

EXECUTIVE SUMMARY

San Mateo County's Promoting Safe and Stable Families Annual Plan Update FFY 2002

And

Three-Year Plan 2003-2005

Prepared by the San Mateo County Human Services Agency and the
Peninsula Partnership for Children, Youth and Families

The Peninsula Partnership for Children, Youth and Families has been designated by the San Mateo County Human Services Agency to administer the federal Promoting Safe and Stable Families funds. The Federal Omnibus Budget Reconciliation Act of 1993 provided funds for states to develop and implement a program for promoting safe and stable families by providing primary community-based prevention services for families at risk. The Partnership re-grants all of these funds (\$470,077 for FFY 2001-2002) to nine local community collaboratives to coordinate resources to improve children's readiness for school, promote their academic success by third grade, connect vulnerable families to needed resources and build local capacity to insure better coordination and integration of services. The Partnership maximizes these funds by helping to leverage other public and private funds, and provides in-kind staff assistance, evaluation efforts and connection to other non-monetary resources. The Peninsula Community Foundation serves as the Partnership's program and fiscal sponsor.

Attached is the Annual Update for 2001-2002. The Partnership's original goals and progress towards these goals over the past year are highlighted below:

- 1. Developing and sustaining local collaborative structures in nine, high-need communities in San Mateo County.**
- 2. Leveraging and coordinating both existing and new resources, county-wide and locally.**
- 3. Providing prevention and early intervention services to families, with an emphasis on children from birth to age eight and their families.**
- 4. Providing a vision to the larger community on the importance of investing in children.**

The Partnership's nine local collaborative have created an integrated and comprehensive network of services that has brought together the resources of its partners. These partners include the county, city, local school district and various public and private organizations – all of which have redirected services and provided staff time and/or other in-kind support. Most of the collaboratives have evaluated their efforts and have shown clear results for children in reading, writing and improved access to health, education and social services.

The Partnership has been instrumental in coordinating and leveraging existing resources to serve children and families. In 2001, on behalf of all of its collaboratives, the

Partnership received a \$438,490 grant from the San Mateo County Children and Families First Commission to provide high-quality, summer educational programs to low-income children to help them transition to kindergarten and succeed in school. The Partnership recently helped leverage \$2.4 million over four years from the California Children and Families First Commission's School Readiness Initiative. These funds will be used to provide inter-disciplinary and family support services to establish the foundation for educational success. The School Readiness Initiative will focus its work in eleven low-performing schools in four of the Partnership's nine collaboratives.

Services provided by the collaboratives through these federal funds are focused on improving outcomes for children before birth to age eight and their families. These direct services have included the following:

- Tutoring and homework assistance
- Home visitation for young children
- Child care for low-income families
- Summer transitional kindergarten programs
- Pediatric health care services and outreach
- Mental health counseling
- Pre-school/Kindergarten articulation programs
- Parenting support and education
- Literacy/reading promotion activities
- After-school enrichment programs

The Partnership promotes a vision of the importance of investing in our children's early years. By creating and supporting strong early literacy programs - such as the effective Raising a Reader® Book Bag Program - the Partnership advances the notion that all children should enter school ready to learn. In addition, the Partnership works closely with key representatives from the San Mateo County Human Services Agency, the San Mateo County Health Services Agency and the San Mateo County Office of Education to lead the Children's Report Initiative, which published the 2002 Children's Report, *Children in Our Community: A Report on their Health and Well-Being*. By publishing and sharing the Children's Report, the Initiative works to help the community understand the importance of investing in children and guides local programs and policies to accomplish results desired by the community.

The attached Three-Year Plan describes how the Partnership will continue to address the goals stated above, with the added goal of increasing the number of community leaders working with each of the collaboratives. The Children's Report Initiative will continue to serve as a tool to help link each of the program performance measures of the Partnership collaboratives to broader community indicators and outcomes. The Partnership will also continue evaluation efforts to determine the following: 1) the impact of the direct services provided by the collaboratives; and 2) the effectiveness of county-wide programs supported by the Partnership. Finally, the results of the Partnership's measurement tool to assess how well children are prepared for school in San Mateo County will serve as strong baseline data as to the impact of school readiness efforts.

Federal requirements for these funds now mandate that states provide more intensive child welfare services, including promoting adoption and supporting families who adopt; preserving families whose children are at-risk of being placed out-of home; time-limited family reunification and family support. San Mateo County's goals for the next three years (2003–2005) reflect this change. In order to meet these new requirements, several Partnership collaboratives will work closely with the Human Service Agency's newly designed Family to Family Initiative. The goal of this Initiative is to keep children safe in their own neighborhoods by building on existing community partnerships and networks. Through local family resource centers and other Partnership service sites, these Partnership communities will help recruit and support foster and kinship families, strengthen local partnerships and make decisions about out-of home placements. The Partnership and the Human Services Agency will therefore work together to meet the seven federally defined outcomes for this funding:

1. Reducing the recurrence of child abuse and/or neglect
2. Reducing the incidence of child abuse and/or neglect in foster care
3. Increasing permanency planning for children in foster care
4. Reducing time in foster care to reunification without re-entry into the system
5. Reducing time in foster care to adoption
6. Increasing placement stability
7. Reducing placement of young children in group homes or institutions.

Finally, the Peninsula Partnership has a 16-member county-wide Partnership Council, consisting of key stakeholders, including a County Board Supervisor; the President and CEO of the Peninsula Community Foundation; business leaders; the directors of major county agencies such as Health Services and Human Services; educators; and representatives from local nonprofit agencies. This Council oversees the work of the Partnership and its nine community collaboratives

PROMOTING SAFE AND STABLE FAMILIES
Annual Plan Update for Federal Fiscal Year 2002
and Three-Year Plan for
Federal Fiscal Years 2003 – 2005

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SUMMARY

The Peninsula Partnership for Children, Youth and Families has been designated by the San Mateo County Human Services Agency as the administrator for the Promoting Safe and Stable Families funds. The Partnership was formed in 1993 by government, non-profit and foundation leaders in San Mateo County to develop an integrated system of services to improve the health and welfare of children from birth to age eight and their families. The Peninsula Community Foundation serves as the Partnership's program and fiscal sponsor, and employs and supervises its five staff members. The mission of the Peninsula Partnership is to promote integrated and community-based services and informal support systems for young children and their families to protect them from child abuse and neglect, and with a focus on preparing children for kindergarten, ensuring that children are successful in school and reading proficiently by third grade, and building local capacity to meet these goals.

The guiding principle of the Partnership is the belief that to better support families, build communities and solve problems, it is necessary for community-based organizations, cities, schools, county agencies and others to work together to achieve commonly agreed upon outcomes. Since children and families live in communities, and each community has unique needs and resources, the Peninsula Partnership is working to accomplish its mission of comprehensive, integrated and community-based services at *both* the local and county level.

At the local level, the Peninsula Partnership provides resources and funding to local community collaboratives to assist them in strengthening families. The Partnership also stimulates and sponsors county-wide collaborative efforts through the work of the Peninsula Partnership Council. The Council is comprised of strategic thinkers in San Mateo County from multiple disciplines who engage, educate and inform each other and the larger community regarding the best practices in kindergarten readiness, academic success by third grade, and the overall challenges facing children and families in San Mateo County.

As a testament to this successful collaboration, in September 2001, the Peninsula Partnership was selected as one of the top five finalists out of 94 applicants from around the state to receive a **Distinguished Service Award** from the California Cities, Counties and Schools Partnership. The Peninsula Partnership was noted for its strong city-school collaboratives and county-wide efforts, and for the “innovative, creative way” it works with cities, schools and county agencies to better communities. The Partnership has also received recognition locally. In February 2002, the Partnership was honored by the local 17th District (which serves all of San Mateo County) of the Parent Teachers Association with an **Honorary Service Award** for “dedicated service to the residents of San Mateo County.” The PTA cited the Partnership for its extensive, collaborative efforts on behalf of children, youth and families throughout San Mateo County.

Part I: Update on the Previous Year’s Activities

- *Vision Statement*

The vision of the Peninsula Partnership is to develop strong, integrated systems of formal and informal support for young children and their families in San Mateo County. The goal of these systems is to help families meet the health, educational, social, emotional and economic needs of their young children so they have the tools to succeed in school and in life.

- *Goals and Objectives*

The major goals of the Promoting Safe and Stable Families (PSSF) initiative include the following:

- (1) Developing and sustaining local collaborative structures in nine, high-need communities in San Mateo County.**
- (2) Leveraging and coordinating both existing and new resources, county-wide and locally.**
- (3) Providing prevention and early intervention services to families, with an emphasis on children from birth to age eight and their families.**

(4) Providing a vision to the larger community on the importance of investing in children.

Below is a description of each of these goals, the activities related to each goal and the indicators of success towards these goals.

Goal #1: Developing and sustaining local collaborative structures in nine, high-need communities in San Mateo County

With a population of just over 700,000, San Mateo County includes rural farmland, a coastal mountain range, densely populated cities and several suburban communities. It has an incredibly ethnically diverse population with no true majority: half (50%) of the population is Caucasian, just under a quarter (22%) is Latino, one-fifth (20%) is Asian, and Pacific-Islanders and African Americans each make up 4% of the population. Almost half (44%) of the kindergartners in San Mateo County are classified as English-language learners. San Mateo County is home to Silicon Valley millionaires as well as seasonal, migrant farm workers and their families. Although San Mateo County has one of the highest percentages (66%) of children with working parents in the state – indeed, the nation – few families can afford to purchase a median price home and one in four children live in low-income families. San Mateo County, although next door to Stanford University, is also a place where poor families lack access to books: 49% of poor families have less than 20 children's books in their homes, and more than one out of four children have 10 or less books in the home. San Mateo County, in a word, can be summed up as **diverse** – economically, geographically and ethnically.

The Peninsula Partnership serves this diverse county. However, nine, high-need communities have been selected to receive funding from the Partnership. These communities were selected because of their high rates of child abuse and neglect, under-immunized children, poverty and high rates of teen births, and/or are underserved by local and county resources. The communities range from the rural, agrarian coastside communities to the more urban cities located on the San Francisco Bay. Each community has the commitment from both its city and school districts to work collaboratively to address the needs of young children in their community. These city-school collaboratives engage parents and other community partners to maximize existing resources and provide coordinated services to children and their families, including after-school enrichment programs, case management to high-risk families, home visiting, kindergarten readiness activities, health education, parental support and community capacity-building.

These nine communities have 62% (438,440) of the County's population (707,161), 60% (37,560) of the children ages 0-5 in the County (62,642), and 87% (1,900) of the County's Temporary Assistance for Needy Families (TANF) cases (2,172). In a January 2001 study published by the Northern California Council for the Community, five Peninsula Partnership communities are "the most affected by poverty, unemployment and public assistance".

The objectives of these collaboratives are to: (1) create a formal partnership between the city and school district; (2) focus on programs and services for children from birth to age eight; and (3) create a community-based, collaborative structure that offers a vision to improve outcomes for children as well as access to additional resources. Community participation is critical to the success of these local collaboratives. Representatives include community leaders and professionals from a variety of disciplines, including public health, child welfare, child care, early childhood education and mental health. Collaborative partners also include the faith community, local government, business community and agency clients.

Most of the city-school collaboratives use their PSSF funds to staff a coordinator, who pursues inter-agency coordination, leverages resources, recruits volunteers, conducts cross-site trainings, oversees collaborative services to families (e.g., Healthy Start projects, home visiting programs, case management services, after-school programs, etc.) and acts as a local spokes-person for children's issues.

Goal #1: Indicators of Success

Each city-school collaborative has created an integrated and comprehensive network of services that has brought together the resources of its partners. These partners include the county, city, local school district, public and private organizations – all of whom have redirected services and provided staff time and/or other in-kind support. Across all nine collaboratives, there are some similarities and differences in the way services and resources have been conducted. Please refer to the attached *2000-2001 City-School Collaborative Highlights* for a description of the work of each site (Attachment 1).

The Partnership views the evaluation of key collaborative activities as one that not only documents successes and failures, but also provides constructive feedback for mid-course corrections. Several of the city-school collaboratives have evaluated their efforts around tutoring, homework assistance, after-school programs, family functioning and case management, and have shown clear results for children in reading, writing and improved access to health, education and social services.

In order to assess community participation – a key indicator of success – each of the city-school collaboratives formally assesses its level of community inclusiveness and participation. In addition, each collaborative reviews how well the leadership, decision-making, planning and implementation processes of its partners reflect the mission of the Partnership. Results from last year show that even though there are many stakeholders involved in shaping and creating the direction of each city-school collaborative, there is a need to recruit a more diverse set of members that reflect the age, cultural and socio-economic differences in our neighborhoods. The survey tool used for this assessment is attached (Attachment 2).

The second component of our evaluation is to identify what impact these collaboratives are having on their communities, specifically in the area of school readiness. Readiness for school is an essential indicator of child well-being; it builds on the stimulation and experience of the infant, toddler and preschooler, and reflects the overall family and community support a child

may have. School readiness represents a strong foundation for later success in school and includes cognitive skills (such as numbers and language), social skills (such as peer interaction), behavioral skills (such as classroom attention) and emotional skills (such as the ability to empathize with peers). While San Mateo County's assessment focuses on children, school readiness can be viewed as not only readiness in children, but the readiness of schools to educate young children, the readiness of parents and families to help prepare children for school and the overall readiness of communities to help insure children arrive at school ready to learn.

In 2001, San Mateo County, led by the Peninsula Partnership for Children, Youth and Families and its city-school collaboratives, launched a pilot project to assess school readiness among kindergarteners in eight school districts. An assessment tool was developed with community input and was based on the National Education Goals Panel's five dimensions of school readiness:

- Physical Well-being and Motor Development
- Social and Emotional Well-being
- Approaches Toward Learning
- Communication and Language Usage
- Cognition and General Knowledge

Local measures of readiness were defined for each of the five dimensions above. Kindergarten teachers then observed children's readiness according to each of these measures using a four-point scale, with one being "not proficient" and four being "proficient". Results from this assessment will be used to help monitor county and local trends; identify areas that parents can focus on in helping prepare their own children for school; strengthen the relationship between elementary schools and preschool/early childhood educators; and improve pre-school curricula designed to get children ready for school.

Students were observed to be most proficient for specific measures related to cognition and general knowledge, such as recognizing primary shapes and colors, and counting up to ten objects. Students were least proficient in specific measures related to communication and language, such as knowing all letters of the alphabet and engaging with books. Corresponding to national research, being ready for school in San Mateo County corresponds with higher incomes and having a pre-school experience. A full report on the results will be completed this spring.

Goal #2: Leveraging and coordinating both existing and new resources, county-wide and locally

The Partnership and its city-school collaboratives have successfully and creatively blended public/private dollars and other resources to maximize their benefit for children and families.

Goal #2: Indicators of Success

At the county level, the Partnership has been instrumental in coordinating and leveraging existing resources to serve children and families. In 2000, on behalf of all of its collaboratives, the Partnership received a \$438,490 grant for Summer Transitional Kindergarten Readiness Programs from the San Mateo County Children and Families First Commission. The goal of the program is to support at-risk families living in the Partnership's nine city-school collaboratives by enhancing the cognitive, social and emotional skills of their young children. The school-based program provides high-quality, educational summer programs to low-income children who have not had a quality pre-school experience and/or are English-language learners in order to help them transition to kindergarten and succeed in school. The Program is linked to community resources such as:

- Libraries
- Second Harvest Food Bank
- Family Resource Centers
- Parks and Recreation Departments
- Child Care Centers
- Health Clinics

The Summer Transitional Kindergarten Readiness Programs reached over 1,000 4-5 year old children in 2001 in 59 schools in 8 communities and was successful in increasing literacy skills, preparing children for the school environment and helping connect families to needed community resources. Almost half (49%) of the children enrolled in the program in 2001 were Latino, and 91% were from families earning less than the county median income. The program promotes strong parent involvement through parent orientations and workshops. Many of the parent volunteers in the summer program continued to volunteer during the regular school year, thus increasing their commitment to their child's education.

An independent evaluation of the program (a pre- and post-test) showed significant and impressive increases in every area of "school readiness" measured. The children in the program consistently demonstrated increases in early literacy areas, such as language development, writing skills and an interest in books, as well as consistent increases in other areas of development. The program offers a unique opportunity for parents and teachers to work together and become acquainted before the actual school year begins. The program was also successful in linking families with needed resources. The full evaluation report is attached (Attachment 3). The 2001 Summer Transitional Kindergarten Readiness Program has received continued funding through 2003.

In 2001, the Peninsula Partnership helped leverage \$2.4 million over four years from the California Children and Families First Commission's School Readiness Initiative. These funds will be used to begin improving systems and providing activities that establish the foundation for educational success and help children enter school ready to learn. The School Readiness Initiative will focus its work in eleven low-performing schools in four of the Partnership's nine city-school collaboratives, with the goal of expanding the programmatic aspects to all nine collaboratives within the next four years.

The Partnership continues to create, stimulate and provide ongoing support to county-wide early literacy efforts targeting young, primarily low-income children. This includes the Raising a Reader® Book Bag Program, initiated through the Partnership three years ago, and now reaching over 8,000 0-4 year olds in San Mateo County. The Book Bag Program provides new, high-quality books to children via child care centers, home day care providers and home visiting programs. The Partnership linked Raising a Reader® and Pre-to-Three, a county-wide home visiting program for at-risk new mothers, which trained its community workers and supplied them with the book bags for their home visits.

At the local level, there are many examples of how existing resources have been redirected to support integrated services for children and families. One example is Daly City, where county general funds (\$150,000) have been directed to Daly City for its after-school programs. Another example is Redwood City, where city dollars (\$100,000) have also been leveraged for its network of Family Centers. These resources have helped make it possible for the family resource centers within each city to receive out-stationed staff, such as Child Welfare Services', psychiatric social workers, Benefit Analysts, and community workers, from a variety of county and nonprofit agencies. Other resources have also been leveraged, such as transportation services to bus children to after-school sites, school space for programs and use of school personnel and volunteers.

In the City of San Mateo, the city and school district have pooled general fund monies with Promoting Safe and Stable Families (PSSF) funds to implement city-wide and school district-wide literacy activities. In Menlo Park, the city has invested significant redevelopment dollars to support neighborhood infrastructure, a joint school-city library, a child development center and other family support services, thus greatly expanding the impact of PSSF dollars. In East Palo Alto, the city has contributed funds to the collaborative for various events, including \$20,000 for its 2001 "Back-to-School" event. The Ravenswood City School District has also donated in-kind services for the extended day program of "Jump Start", the collaborative's summer transitional kindergarten readiness program.

Private funding has also been raised to support both the Peninsula Partnership and its city-school collaboratives. Over the past year, three private foundations have provided over \$300,000 in support of the work of the Partnership and its collaboratives. Much of these funds have been used to provide training, technical assistance, and additional programs and services for the collaboratives. The Partnership also coordinates closely with other public and private entities, such as the San Mateo County Child Abuse Prevention Council, the San Mateo County Office of Education and the Child Care Coordinating Council to sponsor joint trainings and conferences, and to assist in local planning efforts.

Goal #3: Providing prevention and early intervention services to families, with an emphasis on children from birth to age eight and their families

Services provided by the city-school collaboratives through PSSF funds are focused on improving outcomes for children before birth to age eight and their families. These direct services have included the following:

- Tutoring and homework assistance
- Home visitation for young children
- Child care for low-income families
- Summer transitional kindergarten programs
- Pediatric health care services and outreach
- Mental health counseling
- Pre-school/Kindergarten articulation programs
- Parenting support and education
- Literacy/reading promotion activities
- After-school enrichment programs

The Partnership continues to serve as an incubator for innovative programs. In January 2001, the *Parenting the First Year* newsletter was initiated as a collaborative effort between Sequoia Hospital, Peninsula Community Foundation and the Peninsula Partnership. Piloted by Sequoia Hospital, funded by Peninsula Community Foundation and coordinated by Peninsula Partnership staff, this year-long program provides a free set of twelve newsletters (available in English and Spanish) to new parents. These parents receive a different newsletter each month highlighting the developmental growth of their infant. This type of parent education is based on the theory that parents who are more aware of how babies grow and develop are more likely to respond in appropriate ways, and will also seek help when needed. The newsletter also offers information on nutrition, safety, parent support tips and child care. Since April 2001, almost 1,400 families have received monthly issues of the *Parenting the First Year* newsletter. The program is currently being evaluated and early results indicate that parents find the newsletter very helpful and user-friendly. The project evaluation will be available in June 2002.

In March 2001, the Partnership released a report on local home visiting programs. "*Like a 'Segunda Mama' (Second Mother): Home Visiting Services for Young Children and Their Families in San Mateo County*", was funded by the Lucile Packard Foundation for Children's Health, commissioned by the Peninsula Partnership and produced by Nancy Goodban, Ph.D. This report provides an overview of 23 home visiting programs serving young children in San Mateo County. It highlights data collected from interviews with key informants, parent focus groups and an extensive literature review, and includes a review of best practices, staffing and training considerations. In addition to identifying and describing key home visiting programs in the County, the report makes several recommendations regarding access, best practices, service integration, training and staff support (Attachment 4).

Goal #3: Indicators of Success

The general outcomes described in the original five-year plan and in subsequent updates included improvements in healthy physical and cognitive development, stable home/family

functioning and community support. While county-wide improvements in these areas are difficult to track, there are specific city-school collaborative programs which have been evaluated to assess progress and impact. Some of these ongoing evaluation efforts are described below.

The **Redwood City Family Centers'** fifth annual report (Attachment 5) documents the successes of comprehensive family and student support programs through three family resource centers in Redwood City, sponsored jointly by the city, school district, county and sixteen community partners. The results of this year's evaluation from *Case Managed* families and students who received *Child Only* services showed improvements in academic achievement, using SAT-9 scores and Running Record totals, with *Child Only* students showing the most significant improvement. Using the *Teacher-Child Rating Scale*, which measures changes in student classroom behavior, there have been significant changes in the areas of Acting Out, Learning Skills, Assertive Social Skills, Task Orientation and Peer Sociability. The results of this ongoing evaluation have helped maintain financial support from the county, city and school district.

The **Menlo Park/Belle Haven Community Collaborative Evaluation** has continued to gather data on the children who attend summer transitional kindergarten readiness classes and the counseling program offered to students at Belle Haven Elementary School. This data confirms the benefits children gain from attending pre-school and summer transitional programs in terms of preparing them for kindergarten. The counseling services have been instrumental in changing negative behavior and mood in the classroom, and increasing academic performance based on SAT-9 scores.

Two other city-school collaboratives continue to evaluate the impact of their after-school tutoring and homework programs. The **Daly City and Pacifica Collaboratives** evaluate the success of their tutorial programs by tying the evaluation of their programs to the educational reading standards issued by the California Department of Education through SAT-9 benchmarks.

In addition to these formal, program-specific evaluations, most of the nine city-school collaboratives are making progress towards these outcomes through the following:

- Healthy behaviors and outcomes through increased health screenings, health education, immunizations and utilization of prenatal care
- Learning readiness through pre-school home visits
- Social and emotional well-being through mental health counseling, after-school recreation activities, conflict resolution and parent support programs

- Family functioning through job counseling, parent support programs and increased access to emergency assistance, job training, housing, alcohol and drug treatment, and child protective services

Goal #4: Providing a vision to the larger community on the importance of investing in children

Since its inception, one of the most important goals of the Peninsula Partnership has been to offer the larger community – beyond service providers and families in need – a vision of the importance of investing in our children’s early years. The Partnership has primarily fostered this vision through its city-school collaboratives and the county-wide initiatives mentioned above. Although this work has not involved any PSSF funds – 100% of these funds go to the collaboratives – this vision provides an important context to the work of the local city-school collaboratives.

Goal #4: Indicators of Success

It is the vision of the Partnership to have parents and young children throughout San Mateo County receive, from as many different sources in the community as possible, a simple yet consistent message about the importance of sharing books with young children. As described below, due to the Partnership’s efforts, families in the County currently hear this message from medical providers, child care teachers and home visitors.

The Partnership continues to support and build upon local early literacy efforts targeting young, primarily low-income children. This includes the Raising A Reader® Book Bag Program, initiated through the Partnership three years ago and now reaching over 8,000 0-4 year olds in San Mateo County. The Partnership works closely with the San Mateo Raising A Reader® coordinator to ensure that the Book Bag Program thrives in all nine Partnership communities.

In 2000, the Partnership helped secure funding from Peninsula Community Foundation to expand the nationally known early pediatric literacy program, Reach Out And Read (ROR) to three clinic sites in San Mateo County. Through the ROR program, which is stationed at the Lucile Packard Children’s Hospital at Stanford University, pediatricians provide parents with both a “prescription” to read and a developmentally-appropriate hard cover book at well-child visits from three months to age five. The ROR model also includes volunteers reading books aloud in the clinic waiting rooms in order to role-model reading for parents. Under the guidance of a community Advisory Committee formed with support from the Partnership, in the fall of 2000, the ROR program was expanded to the Fair Oaks Clinic in Redwood City, the Stanford Coastside Medical Clinic in Half Moon Bay, and San Mateo County General Hospital in San Mateo. All three new clinic sites were strategically selected in Partnership communities in order to take advantage of existing volunteer networks and other early literacy efforts.

The Partnership also engages in public awareness efforts and provides training activities promoting an investment in early childhood health care, development and education. In collaboration with the San Mateo County Office of Education, the Partnership sponsors a Training Institute, which provides high-quality, low-cost conferences, skill-building workshops and trainings on best practices, school-linked services and family support programs for members of the Partnership’s nine city-school collaboratives as well as professionals, parents

and community members dedicated to working collaboratively to improve children's education, health and social services. The Partnership also encourages information-sharing across communities by hosting bi-monthly networking meetings for the city-school collaboratives.

Peninsula Partnership staff serves on the advisory boards/steering committees of major collaborative efforts in San Mateo County. Through its involvement in county and local collaborations, the Partnership understands and articulates various systems of services, identifies and strengthens linkages among and between systems, and facilitates collaborative efforts. The Peninsula Partnership also engages in various collaborative community activities to promote the health and safety of young children. For example, the Partnership's Executive Director recently served as one of three judges to select the San Mateo County Child Abuse Council "Friends of the Child Awards" on April 17, 2002. As part of the Child Abuse Council's effort to support "best practices" in preventing and addressing child maltreatment, five organizations were awarded for their outstanding service in this area. The Partnership frequently serves in such roles as an engaged community partner in San Mateo County.

Finally, in an effort to stimulate shared accountability and responsibility among major service providers and policy makers in San Mateo County, the Partnership works closely with key representatives from the San Mateo County Human Services Agency, the San Mateo County Health Services Agency and the San Mateo County Office of Education to lead the Children's Report Initiative, which published the 2002 Children's Report, "*Children in Our Community: A Report on their Health and Well-Being*" (Attachment 6). Updated every two years, this report outlines five desired outcomes and 33 indicators on the status of children in San Mateo County that can be used to track improvement and identify program areas in which to concentrate.

The Children's Report Initiative promotes one set of outcomes for San Mateo County's children:

- Children are safe;
- Children are healthy;
- Children are nurtured in a stable, caring environment;
- Children are succeeding in school; and
- Systems support children.

By publishing and sharing the Children's Report, the Initiative works to help the community understand the importance of investing in children, and guides local programs and policies to accomplish results desired by the community. The Children's Report also directs public attention to the status of children, serves as a catalyst for organizations to work together towards the same outcomes, and establishes a measure of community accountability.

In addition, the Children's Report Initiative has established a community-wide process of identifying and supporting effective strategies to achieve the above outcomes. The first

biennial *Community Recognition and Awards Celebration* was held on February 27, 2002 to publicly honor exemplary programs in each outcome area. By acknowledging these “best practices,” communicating data to the community in a meaningful way, and guiding action at both the program and system levels, the Children's Report Initiative actively promotes one vision for children in San Mateo County.

Child care availability was selected as a top community priority based on the Children's Report at the Children's Summit in 2000. As a result, the Children's Report Initiative Manager convened a countywide, interdisciplinary *Child Care Action Team* in April 2001 to improve the availability of quality child care for children ages 0-13 in San Mateo County. This broad-based community team reviewed existing efforts in this area, decided to focus on child care infrastructure needs, including facilities and workforce development, and set a five-year target of a 10% increase in the licensed child care supply throughout San Mateo County. In September 2001, the Child Care Action Team launched the *Child Care Action Campaign* to mobilize greater investments in existing, viable workforce and facilities initiatives including:

- SaMCARES, early childhood workforce recruitment and retention
- Peninsula Quality Fund for Early Childhood Facilities, providing facilities improvement grants and business planning assistance to existing centers
- Child Care Facilities Expansion Fund, mobilizing public and private investments in the development of new child care sites in high-need communities
- Advocacy at city and county levels for local land use and planning incentives for licensed child care

The Campaign emphasizes a creative, cross-sector approach in which every organization, group or individual is provided with feasible ways to participate in local child care *solutions*. In April 2002, the Campaign had 68 official endorsers including the San Mateo County Board of Supervisors. In addition, over one million dollars have been invested in the Campaign's identified solutions (listed above).

The Children's Report Initiative Manager is currently planning next steps to address the two additional community priorities selected at the Children's Summit: Children Self-Supervised After School and Housing Affordability.

Conclusion/Outcomes

In our last five-year plan, the Partnership noted that there is “a growing recognition in the field that evaluation of collaborative, system reform efforts is different than evaluation for discrete projects.” It is for this reason that, although some city-school collaboratives are conducting evaluations on their individual programs, standard evaluation efforts for the collaboratives in general are not appropriate unless evaluations are conducted on a scaleable level. Therefore, the evaluation report's indicators of success are more related to the health and maintenance of

the Partnership's city-school collaboratives and their success in involving the larger community, coordinating, redirecting and leveraging funding, and changing practice and policy. These activities will have a much larger and more sustained impact on the health and educational status of young children and their families in San Mateo County. The value of this approach will be documented during the next three years.

Part II: County Plan for the Next Three-Year Period (2003-2005)

A. Categorize services and programs according to how they fulfill the seven federal required outcomes.

The first FIVE-YEAR PLAN (October 1, 1994 to September 30, 1999) under the Family Preservation and Support Program (FPSP), emphasized community collaboration, setting the infrastructure for the local community collaboratives, leveraging and blending funding, and community capacity-building. This approach was successful, as evidenced by the fact that all of the original six city-school collaboratives – Daly City, East Palo Alto, Menlo Park, Pacifica, Redwood City and San Mateo – continue to thrive and serve their communities.

The next THREE-YEAR PLAN (October 1, 1999 to September 30, 2002) under Promoting Safe and Stable Families (PSSF), emphasized service delivery to families with young children, outcome evaluations and sustainability plans. Three new city-school collaboratives – Half Moon Bay, Pescadero and South San Francisco – joined the Peninsula Partnership and all of the city-school collaboratives continue to increase their services to families with young children (i.e., pre-school home visiting programs, individual/family/group counseling, parent education, literacy, tutoring and mentoring programs, access to health insurance programs and health care, and drug and alcohol prevention programs).

Sustainability was partially achieved, as the nine collaboratives were able to continue and expand their services in spite of the September 11th terrorist attack on the United States, which resulted in a downturn in the economy. Fiscal sustainability will be a major impetus for the city-school collaboratives during the next three years.

Three-Year Plan (October 1, 2002 - September 30, 2005)

The San Mateo County Board of Supervisors and the Human Services Agency will continue to designate the Peninsula Partnership for Children, Youth and Families as the administrator of Promoting Safe and Stable Families funds. At the local level, the Peninsula Partnership will provide these resources to its nine city-school collaboratives to assist them in strengthening families, classrooms and neighborhoods throughout San Mateo County. These communities were selected due to their high levels of poverty and rates of child abuse and neglect. The guiding principle for allocating these funds is the belief that to better support families, build communities and solve problems, it is necessary for community-based organizations, cities, schools, county agencies and individuals to work together to achieve commonly agreed upon outcomes. These outcomes are child well-being as defined in the San Mateo County Children's Report. All four service categories of **Family Preservation, Family Support, Adoption Promotion and Support, and Time Limited Family Reunification** will be addressed with these funds.

The Peninsula Partnership city-school collaboratives will continue early prevention and intervention programs, and will also recognize the communities' responsibilities to families involved in the child welfare system. The Human Services Agency is reconfiguring its child welfare services using the *Family to Family* model designed by the Annie E. Casey Foundation. This restructuring of the child welfare system is family-centered, sees the child and family as part of their neighborhood and community, works with the child's community to develop resources that can serve the child in or out of his/her family home, and involves the family, community partners and resource parents in child welfare decisions. The Partnership's city-school collaboratives, funded by PSSF funding, will play an active role in the reconstituted child welfare system.

The changes being developed in San Mateo in child welfare practice focus on the seven Federal outcomes developed by the Children's Bureau of the U.S. Department of Health and Human Services (HHS) as part of the implementation of the Adoption and Safe Families Act of 1997.

The specific steps to the plan are:

The Peninsula Partnership will distribute PSSF funding to the nine city-school collaboratives. The collaboratives will provide a detailed plan and budget to the Partnership outlining services that will be provided to families with children 0-8 years of age. Each collaborative will provide/support the following programs and services: kindergarten readiness, tutoring and mentoring programs, home visiting programs, individual/family/group counseling, parent education, information and referral services, access to health insurance programs and health care, and drug and alcohol prevention programs.

The collaboratives and their service delivery systems (i.e., Family Resource Centers) will work with the Children and Family Services Division of the San Mateo County Human Services Agency in the implementation of *Family to Family*, and will be involved in decision-making, resource development and services for the child, family and resource parents. An outcome-based evaluation will be conducted, which will include the impact of these services on the child welfare system. Fiscal audits will be available upon request. Also, each city-school collaborative will continue to work on a fiscal sustainability plan. The Peninsula Partnership will offer technical assistance, program support and contract monitoring to the collaboratives. The PSSF funding will be used to provide services and programs in San Mateo County that fulfill the federal required outcomes.

1. Reduce the recurrence of child abuse and/or neglect

Reducing the recurrence of child abuse or neglect is one of the County's Outcome-Based Management measures that is reported quarterly and reviewed by HSA. While we are pleased to be doing well in this area, we strive to continue to improve. This year, FFY 02, all the Children and Family Services staff met with all the staff of the various Family Resource Centers (FRCs), most of which are PSSF-funded. The goals of the meeting were better coordination and referral between child welfare and the community school-based services, and regional service provider team-building. Families who are referred to Children's Protective

Services (CPS) and are assessed as not being at the level of risk that require CPS intervention would be referred to the FRCs. During this next three years, with the implementation of *Family to Family*, the staff of the FRCs will be involved with CPS families from the very beginning of the out-of-home placement episode. Initially, they will be present at the Team Decision Making Meeting (see below for more information about this meeting), and when appropriate, offer safety plans that might keep a child at home. Failing that, they will be part of a local network of services that will support the birth family, resource parent (kin or foster) and the child. Perhaps more pertinent to this outcome, the FRCs will be part of the after-care program, supporting the birth family and child after reunification. Their services include basic family maintenance support, such as food and clothing, as well as providing counseling, home visiting, support groups, information and referral, drug and alcohol prevention and treatment, and advocacy. The sites will be the FRCs located in seven of the nine communities: Daly City, East Palo Alto, Half Moon Bay, Pescadero, Pacifica, Redwood City and San Mateo. The target population will be families with children who have reunified after an out-of-home placement episode.

In addition, San Mateo County, using County funds, overmatches the child welfare allocation. Family Reunification workers have fewer than 25 children on their caseload. After reunification, it is usual to provide at least six months of Family Maintenance services and often more. In cases where there is serious injury to a child under age 5 (those statistically most at-risk of severe injury or death after reunification), protocols are in place that must be followed before reunification. One is a follow-up psychological assessment of the parents around anger and impulse control issues by a clinician different from the therapists working with the family.

Outcome: While San Mateo has less incidence of re-abuse than the average for the State of California and the Federal guideline, we plan to further decrease the incidence by the close collaboration with PSSF-funded FRC's as part of an after-care program.

2. Reduce the incident of child abuse and neglect in foster care

Four Partnership cities will be targeted for the initial implementation of *Family to Family*. They were chosen because the highest incidence of children removed from their homes in San Mateo County is in these locations. The PSSF funds (and many other blended funding sources) will support counseling, information and referral, foster parent training, and foster parent support groups. The sites for the delivery of these services that are PSSF-funded will be the Family Resource Centers in Daly City, East Palo Alto and Redwood City. The fourth collaborative site, South San Francisco, will not use PSSF funding this year to provide these services. The targeted population will be resource parents in these three cities.

In addition, using County funds, San Mateo County hires additional social workers in order that every child in out-of-home care, including those in long-term care, is seen at least monthly. Most Family Reunification/Family Maintenance (FR/FM) social workers have less

than 26 children on their caseload, although the mixed caseload would allow a much higher standard. Most Permanent Placement (PP) social workers have less than 35 children on their caseloads. There are protocols in place regarding the investigation of allegations of abuse in out-of-home care, giving that responsibility to an Emergency Response (ER) social worker. The Licensing Worker also investigates according to Community Care Licensing regulations.

San Mateo County has an active foster parent training program funded through allocations to the Community Colleges. All foster parents are required to complete classes before licensing. San Mateo County has an incentive program for foster parents who attend a certain number of classes. In addition, many of our special foster care programs require foster parents to attend certain trainings and group meetings. There are four monthly foster parent support meetings held in various parts of the County, led by Foster Home Licensing Social Workers. San Mateo County also hosts foster parent appreciation activities. San Mateo County Human Services Agency was awarded funding from the local Children and Families First Commission to offer day care and respite care to foster parents who care for children ages 0 to 5. San Mateo County Human Services Agency also contracts with other agencies to provide respite care for other providers.

About 40% of the children in out-of-home placement are placed with relative caretakers. San Mateo County has a very active Kinship Support Program (KSSP). It has been active in the *Family to Family* initiative and has centers in two of the *Family to Family* targeted cities of East Palo Alto and South San Francisco. Besides the KSSP funding, through an additional \$70,000 of Child Welfare funding, an in-kind child welfare social worker is dedicated to this program. The CALWorks Incentive funding and targeted case management (TCM) funds are designated by the County for KSSP. The KSSP program has a social worker and community workers available to all the relative caretakers for individual consultation and problem-solving. KSSP offers support, educational and recreational groups for the relative caregivers, and field trips, mentoring and counseling for the children with relative caregivers.

Outcome: San Mateo County has very few incidents of child abuse and neglect of children in foster care. Having additional PSSF funded services and support available to the caretakers will further decrease these incidents.

3. Increase permanency for children in foster care

One of the major components of *Family to Family* that the city-school collaboratives will be engaged in is Team Decision Making (TDM). TDM involves the family and resource parents as well community members and is held at various junctures of the case. At each meeting, the needs and services of the birth family are reviewed. Counseling, drug abuse prevention and treatment, parent education and support groups will all be offered at the Family Resource Centers and the birth family will be urged to participate. Having access to local intense services will allow the birth family additional opportunities to reunify with their child. This type of Team Decision Making will be expanded throughout the County as soon as possible after the implementation date. This will give the opportunity for all nine collaboratives to participate if a child is removed from a family living in their community.

The support services described above, such as counseling, information and referral, foster parent training and foster parent support groups offered to resource parents, may help them decide to provide a permanent home for the child if the child cannot be reunified. In addition, all the city-school collaboratives will assist in recruitment campaigns, including holding events, distributing literature, and doing presentations to find temporary and adoptive homes for children in their community. The schools at which the FRCs are located will be the sites of these recruitment efforts and the families of the students will be the targeted population.

The County also invests a great deal of other funding into this outcome. With the reduced caseloads described above, the Family Reunification social workers in San Mateo County are able to give intensive services to all children in out-of-home placement and to their parents. Visitation between parents and children is usually weekly and sometimes several times a week.

The Human Services Agency has provided a number of services to enhance what can be offered to the family. Through 1733 CAPIT funds and over \$100,000 in County funds, and with the collaboration of the County's Mental Health Services, the local Family Service Agency provides intensive treatment to all child welfare families referred. In cases where there is no funding source available, Family Services serves the family using the matching County funds. In most cases, all family members participate in family and group counseling almost immediately. The Alcohol and Other Drugs section has contracts with treatment providers and has assessors available to all the families. In addition, Child Welfare Services funds a Dependency Court AOD assessor who sits in the lobby of Juvenile Court during Dependency Hearings and can take referrals from the Court immediately.

The San Mateo County Human Services Agency provides parent education and mediation programs to the families to help them resolve their issues. Through the a Housing Authority grant, there are Section 8 certificates, known as Unification certificates, for families who need to establish a home in order to be reunified with their children.

San Mateo County adheres to the legal time frames, requests very few Court continuances and participates in concurrent planning.

Outcome: In San Mateo County, 74.8% of the children who are reunified with their parents are reunified by 12 months after placement. In California, only 53.7% of the children who are reunified are home by 12 months.* With PSSF-funded services for the birth parent and recruitment efforts for adoptive parents, San Mateo County should achieve permanency for a higher percentage of children by 12 months for reunification and 24 months for children who enter adoption.

4. Reduce time in foster care to reunification without increasing re-entry

The PSSF funding will be used for services in the three cities of Daly City, East Palo Alto and Redwood City at the Family Resource Centers as discussed above. San Mateo County prides itself on giving comprehensive services and reunifying families as early as possible. San Mateo County had discharged children from care significantly faster than the State average.

Outcome: Although San Mateo County reunifies children faster than the State average and those children serviced by the Human Services Agency have a lower re-entry rate, additional services during the out-of-home placement episode will decrease the time it takes to reunify children.

5. Reduce time in foster care to adoption

The PSSF funding will support recruitment efforts provided by the collaboratives, especially in the recruitment of Spanish-speaking families. Other funding will be used for additional services in San Mateo County to fulfill this outcome. San Mateo County has had concurrent planning for several years. The County also has three supervisors involved in comprehensive training – two in Staff Development and one who acts as liaison with the Court. These supervisors train staff regarding Juvenile Court rules and regulations so all staff are aware of time frames, services that need to be provided and documentation that needs to be gathered. Children who cannot return home can thus be placed in Adoption in a timely manner. Program Managers and the Adoption supervisor meet weekly with the Family Reunification Supervisors to review children in out-of-home placement and the potential permanency plan. This keeps the outcome of adoption as the preferred expectation for a child who cannot return home.

Outcome: Of the children who exit foster care for adoptions, San Mateo County places children at a higher percentage by 24 months after removal than the State average. With these additional recruitment efforts by the FRCs, the number of potential adoptive parents will increase and children who need adoptive placement will be placed faster.

6. Increase Placement Stability

The PSSF funds (and many other blended funding sources) will support counseling, information and referral, foster parent training, and foster parent support groups. These services will be delivered through the Family Resource Centers in Daly City, East Palo Alto and Redwood City. These local services, in coordination with other programs for foster parents and kin described above, will help provide stable homes for the foster children.

Outcome: 88% of San Mateo's foster children have two or less placements by 12 months. This is better than the state average of 83% and better than the Federal expected outcome of 87%*. Increased services to the resource parent by PSSF-funded FRC's should decrease the number of placement disruptions and improve placement stability.

7. Reduce placements of young children in group homes or institutions

The PSSF funds (and many other blended funding sources) will support counseling, information and referral, foster parent training, and foster parent support groups. These services will prepare foster parents to work with some of the behavioral difficulties the children bring with them. These services will be available at the Family Resource Centers. The goal is to have more foster parents available so children do not have to be placed in a

group or institutional care (which can sometimes mean out of the County). The PSSF funding again will be used by the city-school collaboratives to assist in recruitment campaigns, including holding informational events, distributing literature and doing presentations to find temporary and adoptive homes for children in their community.

San Mateo County is proud of its efforts to keep young children in family homes and has been successful in this area. The statistics show we are far below the State average in the number of young children in group or institutional care. San Mateo County is a *System of Care* County, involving Human Services, Juvenile Probation and Mental Health. San Mateo County also participates in a "Wrap Around" Program. Since 1988, when we began *System of Care*, our stated goal was to lower the number of children in group or institutional care. All children who are to be placed in a foster home must be reviewed by an interagency panel called Interagency Placement Review Committee (IPRC), part of the *System of Care* Program, which meets weekly. All service alternatives are explored. San Mateo County also is a licensed Foster Family Agency (FFA) and provides therapeutic foster care to keep children out of group and institutional care. All three Directors review a monthly report that informs San Mateo County of those children using group or institutional care for any child, but particularly for any young child. This high level of scrutiny, plus integrated services and collaboration, has kept our young children out of group and institutional care.

Outcome: San Mateo County is well below the state average for young children in group or institutional care. With PSSF-funded activities, we hope to reduce that number to 0.

*Statistics provided by The Child Welfare Research Center (CWRC) at Berkeley Performance Indicators for Child Welfare Services in California

Other Services that Promote Safe and Stable Families That Do Not Fit into the Above Seven Federal Outcomes

Service sites: The Peninsula Partnership invests in nine, high-need communities in San Mateo County to address the multiple needs of low-income families with young children by re-granting 100% of the Promoting Safe and Stable Families funds to these communities. These funds increase every year (from \$445,078 in 2000-2001 to \$470,077 in 2001-2002) and are supplemented by other county dollars (e.g., Temporary Assistance for Needy Families

Program). In-kind resources, technical assistance and general support are also provided to each collaborative by the Peninsula Partnership. These nine communities were selected due to their high levels of poverty, rates of child abuse and neglect, and teen pregnancy as well as a lack of needed resources.

Fifty-six elementary schools in San Mateo County receive services through sixteen on-campus family resource centers and school-linked services. These community-based projects provide case management, family counseling, student support groups, literacy and kindergarten readiness activities, home visiting, and information to families with young children around quality child care and parent education.

Target population: The target population is the at-risk families with young children ages birth to age eight residing in nine communities in San Mateo County. As mentioned earlier, these nine communities have 62% (438,440) of the County population (707,161), 60% (37,560) of the children ages 0-5 in the County (62,642), and 87% (1,900) of the County's Temporary Assistance for Needy Families (TANF) cases (2,172).

For the next three years, San Mateo County's Promoting Safe and Stable Families' (PSSF) goals will focus on the work of the local city-school collaboratives. Through these nine collaboratives, the goals of the last five years will continue to be addressed, as they are the foundation for services and programs to achieve our vision of developing strong, integrated systems of formal and informal support for young children and their families in San Mateo County.

These goals are stated below, along with services/programs currently being provided, and updated objectives for the next three years, where applicable.

Goal #1: Developing and sustaining local collaborative structures in nine, high-need communities in San Mateo County in order to strengthen families.

The Partnership will continue to provide 100% of its PSSF funds to the city-school collaboratives. These collaboratives will continue to develop a range of coordinated services to families and children from birth to age eight, in accordance with community input and local needs assessments. These collaboratives are the basis for the PSSF program in San Mateo County, as they work with county, city, school district and community resources to create an integrated and comprehensive network of services. As mentioned above, several of these communities will specifically work with the *Family to Family* Initiative to promote the safety of children and reduce out-of-home placement.

Services/programs provided: The work of these collaboratives differs according to local needs and resources available. In **Daly City**, for example, the focus is on providing kindergarten readiness activities and homework assistance to help improve young children's success in school. Since August 2000, thirteen school sites have had tutoring, enrichment and the Volunteers in Partnership Program, a school volunteer program (in collaboration with school parents, San Francisco State University, Jefferson High School and the Retired Senior

Volunteer Program) that provides pre-screened volunteers for in-class and out-of-class volunteer service. Currently, 300 community members have been trained and this year, 58 volunteers have recorded 300 hours of service.

The Daly City Collaborative has adopted the "*Children in Our Community: A Report on their Health and Well-Being*" indicators (Attachment 6) to guide their work with children and families. As such, the collaborative has established a committee to work with families with children 0-5 years old to provide support, and connect them to resources and information provided by their five family resource centers.

In **Redwood City**, school district and city funds are leveraged with Promoting Safe and Stable Families Program funds to help support the Redwood City Family Centers. These Centers are located at four elementary schools serving over 350 low-income children and their families by providing case management, parent support and linkages with other community resources. The collaborative also uses its funds to support primary health care clinics located at two elementary schools. The clinics provide immunizations, California Child Health Disability Program (CHDP) exams and regular check-ups. Redwood City will be expanding the number of Family Centers to four additional schools in the fall of 2002.

In the **City of San Mateo**, the Kids and Families 1st Collaborative does not provide direct services, but rather helps maximize existing resources. For instance, this collaborative recruits and trains tutors and mentors for a myriad of local organizations (e.g., school district, private nonprofit agencies, faith organizations, etc.) that are involved in providing after-school activities. The collaborative also initiates special projects targeting children's literacy development. For the past five years, Kids and Families 1st has coordinated community-wide early literacy events which take place during the months of March and April. Spearheaded by K-5 schools, community organizations and pre-kindergarten programs, these efforts have reached over 20,000 children and their families. This type of systemic, rather than direct, support has helped to increase both the number of after-school programs available as well as the number of committed community volunteers.

In 2001, the **Coastside Collaborative**, located in Half Moon Bay, applied for two Healthy Start Planning Grants. Their applications were accepted and two Healthy Start sites will begin operating at Cunha Intermediate School and Half Moon Bay High School. These family resource centers will provide additional case management and support to families on the coastside.

In January 2001, in conjunction with the San Mateo County Health Services Agency, the Coastside Collaborative and the School-Linked Services Department of the Cabrillo Unified School District, the Peninsula Partnership helped initiate the *Healthy Kids for School Project: Bringing Health and Social Services to Preschool Children on the Coastside of San Mateo County*. A bi-lingual public health nurse leads this Project, providing case management to families with children ages three to five in the rural coastal area of San Mateo County, and links families to existing services for young children while sharing pertinent information with

local medical providers, ensuring that support and communication systems are always connected.

In South San Francisco, the collaborative received a \$75,000 grant from the Partnership for Public Health by leveraging its PSSF resources. Working in collaboration with the San Mateo County Health Services Agency and the City of South San Francisco, the collaborative provided resources and referrals to the city's Health Center, which has increased availability of clinic-based counseling and case management by 50%. Working with non-profits, the school district and private foundations, the "Families on Track" Program provides comprehensive social support services to youth and their families within Parkway Heights Middle School. Services include physical and mental health services, case management, tutoring, mentoring, life-skills training and decision-support making. Currently, 87 families are provided services within the Old Town neighborhood, which has been assessed as having a great need for improved educational opportunities and the enhancement of and improved access to local support systems.

In East Palo Alto, the collaborative partners with the Connect Family Resource Center, the Family Support Center of the Mid-Peninsula, the County Health Services Agency and the Ravenswood City School District to administer "Jump Start", a summer transitional kindergarten readiness program. Children who are enrolled in the program are given health/dental screenings and immunizations, and are referred to a home visiting program to complete their assessment and preparation for entrance into school. The Home Visiting Program provides home visitors who do follow-up contacts and work with parents around learning/teaching academic enrichment activities, social skills and behavioral strategies. Those families who need additional resources are linked to the Connect Family Resource Center for case management and support.

In Pescadero, the South Coast Collaborative, representing the rural communities on the southwestern coast of San Mateo County, is a strong network of both service providers and community residents. The collaborative is organized around six focus areas, which include early care, education and community outreach. The Peninsula Partnership has helped the collaborative leverage private dollars for school-based services for children. Throughout 2001, the collaborative continued to provide mental health and case management services to the community with help from the San Mateo County Human Services Agency. Through funding from the David and Lucile Packard Foundation and Peninsula Community Foundation, the South Coast Collaborative has been able to continue its half-day preschool program in Pescadero serving thirty children. In September 2001, an Early Care and Education Parent Involvement Pilot Project was launched in the La Honda-Pescadero Unified School District that works with families with children 0-8 years of age. The project informs families about how to get well-baby check ups, infant and childhood immunizations and receive child health and dental education.

In Menlo Park, the collaborative partnered with the Ravenswood City School District, the County Office of Education, and local non-profits to create the Village Tutorial Program, which provides homework support and sports activities to approximately 350 students.

Students in need of tutorial help are referred to a pool of tutors trained and housed at the Library. The data collected to evaluate the program are consistent with findings from previous years, indicating that the students in the sample either stayed the same or improved their grade level assessment and grade point average in reading.

In **Pacifica**, working with the Pacifica Youth Service Bureau, the collaborative has expanded its case management and conflict resolution services to nine elementary schools. At one elementary school, the collaborative has leveraged its funds to provide for a case manager to work specifically around coordination of health, social services and referrals, and work with teachers, staff and family members to identify student needs. In partnership with the Pacifica Library, a homework assistance center serves 50 students with 7 community volunteers at the Main Branch. By leveraging its resources, the collaborative received an \$18,000 grant from the Office of the County Manager to expand its after-school programs and services. The Reading Tutors Program serves 44 children in the 1st - 3rd grades in five elementary schools targeting children who are not reading at grade level and are referred by classroom teachers.

Goal #2: Increase the number of community leaders working with each of the community collaboratives.

Most city-school collaboratives have good community involvement and have created governance structures that encourage local participation and decision-making. However, the collaboratives need to continue to reflect the communities they serve and be responsive to the many ideas that indigenous community leaders bring to the table. Since this is so vital to the Partnership's work of community development and collaboration, Partnership staff will work with each city-school collaborative to continue to increase the level of participation that will occur over the next three years through the *Community Leadership Training Project*.

In January 2001, with a grant from the United Way of the Bay Area and the Mellam Family Foundation, the Partnership created the *Community Leadership Training Project* (CLTP). The goals of the CLTP are as follows:

1. To strengthen the skills and leadership ability of community members. This innovative leadership development initiative is a joint effort with the Peninsula Conflict Resolution Center, a local non-profit, and is designed to identify and nurture potential local leaders, especially monolingual/bilingual Spanish-speakers.
2. To adapt and design training and curriculum materials to reflect the diversity of the collaborative communities.
3. To train each city-school collaborative on the use/application of Mark Friedman's *Results-Based Accountability Model* (program performance measures).

These goals were selected because of information collected through the Partnership's *Community Voices* project, which brought together parent groups, caregivers, educators and neighborhood residents to discuss early childhood development, children's issues and other

concerns to families. One of the lessons learned was the need to provide technical assistance and capacity-building training to these community members in order to better involve them in efforts for improving the well-being of children and families. Through CLTP, the Partnership will increase leadership skills among interested community members. In addition, curriculum and training content will be made culturally relevant and directly applicable to the work of the community collaboratives.

Goal #3: Leveraging and coordinating both existing and new resources, county-wide and locally

As described above, the city-school collaboratives have used their PSSF funds to leverage and redirect other public and private resources, including funding. This will continue to be an important activity of the collaboratives during the next three years as they attempt to create a diverse and integrated funding base for their collaborative work as well as the services they offer. Each collaborative will continue to involve school, city, county and state officials, as well as private donors, in discussions about joint funding efforts and in-kind contributions.

Goal #4: Providing prevention and early intervention services to families, with an emphasis on children from birth to age eight and their families

The city-school collaboratives will continue to provide a range of quality services to their communities. These services will depend on local needs and resources, but will emphasize underserved children from birth to age eight and their families. Some of the services to be provided will include after-school tutoring and enrichment programs, transitional kindergarten programs, case management, health screenings, family support programs, conflict resolution efforts, early literacy activities and general community-building projects.

Goal #5: Providing a vision to the larger community on the importance of investing in children

While this goal is related more to the overall work of the Partnership and less to the individual community collaboratives, educating community members about the need for integrated services for young children is critical to energizing volunteers, empowering families and influencing policymakers. The larger community should be made aware of the importance of early literacy, proper health care for pregnant women and young children, case management services for high-risk families, access to affordable and quality child care, and enrichment and tutoring programs organized after the school day ends. Local collaboratives can also be strengthened when they form other partnerships to promote this message, especially with non-traditional partners, such as public libraries and businesses.

B. Planning Bodies

There have been no significant changes since our last three-year plan to our local planning bodies. At each Partnership city-school collaborative, there is a planning entity that meets at least quarterly (most meet monthly) to coordinate local resources and planning efforts for

children. These local planning bodies have governance structures that encourage participation across many disciplines. In each collaborative, there is usually a steering or planning committee of local leaders providing guidance. Numerous sub-committees or task forces focus on key issues or programs. These collaborative entities must, at the very minimum, demonstrate a partnership between the school district and the city. All of the nine collaboratives have this joint commitment, which results in coordinated services, expanded resources and access to other funding.

The Peninsula Partnership has a 16-member, county-wide Partnership Council consisting of key stakeholders, including a County Board Supervisor, the President and CEO of the Peninsula Community Foundation, business leaders, the directors of major county agencies such as Health Services and Human Services, educators and representatives from local nonprofit agencies. This Council oversees the work of the Partnership and its nine collaboratives (Attachment 7).

C. Objectives

The Partnership now supports nine city-school collaboratives, covering the entire coast of San Mateo County, and spanning from Daly City in the north to East Palo Alto on the Santa Clara County border. The objectives of these community collaboratives are described in Part II, section A1.

D. Staff Training

In addition to the technical assistance Partnership staff provide directly or help obtain, the city-school collaboratives are informed of and are strongly encouraged to attend skill-building workshops, specific trainings and conferences that will promote their particular professional strengths and help in the work of the collaboratives. From time to time, the Partnership is able to provide small grants to the collaboratives to attend these trainings.

The Peninsula Partnership and the Center for Child Abuse Prevention currently have a small grant from the Lucile Packard Foundation for Children's Health to conduct child abuse prevention training/information. An informal assessment was conducted to determine current child abuse and neglect training available for child care providers and others who serve young children in order to determine if other target training/information was needed. Based on this assessment, in August 2001, the Child Abuse Prevention Center (CAPC) was contracted to design and implement training workshops, develop meeting materials, and assist with overall implementation of "Child Abuse and Neglect Prevention" presentations in three communities in the County (Half Moon Bay, Pacifica and San Mateo). The workshops were aimed at raising awareness, training mandated reporters and offering prevention approaches to service providers, school personnel and community members. Each workshop was tailored to the needs of the audience and was successful in linking individuals to County and State information resources.

Partnership staff themselves have the opportunity to attend workshops and trainings to pursue their individual skills and interests. On September 24-25, 2001, Assistant Manager Jeanne Cuffey Tatum attended the 8th Annual “*California’s Focus: Family Strengths Family-Centered Services Conference*” that was held in Sacramento. Sponsored by the California Department of Social Services’ Office of Child Abuse Prevention, in collaboration with the Family Violence Sexual Assault Institute in San Diego and the San Diego State University School of Social Work, the goal of the conference was to present practical prevention/intervention strategies and hands-on approaches which promote family-based services that effectively support strengths within at-risk families. Ms. Tatum reported that the keynote presentations and workshops were highly informative.

E. Technical Assistance

The Partnership, with funding from several private foundations, provides technical assistance and resources to each of the nine city-school collaboratives. Staff members work individually with each collaborative to help plan effective programs, problem-solve, provide information on best practices, strategize and create strong linkages.

The Partnership, with a grant from the Mellam Family Foundation, will continue to contract with a successful, locally-known grant-writer to “mentor” the collaboratives in the areas of grant-writing and program planning in order to develop strong leaders and support local community builders. In conjunction with individuals in the Redwood City collaborative, this grant-writer helped raise over \$2.1 million dollars for 21st Century Learning Centers and Neighborhood Grants After-School Programs.

As mentioned above, since January 2001, through the *Community Leadership Training Program* (CLTP), the Partnership has been providing a series of workshops that have increased the participation of monolingual/bilingual Spanish-speaking community members in the organizational structure and program activities of the nine city-school collaboratives. In 2002-2003, the Peninsula Partnership plans to conduct a second component of the CLTP for English-speaking community members recruited from the Partnership’s nine city-school collaboratives.

F. Baseline Data:

With the support of the Peninsula Partnership, the Children's Report Initiative published the second countywide report on the status of children’s health and well-being in February 2002. The Children’s Report, *Children in Our Community: A Report on Their Health and Well-Being*, shows San Mateo County's progress toward its desired outcomes for children:

- Children are safe;
- Children are healthy;
- Children are nurtured in a stable, caring environment;
- Children are succeeding in school; and
- Systems support children.

As mentioned above, the Children's Report is a strategic compilation of the best available data from a range of existing sources into one useful tool that serves as a barometer of our children's overall health and well-being, and a countywide roadmap to success for kids. By establishing common outcomes for children and a way of measuring progress over time, it serves as our county's framework for assessing and addressing children's needs.

The Children's Report is published every two years and helps to provide the basis for good decision-making about children and families throughout San Mateo County. The Report is intended as a tool for service providers, policymakers, parents and other stakeholders to work toward common outcomes. This Report is also intended to help the community understand the importance of investing in children and guide programs to accomplish results desired by the community. In addition to publishing this Report, the Children's Report Initiative supports community-wide action to address key areas for improvement and publicly honors effective programs helping the community to achieve its outcomes for children.

The Children's Report Initiative Manager is currently planning next steps to address the two additional community priorities selected at the Children's Summit: Children Self-Supervised After School and Housing Affordability. The Children's Report Initiative Manager also continues to staff a countywide Data Development Team to refine and expand the indicators in the Children's Report. This interdisciplinary team focuses on accessing new data based on the needs identified in the Data Development Agenda, published in each edition of the Children's Report. The team was able to access data for six new indicators in the 2002 Children's Report.

The Children's Report Initiative continues to be funded by the San Mateo County Human Services Agency, Health Services Agency, Office of Education and Peninsula Community Foundation. The Peninsula Partnership, representing public and private interests, sponsors the Children's Report Initiative. The Executive Director of the Partnership chairs an eleven-member, multi-disciplinary team that oversees this Initiative.

Finally, the Children's Report will continue to serve as a tool to help link each of the program performance measures of the Partnership city-school collaboratives to broader community indicators and outcomes. For example, each collaborative's early literacy programs may contribute toward a one of the countywide indicators, such as reading proficiency (see page 35 in the attached Children's Report). While one collaborative is not responsible for changing an entire community-wide indicator, it is expected that the cumulative work of many sites and programs will have an impact over time and it is useful for individual programs to have a broader context for their work.

G. Evaluation Processes

The quality of the services being provided by the Peninsula Partnership and its local collaboratives is being evaluated to determine the following: (1) The impact of the direct

services provided by the city-school collaboratives; (2) The effectiveness of county-wide programs supported by the Partnership.

(1) Site Level Evaluations

To date, there have been three local evaluations conducted that present information about the impact that programs and services have had on children and families receiving services from the Partnership's city-school collaboratives. The most comprehensive one is for the Redwood City Family Centers. Currently, the Family Centers have sixteen partnering agencies and bring in over three million dollars in resources to benefit children in three elementary schools, which includes the PSSF Program dollars. In its Fifth Annual Report, the 2000-2001 findings present information about the program's impact on families in the areas of family child-rearing, family violence, student behavior in the classroom, academic performance and access to health care.

Key Findings:

- *Case Managed and Child Served Only students have made significant gains, with Case Managed students making the most significant gains in standardized testing scores.*
- *Of the 104 students who received case management services, the classroom behavior data demonstrates positive changes for clients. Children show a significant increase in classroom participation, with a slight decrease in disruptive classroom behavior.*
- *Family violence decreased with parents showing greater awareness of their child's developmental stages.*
- *Sizable improvements were made in assisting Family Center children and families to access health and dental care, and therefore, to use preventive health care.*

Please refer to the Redwood City Family Centers report (Attachment 5) for more information.

Other city-school collaboratives are implementing less complex evaluations of their particular programs and have initiated several assessment tools to help determine areas of improvement. For instance, in East Palo Alto, the collaborative utilizes the Lollipop Kindergarten Readiness Assessment Test to help assess children's cognitive and social skills, and thus determine how to best organize "Jump-Start", their summer transitional kindergarten readiness program.

Daly City completed its second comprehensive evaluation of the three after-school programs that are run by the collaborative: Tutoring, Enrichment and Homework Assistance, and its Kindergarten Readiness program. As the evaluation finds, all of the programs seem to have had a positive impact on the children who participated in them. The Lollipop Test of Kindergarten Readiness showed that the children had gained ground between the pre- and post-session administrations of the test. Interview data from the teachers in three of the programs reinforce the positive impact of the programs on the student's skills and attitudes.

In Menlo Park, the collaborative finished its second evaluation of their after-school tutoring program. The students in the 2000-2001 sample either stayed the same or improved their

grade level assessment and grade point average in reading. Rate of homework return either stayed remarkable, good, or went up. Attendance rates for the case study students were at or above those of their grade level peers.

(2) County-Wide Programs Supported by the Partnership

In the spring of 2001, Raising a Reader® conducted an assessment of kindergarten readiness in 100 Raising a Reader® and 100 non-Raising a Reader® Head Start children entering kindergarten in the fall. Fifty of the children in the cohort were Spanish-speaking and tested in Spanish, and the other fifty were English-speakers and tested in English.

Head Start children in Raising a Reader® for 8 months tested at least twice as high as the national norms for Head Start students in kindergarten readiness skills of book knowledge, reading comprehension and print knowledge. Even more dramatic improvements were found with Spanish-speakers, who compared favorably to English-speakers in gaining book knowledge, and tripled (or more) their scores in reading comprehension and print knowledge. In 2002, Raising a Reader® will be evaluating the level of program used by child care providers. The evaluation results will be available by fall 2002.

Finally, the results of the Partnership's measurement tool to assess how well children are prepared for school in San Mateo County will serve as strong baseline data as to the impact of school readiness efforts. This information will be shared locally with each of the participating school districts and their corresponding collaborative.

H. Service Category Allocation

Traditionally, San Mateo County has not used any Promoting Safe and Stable Families (PSSF) funds for time limited reunification and adoption promotion. The San Mateo County Human Services Agency, through Child Welfare and Adoption, provides such services and programs, which are enhanced with county funds, exceeding 40 percent of the PSSF allocation. Because of the changes in the delivery of child welfare services as part of the *Family-to-Family* Initiative, the services in these categories are being phased in at the local collaborative level. In FFY 2002, at least 10% of the funding was allocated to time limited reunification, as the collaborative identified by the *Family-to-Family* Initiative participated in several strategic planning and oversight bodies. Ten percent of PSSF funding will also be used for Adoption Promotion and Support, as the collaboratives will participate in recruiting temporary and permanent homes for children in their communities. In FFY 2003, it is expected that the percentages of PSSF funding for each of these services will increase to 15% with the full implementation of the *Family-to-Family* Initiative. The city-school collaboratives and their Family Resource Centers will participate in Team Decision Making, and will help identify and support kin, mentors, and foster and adoptive families. By FFY 2004, 20% of the PSSF funding will be used for each of these categories.

Service Category	Allocation Percentage for Federal Fiscal Year 2003	Target Allocation Percentage for Federal Fiscal Year 2004
Family Preservation	20%	20%
Family Support	50%	40%
Adoption Promotion and Support	15%	20%
Time-Limited Family Reunification	15%	20%

I. Linkages

There are several linkages among the service systems in San Mateo County and the city-school collaboratives and services that are funded through PSSF. In seven of the nine collaboratives, Daly City, Pacifica, Half Moon Bay, San Mateo, Redwood City, East Palo Alto, and Pescadero, there are school linked service centers serving as Family Resource Centers. The Human Services Agency has dedicated full-time psychological social workers and CalWORKS benefit analysts at most of these Family Resource Centers. All of the collaboratives can and do access the Family Self-Sufficiency Teams (multi-disciplinary teams developed as part of the CalWORKS). These teams are comprised of staff from CalWORKS, Child Welfare, Mental Health, Public Health Nursing, Alcohol and Other Drugs Services, Domestic Violence Prevention Agencies, Probation and community-based agencies. There are four regional teams and each meets at least twice a month. Family situations are reviewed, a lead case manager is chosen from all the agencies servicing the family and a coordinated service plan is developed with the family. Alcohol & Other Drugs assessors and specialists from other fields are regionalized, conduct assessments and link the families with services that are not available at the Family Resource Centers. These staff also spend time at the Family Resource Centers doing groups and educational activities for clients. Indeed, Operations Teams, which are part of the governance structure, usually have mid-managers from the various disciplines as members and are able to allocate staff as needed. Confidentiality and service Memoranda Of Understanding are in place.

With *Family to Family*, there will be additional linkages. As in looking for resource parents and in TDM, individual local community members as well as service providers will play a part in offering services to children and families.

Attachments

1. City-School Collaborative Highlights
2. Self-Assessment Protocol and Collaborative Impact Report
3. Evaluation of the Summer Transitional Program for 2001
4. Like a "Segunda Mama": Home Visiting Services for Young Children and Their Families

in San Mateo County

5. Redwood City Family Centers Fifth Annual Report - September 2000-August 2001
6. Children in Our Community: A Report on Their Health and Well-Being
7. Peninsula Partnership Council