

**County of San Mateo Child Welfare Services Redesign Implementation Plan  
Part 1**

**County Contact Information**

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County of San Mateo

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In partnership with the state Office of Redesign Implementation and Cohort 1 counties, and subject to the availability of federal, state and local funds, the Human Services Agency Children and Family Services Division, as lead entity for CWS Redesign implementation for the County of San Mateo, will achieve the following activities for the period January 1, 2004 through June 30, 2004:

- a. The County Core Leadership Team for Redesign Implementation has been established and consists of the Director of Children and Family Services and three Human Services Managers; two with extensive program experience in Child Welfare Services and one with primary responsibility for agency strategic program planning, implementation, research and evaluation.
- b. The Accountability Team for the California Child and Family Services Review (C-CFSR) has been established and will be convened on January 20, 2004. The Team is composed of the members of the CWS Redesign Oversight Committee, which includes representatives from the Board of Supervisors and County Manager's Office, and executive level County Department staff from Probation, Health, Mental Health, Human Services, Education, Law Enforcement, and Courts, as well as CASA, contracted community partner service agencies and local unions. Resource families, parents and youth representatives are also members of the Oversight Committee/Accountability Team. Other core representatives not currently participating on this committee will be consulted and/or invited to participate. In addition, a Human Services Agency CWS Accountability and Self-Evaluation Team composed of the CWS Director and program managers, Research and Planning staff, and Business System (automation) Group staff has been meeting since September 2003. All members of the Core Implementation Team are also members of this team in order to assure coordination and integration of the long-range Redesign Plan/Scope of Work with the C-CFSR.
- c. Membership for the County Interagency Programmatic and Funding Team and the New Intake Structure Team will be identified no later than February 15, 2004.
- d. County and local communities will be educated and engaged in CWS Redesign principles, planning and implementation activities through the C-CFSR Self-Assessment Process.

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- e. Team membership for the Community Partnership, Permanency and Youth, and Workforce Investment Teams will be established no later than June 30,2004. The County of San Mateo will make every effort to use appropriate existing committees and teams to accomplish this work wherever possible.
- f. Several elements of the infi-astructure that will support long-range planning for Redesign implementation are already developed, including the County CWS Redesign Oversight Committee, the Human Services Agency Redesign Executive Committee, the CWS Accountability and Self-Evaluation Team, Regional Community Partnership Teams, and ongoing planning, data development and reporting support from the Human Services Agency Research and Planning Unit. Planning for development of additional infrastructure will solicit increased participation of community partners, parents and youth.
- g. Human Services Agency CWS Redesign Executive Committee and Core Implementation Team members will begin working with community partners to develop t'he internal agency and community infrastructure that will support the new intake structure and response paths. Critical stakeholders in preliminary work will include the First 5 Commission and the Advisory Committee of the Violence in Families .Initiative Program, which have already begun to develop and implement strategies providing a differential response and access to individualized, integrated services for families affected by domestic violence, child maltreatment and substance abuse.
- h. The Director of Children and Family Services, other Core Team members and other approprialte community partners and staff will attend Cohort 1 Director meetings and other required planning and training meetings as requested by CDSS.
- i. Appropriate County team members and representatives will attend CDSS sponsored meetings related to each Redesign Module and access CDSS sponsored technical assistance to ensure successful implementation as appropriate for San Mateo County.
- j. The Human Services Agency Public Information Officer, Jennie Hwang Loft, and/or other appropriate County representatives, will work with the CWS Redesign State Communication Team to coordinate CDSS and county media outreach and other related activities.
- k. The County of San Mateo will actively participate in Cohort 1 planning and training activities.
- l. The County of San Mateo will mentor Cohort 2,3, and all other counties as requested.

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- m. The County of San Mateo will submit a six month Budget and Budget Narrative to support the identified activities.
- n. The County of San Mateo will conduct those activities listed for Year One in the CDSS “Five Year Implementation Benchmarks Matrix,” which is submitted as an attachment to this Plan.
- o. Any activity planned and/or implemented by San Mateo County that results in more rapid implementation of any Redesign activity will be identified and included in the Budget and Budget Narrative submitted pursuant to the above section.



ATTACHMENT A  
BUDGET,  
CONTINUED

COUNTY

San Mateo

1	2	3
OTHER EXPENSES	TOTAL STATE SUPPORT	COUNTY MATCH (IF APPLICABLE)
<b>SUBCONTRACTS: (LIST)</b>		
Various Community Partners (Community based organizations that will be piloting the provision of differential response.)	\$100,000	
Consulting Services (For the provision of education and training of community partners and other stakeholders in the CWS redesign concept.)	\$ 20,000	
<b>(B) TOTAL SUBCONTRACT EXPENSES .....</b>	<b>(B) \$120,000</b>	<b>(B)</b>
<b>OPERATING EXPENSES:</b>		
Training Facilities and Hosting (Rental and hosting of community based meetings of partners that cannot be accommodated without cost.)	\$ 7,500	
- Project Travel (Travel costs of project and partner staff)	\$ 4,425	
Indirect Cost Rate (ICR) (Applied to Total Salary and Benefit Costs of project staff for reimbursement of space and utilities, telephone, computer technology support, reprographics, office services and supplies, A/87, etc. Amount based on CDSS determined IRC for San Mateo County for FY 03-04.)	\$52,161	
<b>(C) TOTAL OPERATING EXPENSES .....</b>	<b>(C) \$64,086</b>	<b>(C)</b>
<b>(D) AUDIT .....</b>	<b>W \$0</b>	<b>(D)</b>
<b>(E) TOTAL STATE SUPPORT (Column 2: A + B + C + D)</b>	<b>(E) \$300,000</b>	
<b>(F) TOTAL COUNTY MATCH (Column 3: A + B + C + D)</b>		<b>(F)</b>
<b>(G) PERCENTAGE 0; COUNTY MATCH (F + E x 100)</b>		<b>(G)</b>

# Appendix A

## Five Year Implementation Benchmarks Matrix Module 1: Partnerships

	Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<b>INTEGRATED SERVICE CONTINUUM</b> (Module 1, p. 15-16)	<ul style="list-style-type: none"> <li>Operational Plan for Integrated Continuum of Services &amp; Supports aka "Network of Resources and Opportunities" (County)</li> <li>Asset Map of current services &amp; supports (County)</li> <li>Community network capacity building plan (County)</li> </ul>	<ul style="list-style-type: none"> <li>Community partnerships &amp; service network in place (county)</li> <li>Plan for recruitment and retention of foster/resource families [See also <i>Permanency and Workforce</i>]</li> <li>A sustainability plan for the CNRO is in place (County)</li> </ul>	<ul style="list-style-type: none"> <li>Performance based contracts with community partners in place (County) [See also <i>New Intake Structure</i>]</li> </ul>		<ul style="list-style-type: none"> <li>Core services are available and accessible to all families in every community (County)</li> </ul>	Children & families receive the services they need when they need them

PREVENTION FRAMEWORK

(MODULE 1, PP. 11-21)

- Operational plan for CNRO includes family and resident engagement and opportunities to participate in personal, program, and community improvement (County)

> Partnership training and organizational change plan based on principles and premises of Family Support (State & County) [See also *Workforce!*]

- Protocols developed to promote a prevention focus at the following critical points in the service continuum:
  - Prior to entry to CWS
  - At entry to CWS
  - During case planning & service delivery for ongoing cases
  - At case closure

- Dedicated, sustained funding for prevention identified and in place (State & County)

<p>COMMUNITY PARTNERSHIPS (MODULE 1, PP. 12-15)</p>					
<ul style="list-style-type: none"> <li>• Identity &amp; prioritize involvement of partners who will effectively share responsibility for child welfare outcomes (State &amp; County)</li> <li>• Operational Plan for systems integration with public partners (State &amp; County)</li> <li>• The county Redesign core leadership team structure is in place (County)</li> <li>• Shared vision for service delivery (State &amp; County)</li> </ul>	<ul style="list-style-type: none"> <li>• Confidentiality waivers are in place; all barriers to communication and information-sharing addressed (County)</li> <li>• Partnership training and organizational change plan in place (including resource families) [See also <i>Workforce</i>]</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure accountability for partnership results--Evaluation plan established that includes formal feedback loop to partners (County)</li> <li>• Partnership focus on integrating informal partners and consumers for meaningful (authentic) involvement (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal strategies used to enhance partnerships (State &amp; County)</li> </ul>	<ul style="list-style-type: none"> <li>• Child protection is being shared</li> </ul>	

INTERAGENCY PARTNERSHIPS

(MODULE 1, PP. 22-30)

<ul style="list-style-type: none"><li>• Leadership to support integrated public partnerships (via County Core Leadership Team) and a leadership/organizational structure for each public partner is established (State &amp; County)</li></ul>	<ul style="list-style-type: none"><li>• Operational plan for service integration and coordination between agencies (State &amp; County)</li><li>• Confidentiality waivers are in place; all barriers to communication and information-sharing addressed (State &amp; County)</li><li>• Plan for training &amp; organizational change for public partners (State &amp; County)</li></ul>	<ul style="list-style-type: none"><li>• Fiscal strategies established to support interagency partnerships</li><li>• Accountability mechanism for interagency partnership results established</li></ul>			<ul style="list-style-type: none"><li>• Child protection is being shared with public agencies</li><li>• Each public partner and inter-agency partnership identifies their contribution to the vision via service and systems integration</li></ul>
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## Five Year Implementation Benchmarks Matrix Module 2: New Intake Structure

Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<p style="text-align: center;"><b>NEW INTAKE INFRASTRUCTURE</b> (MODULE 2, PP. 38-48)</p> <ul style="list-style-type: none"> <li>• Operational Plan for New Intake Structure (County)</li> <li>• Asset Map of current services &amp; supports (County)</li> <li>➤ Enroll community partners (County) [See also <i>Partnerships</i>]</li> <li>➤ Community network capacity building plan (County) [See also <i>Partnerships</i>]</li> <li>• Identify necessary revisions to CWS/CMS to support new intake structure (State)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Community partnerships &amp; service network in place (County) [See also <i>Partnerships</i>]</li> <li>• Develop protocols for all aspects of New Intake Structure (county) <ul style="list-style-type: none"> <li>▪ Referral process</li> <li>▪ Team based decision-making</li> <li>▪ Family engagement</li> <li>▪ Timeliness of response</li> <li>▪ Individualized case planning</li> </ul> </li> <li>• Template for performance based contracting (State)</li> <li>• Comprehensive family assessment tools incorporate fairness and equity matrix (State)</li> <li>• Develop &amp; deliver curriculum on New Intake Structure to CWS &amp; community partners (County/RTAs)</li> <li>Submit CWS/CMS change plan to Federal government (State)</li> </ul>	<ul style="list-style-type: none"> <li>• Performance based contracts with community partners in place (County)</li> <li>• Priority target population being served by New Intake Structure to test and refine (County)</li> <li>➤ Workforce are proficient in comprehensive family assessment (County/RTAs) [See also <i>Workforce</i>]</li> <li>• CWS/CMS changes complete (State)</li> <li>➤ Workforce is proficient in protocols for New Intake Structure (County/RTAs) [See also <i>Workforce</i>]</li> </ul>	<ul style="list-style-type: none"> <li>• New Intake Structure is established and 3 response paths are effectively in action (County)</li> <li>• Families engaged and included in all comprehensive assessment and case planning activity (County)</li> <li>• Comprehensive assessments are conducted on all children in care (County)</li> <li>• Case plans &amp; records demonstrate evidence that clients are accessing services &amp; supports to meet identified needs (County)</li> <li>• CWS/CMS upgrade implemented in all counties (State/County)</li> </ul>	<ul style="list-style-type: none"> <li>• All reports of child abuse and neglect receive an individualized response using New Intake Structure based on an assessment of safety and ascertainment of facts to determine the strengths and needs of the child and his/her family (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Customized support &amp; timely intervention are available to families via three pathways of response, resulting in improved child safety and fewer referrals</li> <li>• Case management information system aligned to support New Intake Structure</li> </ul>

<p>SAFETY ASSESSMENT (MODULE 2, PP. 42-44)</p>	<ul style="list-style-type: none"> <li>• Develop screening &amp; assessment tools for safety, risk &amp; protective capacity (State)</li> </ul>	<ul style="list-style-type: none"> <li>• Statewide safety, risk and protective capacity tools are in place (County) <ul style="list-style-type: none"> <li>➤ Develop training curriculum for: <ul style="list-style-type: none"> <li>▪ Safety assessment</li> <li>▪ Use of fairness &amp; equity matrix in case decisions</li> </ul> </li> </ul> </li> </ul> <p>(County/RTAs) [See also <i>Workforce</i>]</p>	<ul style="list-style-type: none"> <li>➤ Workforce are proficient in using safety assessment and fairness &amp; equity matrix (County) [See also <i>Workforce</i>]</li> </ul>			<ul style="list-style-type: none"> <li>• Fair and equitable decisions are driven by the consistent, statewide approach to assessment of safety, risk and protective capacity resulting in a reduction in disproportionate out-of-home placements</li> </ul>
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<p>VULNERABLE FAMILIES (MODULE 2, PP. 44-45)</p>	<ul style="list-style-type: none"> <li>• Assess current response to vulnerable families; identify target populations (e.g., chronic neglect, homeless, substance abuse, young children)</li> <li>• Develop operational plan for customized response to these families (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement protocols to serve vulnerable families (County) <ul style="list-style-type: none"> <li>➤ Training curriculum developed for serving vulnerable families (State/RTAs) [See also <i>Workforce</i>]</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Workforce are proficient in serving vulnerable families effectively (County) [See also <i>Workforce</i>]</li> </ul>			<ul style="list-style-type: none"> <li>• Vulnerable families are experiencing improved child safety and fewer re-referrals</li> </ul>
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<b>LEGISLATION (MODULE 2, P.41)</b>					
<ul style="list-style-type: none"> <li>Legislative and regulatory needs identified to support New Intake Structure (State)</li> </ul>	<ul style="list-style-type: none"> <li>Complete identification of legislative and regulatory needs (State)</li> </ul>	<ul style="list-style-type: none"> <li>Legislation introduced (State)</li> </ul>	<ul style="list-style-type: none"> <li>Legislation approved and statutes in place (Statewide)</li> </ul>		<ul style="list-style-type: none"> <li>CWS has statutory authority for full implementation of New Intake Structure</li> </ul>

**Five Year Implementation Benchmarks Matrix**  
**Module 3: Permanency & Transition**

	Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<p align="center"><b>CASE PLANNING</b>  <b>(MODULE 3, PP. 51-54)</b></p>	<ul style="list-style-type: none"> <li>• Team-based case planning protocol developed (County)</li> <li>• Protocol developed for incorporating comprehensive family assessment into case planning (County)</li> <li>➤ Provide training and support for CWS staff and caregivers to enable their participation as case planning team members (County) [See also <i>Workforce!</i></li> </ul>	<ul style="list-style-type: none"> <li>• Assessment-based case planning and placement matching in place. (County)</li> <li>• Document plan for maintenance or development of a stable, enduring relationship with a committed, caring adult documented in every child's case plan (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Case plans provide for acquisition of "Guaranteed Package" for any youth emancipating from foster care (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Families engaged and included in all comprehensive assessment and case planning activity (County)</li> <li>➤ Comprehensive assessments are conducted on all children in care (County) [See also <i>New Intake Structure!</i></li> </ul>		<ul style="list-style-type: none"> <li>• Fewer out-of-home placements for shorter periods of time</li> <li>• Child experiences caregiver stability while in foster care</li> <li>• Every child exits CWS to a stable, caring, enduring adult connection</li> <li>• Health, mental health and educational needs of children in foster care are met</li> </ul>

**SUFFICIENT RESOURCES  
(MODULE 3, P. 55-56)**

<ul style="list-style-type: none"> <li>• Develop protocols for placement matching (County)</li> <li>➤ Asset Map of current services &amp; supports for children in out-of-home care, and for reunifying and adoptive families (County) [See also <i>Partnerships</i>]</li> <li>➤ Community network capacity building plan including comprehensive post-placement services (County) [See also <i>Partnerships</i>]</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement recruitment and skill development plan for resource families (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Ethnically diverse and geographically distributed pool of well-trained resource families is available (County)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Case plans &amp; records demonstrate evidence that placed children and post-placement families are accessing services &amp; supports to meet identified needs (County) [See also <i>New Intake Structure</i>]</li> <li>➤ Case plans &amp; records demonstrate evidence that older youth leaving foster care have access to an array of transitional support services (County) [See also <i>New Intake Structure</i>]</li> </ul>	<ul style="list-style-type: none"> <li>• Community-based placements are the norm</li> <li>• Siblings are placed together</li> <li>• Youth receive the supports they need to become successful adults</li> <li>• Reduced abuse/neglect in foster care</li> <li>• Reduced recurrence of abuse/neglect following permanency</li> </ul>
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<p>PARENT ENGAGEMENT (MODULE 3, P. 54-55)</p>	<ul style="list-style-type: none"> <li>➤ Provide training and support for CWS staff and caregivers in facilitating parent involvement in case planning [See also <i>Workforce</i>]</li> <li>• Develop an operational plan to support and facilitate parent visits (County)             <ul style="list-style-type: none"> <li>▪ Resources and supports for birth families</li> <li>▪ Training for care givers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Birth parents are key informants to case planning process (County)</li> <li>• Birth parent visits to children in care are frequent and purposeful (County)</li> </ul>				<p>Parents are supported to increase the nurturing/caring attachment of mother/father with their child to the greatest extent possible</p>
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**LESS ADVERSARIAL APPROACHES (MODULE 3, P. 56)**

<ul style="list-style-type: none"><li>• Operational Plan for optimizing voluntary services (County)</li></ul>	<ul style="list-style-type: none"><li>• Through collaboration between the court, CWS and other advocates, expand access to alternate dispute resolution strategies (County)</li></ul>	<ul style="list-style-type: none"><li>• Increased percentage of cases following a non-adversarial path (County)</li><li>• Develop a protocol for parental support through CWS process (e.g., peer advocates) (County)</li></ul>	<ul style="list-style-type: none"><li>• Parental support process in place (County)</li></ul>	<p>Increased safety and stability for children as a result of utilizing non-adversarial means of case resolution</p>
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**Five Year Implementation Benchmarks Matrix**  
**Module 4: Workforce Preparation and Support**

	Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<p align="center"><b>ORGANIZATIONAL CULTURE CHANGE</b>  <b>(MODULE 4, P. X)</b></p>	<ul style="list-style-type: none"> <li>• Articulate vision of desired organizational culture (County)</li> <li>• Assess current organizational climate to determine degree of initial change required (County)</li> <li>• Define values &amp; guiding principles to develop an environment of support for direct service excellence across expanded workforce (County)</li> <li>• Develop plan to train &amp; support supervisors first as leaders of change process (County/RTAs)</li> <li>• Mechanisms of communication &amp; feedback are in place to monitor changes in work environment &amp; organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>• An environment of support for direct service excellence is in place internally and with partner agencies (County)</li> <li>• Workforce members acting as "change agents" are being celebrated &amp; rewarded (County)</li> </ul>	<ul style="list-style-type: none"> <li>• Re-assess needs of organizational culture based on internal &amp; external feedback to support a learning environment and expanding workforce capacity. (County)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reinforce the values, norms and principles of desired organizational culture through policies, procedures and supervision. (State/County)</li> </ul>	<ul style="list-style-type: none"> <li>▪ A process for shifting organizational culture toward Redesign is completed. (State/County)</li> </ul>	<p>Workforce behavior and organizational climate reflect the values and principles of CWS Redesign.</p>

	Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<p>VW-RKFORCE CAPACITY (M-DULIZ 4, P. X)</p>	<p>partners &amp; caregivers see themselves as members of child welfare workforce (County)</p> <ul style="list-style-type: none"> <li>Develop plan to recruit &amp; retain social workers &amp; other disciplines to expand workforce capacity (State/County)</li> <li>Engage community to develop a plan for recruitment &amp; retention of resource families to ensure placements are available when needed (County)</li> </ul>	<p>retention plan for resource families (County) [see also <i>Permanency</i>]</p> <ul style="list-style-type: none"> <li>Implement workforce recruitment &amp; retention plan (State/County)</li> <li>Document strategies to support manageable caseloads for New Intake Structure (County)</li> </ul>	<p>and geographically distributed pool of well-trained resource families is available (County) [see also <i>Permanency</i>]</p> <ul style="list-style-type: none"> <li>Document strategies for supporting manageable caseloads for Permanency &amp; Transition (County)</li> </ul>			<p>Sufficient capacity exists within the workforce to support the goals of safety, permanency and well-being.</p>

	Year 1	Year 2	Year 3	Year 4	Year 5	Realizing the Vision
<b>LEARNING SYSTEMS</b> (MODULE 4, P. X)	<ul style="list-style-type: none"> <li>• Review PIP training plan for alignment with Redesign training needs; adjust plan to fill gaps (State/County/RTAs)               <ul style="list-style-type: none"> <li>➤ Plan training &amp; support for CWS &amp; partners in effective collaboration (State/County/RTAs) (See also <b>Partnerships</b>)</li> <li>➤ Plan training and support for direct service teams and community partners in New Intake Structure (State/County/RTAs) (See also <b>New Intake Structure</b>)</li> <li>➤ Plan training and support for direct service teams, including caregivers to promote permanency &amp; transition for youth (State/County/RTAs) (See also <b>Permanency &amp; Transition</b>)</li> </ul> </li> <li>• Plan training in fairness, equity &amp; cultural competence for all child welfare workforce members (State/County/RTAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Advocacy to align social work education with Redesign &amp; needs of child welfare is underway locally &amp; statewide (State/County)</li> <li>• Deliver training &amp; support on collaboration across child welfare workforce (CWS &amp; partners) (County/RTAs)</li> <li>• Deliver training &amp; support for New Intake Structure across child welfare workforce (CWS &amp; partners) (County/RTAs)</li> <li>• Deliver training &amp; support to promote permanency &amp; transition for youth (County/RTAs)</li> <li>• Deliver cultural competency training across child welfare workforce (CWS &amp; partners) (County/RTAs)</li> <li>• Systematic building of workforce skills &amp; competencies is accomplished via PIP/Redesign training plan (County/RTAs)</li> </ul>	<ul style="list-style-type: none"> <li>• Culturally competent child welfare workforce (CWS &amp; partners) in place (State/County)</li> <li>• Build multiple ways to deliver and reinforce learning throughout each segment of the workforce (integrated learning system) (State/County)</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate and refine integrated learning system based on feedback from clients and workforce members (State/County/RTAs)</li> </ul>	<ul style="list-style-type: none"> <li>• An integrated learning system operates within each County to reinforce excellence in the child welfare workforce (CWS &amp; partners). (County)</li> </ul>	<p>The child welfare workforce (CWS &amp; partners) demonstrate the knowledge, skills and attitudes necessary to help children and families reach positive outcomes.</p>