:</b> In San Mateo County prior to Differential Response implementation, 95% of families referred to Children &amp; Family Services were not formally engaged in change-oriented services. This statistic indicated a need to increase access to preventive and supportive services, particularly community-based resources for at-risk and vulnerable populations.</p> <p>In order to meet this need, San Mateo County implemented Differential Response in three phases, with full Countywide implementation achieved in July 2006. Since that time, an average of more than 250 referrals per month have been transferred from Children &amp; Family Services to the community based organizations with which the Agency partners. Families referred receive multiple services to help meet their needs and lower their risk of future involvement with the Agency.</p> <p><b>Improvement Goal 1.0</b> Design and pilot three paths of differential response to reports of child abuse and neglect.</p>			
<p><b>Strategy 1.1</b> Provide ongoing Differential Response services Countywide through collaboration and contracts with community based organizations. Use data analysis to continuously evaluate and improve upon outcomes.</p>		<p><b>Strategy Rationale</b> Implementing three paths of differential service response for families who become known through the Children &amp; Family Services hotline has allowed at-risk families to access preventive and support services. These services are designed to prevent escalation of potential child safety risk to a level warranting Children &amp; Family Services intervention. Data collected and analyzed can be used to measure client and performance outcomes related to Differential Response.</p>	
<p><b>Milestone</b></p>		<p><b>Anticipated Completion Date</b></p>	
<p>1.1.1 Begin using data generated by CARE system to analyze outcomes including number of new referrals, number of referrals active and closed, number of pre- and post-FASTs completed, and engagement rates. Use information obtained to develop management actions as needed.</p>		<p>06/30/09</p>	
<p>1.1.2 Continue to identify data needs and incorporate into reporting format.</p>		<p>06/03/09</p>	
		<p><b>Assigned To</b></p>	
		<p>Differential Response Manager, County Breakthrough Series Collaborative, Children &amp; Family Services Management Team</p>	
		<p>County Breakthrough Series Collaborative, Business Systems Group</p>	

<b>Milestone</b>	<p><b>1.1.3</b> Continue to incorporate enhancements in CARE system based on identified priorities and Business Systems Group timeline. Update timeline for enhancements based on technical staff availability.</p> <p><b>1.1.4</b> Analyze results of Differential Response Liaison time study in order to evaluate number of positions needed. As Differential Response Liaisons become more efficient in facilitating Multidisciplinary Team meetings and performing CARE related tasks, place increased emphasis on coordination of outreach efforts within the community.</p>	<b>Anticipated Completion Date</b>	<p>12/31/07</p> <p>12/31/07</p>	<b>Assigned To</b>	<p>Business Systems Group, County Breakthrough Series Collaborative, Differential Response Manager</p> <p>Differential Response Manager, Children &amp; Family Services Management Team</p>
<b>Milestone</b>	<p><b>1.2.1 a)</b> Use Breakthrough Series Collaborative meetings as a forum for frequent and ongoing communication with community partners who provide Differential Response case management services. Research best practices for discussion and consideration. <b>b)</b> Redefine the focus and role of the existing group to that of a community advisory council on Differential Response policy and protocol. Begin by sharing joint leadership between Agency and community partners, with the goal of evolving into a community led, community-driven collaborative.</p>	<b>Anticipated Completion Date</b>	<p>a) 06/30/09</p> <p>b) 12/31/07</p>	<b>Assigned To</b>	<p>County Breakthrough Series Collaborative, Differential Response Manager</p>
<p><b>Strategy 1.2</b> Establish forum to develop and review differential response practice guidelines and protocols that promote holistic, family-centered team-based case planning and service delivery.</p>		<p><b>Strategy Rationale</b> Successful program implementation depends on a shared understanding and clear and consistent application of policies and protocols. One way to accomplish this is to provide a forum for HSA staff and community partners to participate in development, review and refinement of policy and protocol, realizing that as implementation progresses, the purpose and role of affiliated teams and committees will evolve in order to continue to meet program needs.</p>			

<p><b>Strategy 1.3</b> Continue to re-evaluate Differential Response community and Agency staff training needs.</p>	<p><b>Strategy Rationale</b> In order to successfully maintain the integrity of the Differential Response program, Agency and community partner staff at all levels must be appropriately informed of Differential Response policies, procedures and best practices.</p>
<p><b>Milestone</b></p> <p><b>1.3.1</b> Work in collaboration with Agency's Human Resource Department to develop, schedule and conduct Differential Response trainings on a quarterly or as-needed basis for all new Agency and community staff involved in providing Differential Response services. Incorporate related training modules developed by community partners into Differential Response training curriculum.</p> <p><b>1.3.2</b> Ensure that systems improvement information is shared and appropriate training is provided to all Children and Family Services staff and Agency staff in other departments. Use multiple venues to continually update Agency and partner staff as changes occur in strategies and/or procedures and as data and data analysis becomes available.</p> <p><b>1.3.3</b> Develop process and identify responsibility for incorporating changes in policies and practices into the Child Welfare Services on-line handbook and confirm that community partners have a similar process for informing their DR staff of changes and for incorporating changes into their written materials.</p>	<p><b>Anticipated Completion Date</b></p> <p>06/30/09</p> <p>06/30/09</p> <p>3/31/07</p> <p><b>Assigned To</b></p> <p>Human Resources Development, County Breakthrough Series Collaborative, Youth &amp; Family Enrichment Services, Edgewood Center for Families, City of Daly City</p> <p>Differential Response Manager, Children &amp; Family Services Management Team, Public Information Officer, Children &amp; Family Services Policy Team, Social Work Supervisors</p> <p>Business Systems Group, Human Services Program Manager I, Differential Response Manager</p>
<p><b>Strategy 1.4 a)</b> Develop three-year project plan that addresses resources needed to move from pilot to full implementation; ensure that plan is revised and updated as needed; and continue to obtain Board of Supervisors approval based on California Child and Family Services Triennial Review Schedule.</p>	<p><b>Strategy Rationale</b> A multi-year project plan is needed to develop and track projections of referral response path activity, and corresponding shifts in current CPS caseload and service needs. The plan should also identify funds needed to support system start-up including building the service array, and methods of re-directing or shifting funds to community resources and community-based services over time.</p>

Milestone		Anticipated Completion Date	Assigned To
	<p><b>1.4.1 (a.)</b> Building upon interim data collection system, create multi-functional web-based data collection system to be used in analyzing staffing patterns, program effectiveness, outcomes and community involvement, as well as for use in performing functions related to team based case planning processes and data. (b.) Determine distribution channel for collected data and data analysis with appropriate sharing of information to the community.</p>	<p>a) 06/30/09 b) 06/30/09</p>	<p>Children &amp; Family Services Director, Agency Business Systems Group, County Breakthrough Series Collaborative</p>
	<p><b>Strategy 1.5</b> Understand Differential Response in the context of an overarching system of prevention and early intervention services which are offered by the Agency and throughout the community to assist families that are struggling and at-risk.</p>		<p><b>Strategy Rationale</b> Understanding the relationship and interconnectivity of Differential Response to other services offered by the Agency and within the community increases awareness of common goals and fosters mutual support and integration among programs.</p>
Milestone		Anticipated Completion Date	Assigned To
	<p><b>1.5.1</b> Support efforts to sustain the Family Resource Center network and continue to support a community school approach, both of which are primary components of the Agency's overall array of prevention and early intervention services.</p>	<p>06/30/09</p>	<p>Human Services Agency Executive Team</p>
	<p><b>1.5.2</b> Integrate plans/processes throughout the Agency and the County in order to reduce duplication of services.</p>	<p>06/30/09</p>	<p>Human Services Agency Executive Team</p>
	<p><b>1.5.3</b> Incorporate a philosophy of prevention and early intervention in the development of ongoing Children &amp; Family Services Performance Quality Improvement plans.</p>	<p>06/30/09</p>	<p>Children &amp; Family Services Management Team, Research and Planning</p>

Milestone	Anticipated Completion Date	Assigned To	
<p><b>1.5.4</b> Use results of Peer Quality Case Review to identify additional recommendations for implementation.</p>	06/30/07	<p>Children &amp; Family Services Management Team</p>	
<p><b>1.5.5</b> Working jointly with other Comprehensive Assessment Tool counties, continue to refine the tool; implement fully in San Mateo County.</p>	12/31/07	<p>Children &amp; Family Services Training Coordinator, Children &amp; Family Services Management Team</p>	
<p><b>Strategy 1.6</b> Continue to employ management actions designed to improve the Agency's performance in the areas of referral response time and timely monthly social worker visits.</p>	<p><b>Strategy Rationale</b> Timely monthly social worker visits are critical in ensuring that children are cared for appropriately and safely. Although San Mateo County data reflects a slow but steady increase in the percentage of timely monthly visits, the State standard is not being met.</p>		
<p><b>Milestone</b></p> <p><b>1.6.1 a)</b> Continue use of the internal AB636 2C tracking system which includes supervisory review and reporting on each non-compliant monthly social worker visit.  <b>b)</b> Distribute and discuss report results at CWS Policy Team meetings on a quarterly basis. Hold managers accountable for ensuring supervisory compliance with the review process.  <b>c)</b> Continue to distribute annual CWS/CMS Compliance Deadline calendar to all staff.  <b>d)</b> Revise training sheet to include additional data entry instructions and distribute to all staff.</p>	<p><b>Anticipated Completion Date</b></p>	<p>a) 12/31/07  b) 12/31/07  c) 03/31/07  d) 06/30/07</p>	<p><b>Assigned To</b></p> <p>Children &amp; Family Services Management Team, IT Analyst, Human Services Analyst II</p>
<p><b>1.6.2</b> Continue to respond in a timely manner to immediate referrals. Develop and implement management actions which will help increase the compliance rate for 10-day response referrals so that the standard is consistently met.</p>	06/30/09	<p>Children &amp; Family Services Management Team and staff</p>	
<p><b>Improvement Goal 2.0</b> Assure appropriate linkages to mental health assessment and mental health treatment services for children and families.</p>			

<p><b>Strategy 2.1</b> Assess capacity and availability of mental health services for children and their families. Analyze linkages between mental health services, Children &amp; Family services and AOD services.</p>	<p><b>Strategy Rationale</b> Assessing availability of mental health services will provide a comprehensive understanding of available services and help in identifying gaps. Results will provide a better understanding of our existing service array to help improve access to services by families at risk.</p>
<p><b>Milestone</b></p> <p>2.1.1 Coordinate with Health Services in the creation of a report recommending improvements and submit to appropriate teams and committees for approval. Develop plan to implement approved recommendations.</p> <p>2.1.2 Develop and disseminate information sheet on referral processes, eligibility criteria and current capacity and availability of mental health, dual diagnosis and substance abuse assessment and treatment services.</p> <p>2.1.3 Distribute foundation funding to Differential Response community partners for use in hiring mental health clinicians to provide counseling services to Differential Response families.</p> <p>2.1.4 Continue to work with the Public-Private Community Partnership for Child Welfare to leverage additional and ongoing funding to support Differential Response mental health service provision. Continue to develop strategies to expand early intervention mental health services (e.g. considering mentoring to supplement counseling services).</p>	<p><b>Anticipated Completion Date</b></p> <p>12/31/07</p> <p>06/30/08</p> <p>10/31/08</p> <p>06/30/09</p> <p><b>Assigned To</b></p> <p>Children &amp; Family Services Management Team, Health Services</p> <p>Children &amp; Family Services Management Team, Health Services</p> <p>Agency Financial Services staff</p> <p>Children &amp; Family Services Management Team, Planning and Evaluation staff, Prevention/Early Intervention Director, Integrated Services Manager, Prevention Manager</p>
<p><b>Strategy 2.2</b> Use the Agency-wide accreditation process as a means for improving Priority Area One-related services by complying with relevant accreditation requirements</p>	<p><b>Strategy Rationale</b> Agency-wide accreditation efforts will provide an opportunity for examination of policies, procedures and service provision in order to develop and implement improvements based on accreditation requirements which reflect best practices in the social services field.</p>

Milestone		Anticipated Completion Date		Assigned To	
2.2.1 Participate as needed on accreditation self-study teams in order to identify related areas; assist in the development of policy and/or procedural improvements necessary to meet accreditation requirements; and assist in the implementation of improvements.		05/31/08		Children & Family Services Management Team; Priority Area One Project Manager; identified staff	

<p><b>Describe systemic changes needed to further support the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• Improve communications among all stakeholders in the child welfare system. A communications plan should be developed and implemented to increase access to information about the child welfare system; this could include establishing a list-serve for on-line communication among families, workers and others (e.g. policy updates, FAQ bulletin).</li> <li>• Improve collaboration and service integration among County departments and community-based agencies serving same families.</li> <li>• Build information technology capacity in County and community partner organizations to collect data and track outcomes.</li> <li>• Develop cultural competence of all participants in children's service system.</li> <li>• Develop strategies promoting use of blended, flexible funding to maximize resources for families with multiple needs.</li> <li>• Strengthen working relationships/partnerships among families, community organizations and public agency staff (e.g., Human Services, Probation, Health, and Courts).</li> <li>• Improve methods of service contracting with public and private agencies: identify different contracting models, examine approaches used, tested, proposed in different San Mateo County departments or other counties; hold discussion with contracting partner agencies to obtain feedback on current contracting process (what does/doesn't work) and proposed models.</li> <li>• Create formal mechanism for collaborative planning about service delivery among executive management staff of HSA, Health Services, Probation Departments and community partner agencies.</li> <li>• Improve community cooperation and collaboration to achieve shared goals for children and families.</li> <li>• Increase availability and affordability of child care.</li> <li>• Increase availability of pre-school sites capable of serving children with behavioral difficulties.</li> <li>• Increase availability and funding to support alcohol and other drug prevention and treatment services, especially gender appropriate service.</li> </ul> <p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <ul style="list-style-type: none"> <li>• Training on cultural competence – the impact cultural norms have on family engagement and participation in services.</li> <li>• Training for service providers and family caregivers on understanding and managing behavioral challenges of abused, neglected children.</li> <li>• Training for service providers and families on age-appropriate child behavior and child development.</li> <li>• Training for all partners (e.g., birth parents, foster parents, kin caregivers, CWS staff, Court, Probation, Counsel, and the Sheriff's department) in child welfare practice, protocol, roles and responsibilities.</li> <li>• Training on working collaboratively, shared case management.</li> <li>• Training for service providers, partners, and families on CPS reporting, CPS function and child welfare services, differential response</li> </ul>
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- protocols, particularly on how the system operates (legal requirements/timelines) and case planning processes.
- Training on identifying risk, assessment, and family engagement.
- Training on confidentiality, HIPAA regulations, and appropriate use of releases.

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

All current stakeholders should engage their staff in this effort. All stakeholders and their staff should reach out to potential partners to communicate and gather support for implementing these system improvement goals, including:

- Greater involvement from healthcare providers/practitioners, Mental Health, AOD, and schools in case planning processes.
- Churches or faith-based groups, such as Help One Child and Jeremiah's Promise, can support resource development for children, adolescents and parents.
- 4Cs (especially given their work in training license exempt child care providers) and pre-school programs can help support and should participate in team-based case planning.
- Members of the media (e.g., special series of articles, ads).
- Law enforcement (neighborhood district offices, community programs and policing programs).
- Schools, with the focus on individual schools rather than the County Office of Education, and their after school programs.
- Churches: the faith community.
- Existing advisory boards and commissions.
- Parks and Recreation offices.
- Ethnic and cultural associations.
- Peninsula Community Foundation – its neighborhood grants program staff and grantees.
- Rotary, Kiwanis, Junior League, Elks and other clubs, associations.
- Homeowners' associations.
- Community/Neighborhood Businesses.
- Sports teams.
- Senior centers; many seniors provide child care for their relatives.

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

- Confidentiality and appropriate use of parental release forms.
- HIPAA implications.

**SIP Priority Area Two: Permanence and Stability**

**Outcome/Systemic Factor:** Children have permanence and stability in their living situations without increasing entry into foster care.  
**(Refer to AB636 Outcome Measures 3B, 3F)**

**County's Current Performance:** The most recent data available (extracted April-May 2006) indicates that the percentage of children who re-enter care in San Mateo County is currently at 12.6%. This is a significant change from the rate at the time the initial System Improvement Plan was developed when the San Mateo County rate was 17.6%. Although San Mateo County's rate is still greater than the Federal standard of ≤ 8.6%, multiple efforts used to identify factors related to re-entry and development of best practices to help reduce the re-entry rate appear to be successful.

San Mateo continues to have a higher percentage of children who are reunified with their families within one year than California as a whole and continues to make efforts to improve stability for children who return to their families, by increasing family and community participation in case planning and assuring that resources continue to be available to support families after children return home.

**Improvement Goal 1.0** Improve team-based case planning processes.

**Strategy 1.1** Review, revise and implement policies and protocols for each type of team-based case planning to make improvements in operations and to ensure that best practices are being used in placement decisions, in order to prevent re-entry into the child welfare system.

**Strategy Rationale** Policies and protocols are currently under review and should be revised as needed to reflect changes that support participation in case planning. Policies and protocols should also be reviewed to assure they are being fully implemented.

Milestone		Anticipated Completion Date		Assigned To	
1.1.1 Evaluate effectiveness of Team Decision Making forms and materials and use feedback to revise and improve materials as appropriate.		6/30/07		Stability and Permanence Project Managers, Team Decision Making Workgroup, Public Information Officer	
1.1.2 Update and revise Team Decision Making brochure as needed. Continue to distribute brochures throughout the community.		06/30/09		Team Decision Making Workgroup	
1.1.3 Using the training offered to Team Decision Making facilitators, expand training audience to include Family Self Sufficiency Team facilitators.		08/31/07		Team Decision Making Workgroup, Children & Family Services Training Coordinator	
<p><b>Strategy 1.2</b> Review strengths and challenges of current team-based case planning groups and identify ways to increase participation and improve outcomes.</p> <p><b>Strategy Rationale:</b> San Mateo County has implemented eight forums for team-based case planning (Team Decision Making, Permanence Committee, Placement Review Board, Family Self Sufficiency Teams, etc.). Reviewing processes, resource needs, and results of team-based case planning will help identify practices that work most effectively to support stability for children and families.</p>					

Milestone		Anticipated Completion Date		Assigned To	
<p><b>1.2.1</b> Following review of Sphere Team Based Case Planning report by Team Based Case Planning Workgroup members, discuss and collect feedback on report recommendations. Make additional recommendations as needed and acquire approval through appropriate channels.</p>	<p><b>1.2.2</b> a) Plan and implement recommendation pilots including:                      - Conducting Team Decision Making meetings three months following the reunification of children with their families to assess status of reunification and to make early identification of potential issues and/or concerns which, when addressed, will help to prevent re-entry into the child welfare system                      - Combining Team Decision Making meetings with Family Self Sufficiency Team meetings                      b) Evaluate outcomes of pilots.</p>	<p>06/30/08</p>	<p>a) 12/31/07                      b) 6/30/08</p>	<p>Stability and Permanence Project Managers, Children &amp; Family Services Policy Team, Children &amp; Family Services Management Team</p>	<p>Team Based Case Planning Workgroup, Stability and Permanence Project Manager</p>
<p><b>1.2.2</b> Develop action steps to support recommendations that include:                      - Implementation of any approved revisions in team-based case planning structure                      - Revision of any policies/protocols for each meeting that reflect approved recommendations                      - Implementation of any revisions in policies/protocols that reflect approved recommendations</p>	<p><b>1.2.3</b> Expand membership of Team Based Case Planning Workgroup to include community partners and foster youth.</p>	<p>12/31/08</p>	<p>06/30/07</p>	<p>Stability and Permanence Project Managers, Children &amp; Family Services Policy Team, Children &amp; Family Services Management Team, Alcohol and Other Drugs staff, other Agency staff</p>	<p>Stability and Permanence Project Managers, Team Based Case Planning workgroup</p>

<p><b>1.2.3</b> Expand Team Decision Making to include the following additional representation:</p> <ul style="list-style-type: none"> <li>- asset coaches</li> <li>- Citizens' Review Panel member</li> </ul> <p>Provide appropriate training to additional representatives.</p>		<p>12/31/07</p> <p>10/31/07</p>		<p>Stability and Permanence Project Managers, TDM Workgroup</p>
<p><b>1.2.4</b> Engage Citizens' Review Panel to act as Team Decision Making quality assurance advisory group</p>		<p>12/31/07</p>		<p>Stability and Permanence Project Managers</p>
<p><b>1.2.5</b> Enhance data collection methods used for Team Decision Making. Collect and analyze data on client and performance outcomes. Use information to develop any needed management actions with a focus on actions leading to prevention of re-entry into the child welfare system.</p>		<p>06/30/09</p>		<p>Stability and Permanence Project Managers, Children &amp; Family Services Management Team</p>
<p><b>Strategy 1.3</b> Assess needs of staff, community partners, parents, and youth for supports that increase stability for families after children return home from foster care.</p>		<p><b>Strategy Rationale</b> Many factors affect successful reunification of children with their families. It is important that we learn whether there are specific ways to improve our practice and tailor services to better meet the needs of families in San Mateo County during the case planning and post-reunification process.</p>		
<p><b>Milestone</b></p> <p><b>1.3.1</b> Explore the possible development of a liaison position to centralize and coordinate team-based case planning processes Agency-wide.</p>	<p><b>Anticipated Completion</b></p>	<p>12/31/07</p>	<p><b>Assigned</b></p>	<p>Children &amp; Family Services Management Team, Executive Team</p>

Milestone	1.4.1 Participate as needed on accreditation self-study teams in order to identify Area Two-related standards; assist in the development of policy and/or procedural improvements necessary to meet accreditation requirements; and assist in the implementation of improvements.	Date	05/31/08	Assigned To	Children & Family Services Management Team; Priority Area Two Project Manager; identified staff
<p><b>Milestone</b></p> <p><b>1.3.2 a)</b> Plan bi-monthly meetings with community partners as a forum for continuing to build upon relationships and for soliciting feedback on operations, policies and protocols, and challenges. b) Prepare a clear, concise, community-focused description of team-based case planning and the role community partners can play in these meetings. Create a venue for community partner feedback regarding whether they feel that their voice is being heard during the team decision making process.</p> <p><b>1.3.3</b> Explore ways to leverage funding for aftercare services, e.g. possible collaboration with Public-Private Community Partnership</p> <p><b>1.3.4</b> Work with State group to change language and forms to make case plans more user-friendly for children and families.</p> <p><b>1.3.5</b> Provide social work staff with placement training to enable them to make thoughtful and informed recommendations to Team Decision Making groups which are based on current best practice.</p>	<p><b>Anticipated Completion Date</b></p>	<p>a) 12/31/08</p> <p>b) 6/30/08</p>	<p><b>Assigned To</b></p>	<p>Stability and Permanence Project Managers, Team Decision Making Workgroup</p>	
<p><b>Strategy 1.4</b> Use the Agency-wide accreditation process as a means for improving Priority Area Two – related services by complying with relevant accreditation requirements.</p>	<p><b>Anticipated Completion Date</b></p>	<p>12/31/07</p> <p>12/31/08</p> <p>12/31/08</p>	<p><b>Assigned To</b></p>	<p>Stability and Permanence Project Managers, Children &amp; Family Services Management Team</p> <p>Children &amp; Family Services Management Team</p> <p>Children &amp; Family Services Management Team, Stability and Permanence Project Managers</p>	
<p><b>Strategy 1.4</b> Use the Agency-wide accreditation process as a means for improving Priority Area Two – related services by complying with relevant accreditation requirements.</p>	<p><b>Anticipated Completion Date</b></p>	<p>Strategy Rationale Agency-wide accreditation efforts will provide an opportunity for examination of policies, procedures and service provision in order to develop and implement improvements based on accreditation requirements which reflect best practices in the social services field.</p>	<p><b>Assigned To</b></p>	<p>Children &amp; Family Services Management Team; Priority Area Two Project Manager; identified staff</p>	

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

- Improve communications among all stakeholders in the child welfare system. A communications plan should be developed and implemented to increase access to information about the child welfare system; this could include establishing a list-serve for on-line communication among families, workers and others (e.g., policy updates, FAQ bulletin).
  - Improve collaboration and service integration among County departments and community-based agencies serving same families.
  - Build information technology capacity in County and community partner organizations to collect data and track outcomes.
  - Develop cultural competence of all participants in children's service system.
  - Develop strategies promoting use of blended, flexible funding to maximize resources for families with multiple needs.
  - Strengthen working relationships/partnerships among families, community organizations and public agency staff (e.g., Human Services, Probation, Health, and Courts).
  - Integrate evidence-based practice recommendations in all policies, protocols to support best practices in service delivery.
  - Expand service network through greater involvement of non-traditional community resources that support children and families.
- Describe educational/training needs (including technical assistance) to achieve the improvement goals.**
- Training on cultural competence – the impact cultural norms have on family engagement and participation in services.
  - Training for service providers and family caregivers on understanding and managing behavioral challenges of abused, neglected children.
  - Training for service providers and families on age-appropriate child behavior and child development.
  - Training for all partners (e.g., birth parents, foster parents, kin caregivers, CWS staff, Court, Probation, Counsel, and the Sheriff's department) in child welfare practice, protocol, roles and responsibilities.
  - Training on working collaboratively, shared case management.
  - Training for service providers, partners, and families on CPS reporting, CPS function and child welfare services, and differential response protocols, particularly on how the system operates (legal requirements/timelines) and case planning processes.
  - Training in team-based case planning and team-based decision-making participation and protocols.
  - Training for community service partners in strength-based assessment and case planning skills.
  - Training for social work supervisors that will encourage consistency in conducting assessments and applying decision-making criteria, especially in cases where children are returning home.
- Identify roles of the other partners in achieving the improvement goals.**
- Greater involvement from healthcare providers/practitioners, Mental Health, AOD, and schools in case planning processes.
  - Churches or faith-based groups, such as Help One Child and Jeremiah's Promise, can support resource development for children, adolescents and parents.
  - 4Cs (especially given their work in training license exempt child care providers) and pre-school programs can help support and should participate in team-based case planning.
  - Improve current contracting approach to support participation in team-based case planning.
  - All participants' roles need to be clearly defined.
  - All participants should reinforce sense of shared undertaking by communicating to others that they are part of the system.
- Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**
- Confidentiality and appropriate use of parental release forms.
  - HIPAA implications.

**SIP Priority Area Three: Permanence and Family Connections**

**Outcome/Systemic Factor:** The family relationships and connections of children will be preserved as appropriate.

**(Refer to Outcome Measure 4B)**

**County's Current Performance:** In 2003, more San Mateo County children were placed in group homes (10%) than the State average (7%), and fewer were placed with relatives (26% vs. 39%). The most recent reporting period (July05-June06) reflects a decrease in group home placements to 6%, which is the same as the Statewide rate. The percent of children placed with relatives has decreased slightly to 25%, which is lower than the Statewide rate of 39%.

San Mateo County's share of foster care youth (11-17 years) is higher at 54% than the statewide percentage of 47%. Experience shows it is more difficult to recruit kin and foster resource families to care for adolescents and children with behavioral problems. Based on strategies recommended by resource parents and community members, efforts initiated in the first year of System Improvement Plan implementation will continue and will be expanded upon during the three fiscal years included in this plan.

**Improvement Goal 1.0** Improve supports for social workers, foster and kin parents, and birth parents to help keep youth in family care placements.

**Strategy 1.1** Increase access to information about the child welfare system, including how it works, requirements, and available resources

**Strategy Rationale** The self assessment indicated a need for basic information about child and family serving systems. Specific requests for support included ways to contact other people when questions about how to support youth arise. Encouraging informal and formal communications can help families locate resources that will promote stability and access to appropriate support.

Milestone		Anticipated Completion Date		Assigned To	
1.1.1 Review foster parent training curriculum. Identify needed changes/updates. Develop revised curriculum.		12/31/07		To be determined by C&FS Director	
1.1.2 Publicize and conduct two training sessions on how to discuss with youth the best practice strategies for locating and developing lifelong connections. Involve and engage multi-ethnic presenters and participants in the information sharing process.		12/31/07		Adolescent Services Manager, Permanence Subcommittee	
Strategy 1.2 Continue to expand resources needed by Strategy Rationale Emancipating and emancipated adolescents					

<p>adolescents (pre- and post-emanicipation) to support their placement in least restrictive care settings and preserve family connections.</p>	<p>have specific needs, as do the parents and relatives who care for them. Several initiatives have identified support needs that can promote permanent family placements and transition to successful independent adulthood. Further work must be done to coordinate these efforts; specifically, to develop supports identified as priorities.</p>
<p><b>Milestone</b></p>	<p><b>Anticipated Completion Date</b></p>
<p>1.2.1 Continue to explore transitional housing options for emancipating youth, including procurement of a building to house emancipated adolescents.</p>	<p>06/30/09</p>
<p>1.2.2 Continue to implement and expand housing stipend program in order to enhance the ability of emancipating youth to achieve self-sufficiency. Integrate with existing programs and services.</p>	<p>06/30/07</p>
<p>1.2.3 Create and implement an Individual Development Accounts Program to aid emancipating youth in developing lifelong skills in financial management.</p>	<p>06/30/07</p>
<p>1.2.4 Continue to contract for internet research to locate permanent connections for adolescents.</p>	<p>06/30/09</p>
<p>1.2.5 Continue to offer Independent Living Program services to 14 and 15 year old youth. Increase the number of youth receiving services.</p>	<p>06/30/09</p>
<p>1.2.6 Increase Asset Coaching staff to assist youth in understanding and acquiring internal and external developmental assets.</p>	<p>06/30/08</p>
<p><b>Assigned To</b></p>	<p>Adolescent Services Manager, Children &amp; Family Services Director, Office of Housing</p>
<p>Housing Advocate, Adolescent Services Manager</p>	<p>Adolescent Services Manager, Human Services Analyst II</p>
<p>Adolescent Services Manager</p>	<p>Adolescent Services Manager</p>
<p>Adolescent Services Manager, Independent Living Program staff, College of San Mateo</p>	<p>Adolescent Services Manager, Independent Living Program staff, College of San Mateo</p>
<p>Children &amp; Family Services Director, Adolescent Services Manager</p>	<p>Children &amp; Family Services Director, Adolescent Services Manager</p>

	1.2.7 Annually identify youth for permanence efforts.		6/30/07 6/30/08 6/30/09	Adolescent Services Manager
	<b>Strategy 1.3</b> Enhance resources needed by birth, kin, foster, and adoptive parents to support stable family connections.		<b>Strategy Rationale</b> Greater involvement between foster parents, kin caregivers and birth parents is needed to promote family connections. Encouraging shared responsibility for developing and accessing supports needed to achieve successful outcomes is one way to achieve this goal.	Adolescent Services Manager
<b>Milestone</b>	1.3.1 Continue to use Foster Parents of Adolescents Subcommittee as a training forum for foster parents.	<b>Date</b>	06/30/09	<b>Assigned To</b> Adolescent Services Manager
<b>Improvement Goal 2.0</b> Maintain existing and recruit new foster, kin, and adoptive homes.				
	<b>Strategy 2.1</b> Improve program to maintain and support resource families.		<b>Strategy Rationale</b> HSA and foster parents have begun to address the issues of greatest concern to foster parents and improve supports. However, more can be done to build a retention program that better addresses resource families' concerns.	Adolescent Services Manager
<b>Milestone</b>	2.1.1 Continue to collaborate with the California Youth Permanency Project in developing programs to achieve permanency for more youth.	<b>Date</b>	06/30/09	<b>Assigned To</b> Adolescent Services Manager
	2.1.2 Standardize practices which explore permanent placement for all youth.	<b>Date</b>	6/30/09	<b>Assigned To</b> Children & Family Services Management Team

<p><b>2.1.3</b> Examine Intake infrastructure and practice as it relates to permanent placement for all children in the foster care system. Make recommendations for improvements.</p>		12/31/07	<p>Permanency Committee</p>
<p><b>2.1.4</b> Explore Efforts to Outcomes system as a possible way of tracking housing. Fostering the Future and aftercare outcomes. Explore feasibility of making available system to staff.</p>		12/31/07	<p>Children &amp; Family Services Director, Adolescent Services Manager, Business Systems Group</p>
<p><b>Strategy 2.2</b> Recruit resource families who can meet adolescents' unique needs.</p>		<p><b>Strategy Rationale</b> Recruiting Resource Families within our county who can meet these needs will help preserve family connections and increase placement in the appropriate least restrictive care setting.</p>	
<p><b>Milestone</b></p> <p><b>2.2.1</b> Continue to develop and distribute marketing materials that focus on adolescents and resources available to caregivers.</p> <p><b>2.2.2</b> Include Adolescent Panels at every foster parent orientation.</p> <p><b>2.2.3</b> Continue to Strengthen and expand the Foster Parents of Adolescents Subcommittee and include members in strategic planning.</p>	<p><b>Date</b></p>	<p>06/30/09</p> <p>06/30/09</p> <p>06/30/09</p>	<p><b>Assigned To</b></p> <p>Public Information Officer, HSA Training Coordinator</p> <p>Children &amp; Family Services staff</p> <p>Adolescent Services Manager</p>
<p><b>Strategy 2.3</b> Build stronger partnerships among foster families and social workers through holding facilitated conversations to achieve a shared understanding of the expectations that define the working relationships and culture of the child welfare system, and monitor whether these have been met.</p>		<p><b>Strategy Rationale</b> In order to improve retention and recruitment of resource families, the organizational culture of the child welfare system must shift to promote true partnership. Preliminary work has already been done by CW social workers and foster parents to determine what will need</p>	

	to be changed, when, how and by whom. This strategy will build upon this work and serve as a model for culture change throughout the entire system.	
<p><b>2.3.1</b> Conduct two additional partnership conferences in FY06/07 in order to continue strengthening relationships between foster parents and C&amp;FS staff. Evaluate need for additional conferences in subsequent years.</p>	12/31/07	Children & Family Services Managers and Staff
<p><b>Strategy 2.4</b> Use the Agency-wide accreditation process as a means for improving Priority Area One-related services by complying with relevant accreditation requirements</p>	<p><b>Strategy Rationale</b> Agency-wide accreditation efforts will provide an opportunity for examination of policies, procedures and service provision in order to develop and implement improvements based on accreditation requirements which reflect best practices in the social services field.</p>	Children & Family Services Management Team; Priority Area Three Project Manager; identified staff
<p><b>2.4.1</b> Participate as needed on accreditation self-study teams in order to identify related areas; assist in the development of policy and/or procedural improvements necessary to meet accreditation requirements; and assist in the implementation of improvements.</p>	05/30/08	
<p><b>Describe systemic changes needed to further support the improvement goal.</b></p> <ul style="list-style-type: none"> <li>• Improve communications among all stakeholders in the child welfare system. A communications plan should be developed and implemented to increase access to information about the child welfare system; this could include establishing a list-serve for on-line communication among families, workers and others (e.g., policy updates, FAQ bulletin).</li> <li>• Improve collaboration and service integration among County departments and community-based agencies serving same families.</li> <li>• Build information technology capacity in County and community partner organizations to collect data and track outcomes.</li> <li>• Develop cultural competence of all participants in children's service system.</li> <li>• Develop strategies promoting use of blended, flexible funding to maximize resources for families with multiple needs.</li> <li>• Strengthen working relationships/partnerships among families, community organizations and public agency staff (e.g., Human Services, Probation, Health, and Courts).</li> </ul>		

- Align reimbursement levels for AAP, foster care, guardianship, kinship care support.
  - Improve access to adoption supports: assure post-adoption eligibility for benefits and financial support for adopted foster youth (medical assistance, school financial aid).
- Describe educational/training needs (including technical assistance) to achieve the improvement goals.**
- Training on cultural competence – the impact cultural norms have on family engagement and participation in services.
  - Training for service providers and family caregivers on understanding and managing behavioral challenges of abused, neglected children.
  - Training for service providers and families on age-appropriate child behavior and child development.
  - Training for all partners (e.g., birth parents, foster parents, kin caregivers, CWS staff, Court, Probation, Counsel, and the Sheriff's department) in child welfare practice, protocol, roles and responsibilities.
  - Training on working collaboratively, shared case management.
  - Training for service providers, partners, and families on CPS reporting, CPS function and child welfare services, differential response protocols, particularly on how the system operates (legal requirements/timelines) and case planning processes.
  - Develop and provide training for families on how to support children/youth with special needs.
  - Deliver training necessary to assure CWS staff, partners and families are clear about roles, responsibilities, and dispute resolution alternatives in each phase of child welfare case activity (referral/intake, placement, court hearings, case planning, reunification, adoption, emancipation).
  - Increase access to training for birth parents, foster parents, kin caregivers, Court, Probation, counsel, and the Sheriff's department in child welfare practice, protocol, roles and obligations. Provide joint training sessions for above groups to improve understanding and collaborative practice.
  - Develop technical assistance or training for parents and service provider staff on how to access educational supports for youth (e.g., IEPs, SSTs). Incorporate staff and resource parents. (The County Office of Education provides some of this training already).
  - Develop and provide training for families on how to support adolescents (topics on dealing with difficult behavior, alcohol and drug use, sexual identity and orientation).
  - Increase availability of training for service providers on child related issues - Child Development, Children with Mental Health Issues and Developmental Delays (including DSM IV), Infant/Child Abuse, Physical and Sexual Abuse (including terminology), Working with Adolescents and Teens, Transgender Identity).
  - Increase availability of training for service providers on parent related issues – working with foster parents as allies, Difficult Situations with Parents; parenting skills.
  - Y.O.U.T.H. Training (developed by former foster youth for social workers, service providers).
  - Resource parent training – tailor training to the specific needs of foster and post-adopt parents (target the audience).

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

- Greater involvement from healthcare providers/practitioners, Mental Health, AOD, and schools in case planning processes.
- Churches or faith-based groups, such as Help One Child and Jeremiah's Promise, can support resource development for children, adolescents and parents.
- 4Cs (especially given their work in training license exempt child care providers) and pre-school programs can help support and should participate in team-based case planning.
- Include foster youth in MAPP training.
- Subgroups of foster parents who share similar interests (e.g., fostering adolescents, medically fragile children) should work more directly with FPA board, with the association as a whole, and with groups responsible for work in this plan.
- Youth should be more involved in all phases of implementing this plan.
- ACAT (Adolescent Collaborative Action Team) can support resource development for adolescents.
- Community-based organizations, especially those serving teens, should be involved in ongoing planning and implementation.
- Community colleges could conduct wider range of courses for foster parents, emancipating foster youth.
- CDSS must work with counties to help assure that resources and technical assistance are available, and that statutory changes are made to support this work.

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

- Confidentiality and appropriate use of parental release forms.
- HIPAA implications.
- Foster home licensing requirements should be more flexible.
- Extend eligibility for Medi-Cal for adopted children.
- Extend eligibility for Education Financial Aid for adopted children.