

County of Santa Cruz

HUMAN RESOURCES AGENCY

CECILIA ESPINOLA, ADMINISTRATOR

1000 EMELINE ST., SANTA CRUZ, CA 95060

(408) 4544130 OR 454-4045 FAX: (408) 454-4842

February 5, 1999

Agenda: February 23, 1999

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, California

CHILD WELFARE LEAGUE OF AMERICA CONTRACT

Dear Members of the Board:

As you know, the Human Resources Agency (I-IRA) continuously aims to respond effectively to the challenging needs of abused and neglected children and their families in Santa Cruz County. As part of our effort to improve our practice and ensure that social work staff are able to make the best decisions for children's well-being, HRA would like to undertake a study of decision-making in our Child Welfare Services (CWS) programs.

We have negotiated a contract with the Child Welfare League of America (CWLA), a nationally recognized standard-setting organization for practice in Child Welfare Services, to review our casework decision-making and recommend strategies for innovation and improvement. CWLA has worked with public agencies and communities throughout the United States to help them achieve better outcomes for children and their families. The contract with CWLA, which incorporates their Proposal for a Santa Cruz County Child Welfare Decision-Making Study, is attached for your review.

The project has several key objectives:

- To examine the quality and timeliness of placement, reunification, and permanency decisions made by CWS and the factors that affect them (such as program structure, work flow, and available resources)
- To review CWS policies and procedures to ensure that they provide sufficient guidance, clear criteria, and sound practice tools to help social workers make decisions
- To assess decision-making practice with respect to legal and policy mandates and CWLA national standards
- To review the availability of community services that support families in keeping children safely at home, and examine their impact on CWS decision-making
- To recommend strategies to improve CWS practice, decision-making, and capacity

To accomplish these objectives, CWLA will use an interactive consultation process that involves CWS managers, supervisors, line staff, and others. CWLA's methodologies include extensive case records reviews, document and data reviews, work flow analyses, brief written surveys, interviews, and a community resources assessment. The term of the project is March 1, 1999 through June 30, 1999. At the end of the project, CWLA will present a final report describing the study's findings and making recommendations for specific strategies and implementation plans to improve CWS casework decision-making.

The total amount of the contract with CWLA is \$80,994. Funds to cover the costs of the study have been identified within the HRA budget. In order to make payments against a single index and account number, HRA is requesting a transfer of \$40,000 from Categorical Aids to the Social Services Administrative budget. The remaining \$40,994 is already available in this budget. This represents no additional county cost.

IT IS THEREFORE RECOMMENDED that your Board:

1. Approve the request for the transfer of funds in the amount of \$40,000; and
2. Approve the contract with the Child Welfare League of America in the amount of \$80,994 and authorize the HRA Administrator to execute this contract.

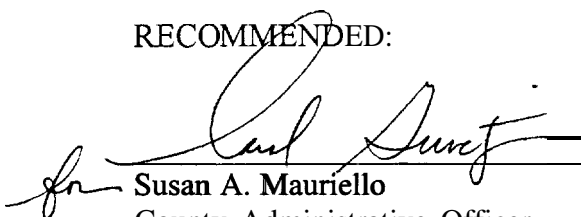
Very truly yours,

Cecilia Espinola (CE)

CECILIA ESPINOLA
Administrator

CE/NK (N:\hra\board\cwla)

RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

Attachment

Cc: County Administrative Officer
Auditor-Controller
County Counsel
Child Welfare League of America

COUNTY OF SANTA CRUZ
REQUEST FOR APPROVAL OF AGREEMENT

367

TO: Board of Supervisors
County Administrative Officer
County Counsel
Auditor-Controller

FROM: Human Resources Agency (Dept.)
Walter Alvarez (Signature) 2/1/99 (Date)

The Board of Supervisors is hereby requested to approve the attached agreement and authorize the execution of the same.

- Said agreement is between the County of Santa Cruz Human Resources Agency (Agency) and Child Welfare League of America, 440 1st St., NW, 3rd Fl., Washington, DC 20001-2085 (Name & Address)
- The agreement will provide child welfare decision-making study
- The agreement is needed, to evaluate and improve decision-making in child welfare services programs.
- Period of the agreement is from 3/1/99 to 6/30/99
- Anticipated cost is \$ 80,994 (~~Fixed amount~~, Monthly rate, Not to exceed)
- Remarks: Contact: Judy Yokel, x4062
- Appropriations are budgeted in 392100 (Index#) 3665 (Subobject)

10-110. NOTE: IF APPROPRIATIONS ARE INSUFFICIENT, ATTACH COMPLETED FORM AUD-74

Appropriations are available and have been encumbered. Contract No. C081796 Date 2/11/99
are not available and will be encumbered.
GARY A. KNUTSON, Auditor - Controller
BY Linda Chou Deputy.

Proposal reviewed and approved. It is recommended that the Board of Supervisors approve the agreement and authorize the HRA Administrator to execute the same on behalf of the Human Resources Agency (Agency).
County Administrative Officer

Remarks: [Signature] (Analyst) By [Signature] Date 2/11/99

Agreement approved as to form. Date _____

Distribution:
Bd. of Supv. • White
Auditor-Controller • Blue
County Counsel • Green •
Co. Admin. Officer • Canary
Auditor-Controller • Pink
Originating Dept. • Goldenrod

*To Orig. Dept. if rejected.

State of California)
County of Santa Cruz) ss
I _____ ex-officio Clerk of the Board of Supervisors of the County of Santa Cruz,
State of California, do hereby certify that the foregoing request for approval of agreement was approved by
said Board of Supervisors as recommended by the County Administrative Officer by an order duly entered
in the minutes of said Board on _____ County Administrative Officer
_____ 19____ By _____ Deputy Clerk

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COUNTY OF SANTA CRUZ
 REQUEST FOR TRANSFER OR REVISION
 OF BUDGET APPROPRIATIONS AND/OR FUNDS

368

Department: HUMAN RESOURCES AGENCY

Date: 2/4/99

TO: Board of Supervisors | County Administrative Officer / District Board

I hereby request your approval of the following transfer of budget appropriations and/or funds in the fiscal year **endi ng** June 30, 1999

AUDITORS USE ONLY			
DOCUMENT #	AMOUNT	L/N	T/C HASH
JE 6, , , ,	80 0 0 0 0 0	0 0 2	4 3

BATCH #	
DATE	Keyed By:

T/C	INDEX	SUBJECT	USER CODE	AMOUNT	ACCOUNT DESCRIPTION *
0,2,1	3 9 2 1, 0, 0	3,6,6,5		4 0 0 0 0 0 0	Spec & Prof
0,2,2	3 9 2 2, 0, 0	4,5,1,0		4 0 0 0 0 0 0	Foster Care

Explanation:

Transfer appropriations from Categorical Aids/Foster Care account to Social Services Administration to provide sufficient funding for a CWLA study.

Name *Heather Alcorn* Title Fiscal Officer-HRA

Auditor-Controller's Action: I hereby certify that unencumbered balance(s) is/are available in the appropriations funds and in the amounts indicated above.

Auditor-Controller, by *Linda Chan*, Deputy Date 2/11/99

County Administrative Officer's Actbn: Recommended to Board Approved Not Recommended or Approved

County Administrative Officer *Gh...* Date 2/11/99

State of California } As the Clerk of the Board of Supervisors of the County of Santa Cruz, I do hereby certify that the foregoing request for
 County of Santa Cruz } ss. transfer was approved by said Board of Supervisors as recommended by the County Administrative Officer by an order
 duly entered in the minutes of said Board on

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_____, 19____, By _____, Deputy Clerk

(A-C) * Desc: _____ # _____ - Budget Transfer

A-C Review		

Distribution: BRD. NAME AGENDA DATE ITEM NO. '
 White-Board of Supervisors Green-County Administrative Officer Goldenrod-Departmental Control Copy
 Yellow-Auditor-Controller Pink-Originating Department

INDEPENDENT CONTRACTOR AGREEMENT

THIS AGREEMENT is entered into this 23rd day of February, 1999, by and between the COUNTY OF SANTA CRUZ HUMAN RESOURCES AGENCY, hereinafter called COUNTY, and the Child Welfare League of America, hereinafter called CONTRACTOR. The parties agree as follows:

1. DUTIES. CONTRACTOR agrees to exercise special skill to accomplish the following result: To conduct a study of decision-making processes in Child Welfare Services programs. The study will examine placement, reunification and permanency decisions; review policies and procedures; assess practice with respect to legal and policy mandates and national standards; review the availability of community services; and recommend strategies for improvement. See Exhibit A, Proposal for a Santa Cruz County Child Welfare Decision-Making Study, incorporated herein by reference.

CONTRACTOR will treat as confidential and will not, without the prior written consent of COUNTY, publish, release or disclose or permit to be published, released or disclosed, either before or after the expiration or sooner termination of this Agreement, any confidential information supplied to, obtained by, or which comes to the knowledge of CONTRACTOR as a result of this Agreement except insofar as such publication, release or disclosure is necessary to enable CONTRACTOR to fulfill its obligations under this Agreement.

2. COMPENSATION. In consideration for CONTRACTOR accomplishing said result, COUNTY agrees to pay CONTRACTOR as follows:

In consideration of services rendered, COUNTY shall pay CONTRACTOR pursuant to Exhibit A on the basis of appropriate monthly claims submitted to COUNTY. CONTRACTOR's monthly invoice shall fully document time spent during the previous month, services provided, and charges for services. CONTRACTOR's final claim will be submitted within 45 days of the conclusion of the project. In no event shall the maximum payment made by COUNTY to CONTRACTOR exceed the sum of \$80,994.

3. TERM. The term of this contract shall be March 1, 1999 through June 30, 1999.

4. EARLY TERMINATION. Either party hereto may terminate this contract at any time by giving thirty (30) days written notice to the other party. If COUNTY exercises such an option, it agrees to pay CONTRACTOR such fees and expenses as CONTRACTOR may be entitled to receive for services provided to the point of termination.

5. INDEMNIFICATION FOR DAMAGES, TAXES AND CONTRIBUTIONS. CONTRACTOR shall exonerate, indemnify, defend, and hold harmless COUNTY (which for the purpose of paragraphs 5 and 6 shall include, without limitation, its officers, agents, employees and volunteers) from and against:

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Initials: Dh T CEJY
CONTRACTOR/COUNTY

A. Any and all claims, demands, losses, damages, defense costs, or liability of any kind or nature which COUNTY may sustain or incur or which may be imposed upon it for injury to or death of persons, or damage to property as a result of, arising out of, or in any manner connected with the CONTRACTORS performance under the terms of this Agreement, excepting any liability arising out of the sole negligence of the COUNTY. Such indemnification includes any damage to the person(s), or property(ies) of CONTRACTOR and third persons. 370

B. Any and all Federal, State and Local taxes, charges, fees, or contributions required to be paid with respect to CONTRACTOR and CONTRACTORS officers, employees and agents engaged in the performance of this Agreement (including, without limitation, unemployment insurance, social security and payroll tax withholding).

6. INSURANCE. CONTRACTOR, at its sole cost and expense, for the full term of this Agreement (and any extensions thereof), shall obtain and maintain at minimum compliance with all of the following insurance coverage(s) and requirements. Such insurance coverage shall be primary coverage as respects COUNTY and any insurance or self-insurance maintained by COUNTY shall be excess of CONTRACTORS insurance coverage and shall not contribute to it.

If CONTRACTOR utilizes one or more subcontractors in the performance of this Agreement, CONTRACTOR shall obtain and maintain Independent Contractor's Insurance as to each subcontractor or otherwise provide evidence of insurance coverage for each subcontractor equivalent to that required of CONTRACTOR in this Agreement, unless CONTRACTOR and COUNTY both initial here

_____/____.

A. Types of Insurance and Minimum Limits

(1) Worker's Compensation in the minimum statutorily required coverage amounts. This insurance coverage shall not be required if the CONTRACTOR has no employees and certifies to this fact by initialing here

(2) Automobile Liability Insurance for each of CONTRACTORS vehicles used in the performance of this Agreement, including owned, non-owned (e.g., owned by CONTRACTORS employees), leased or hired vehicles, shall each be covered with Automobile Liability Insurance in the minimum amount of \$500,000.00 combined single limit per occurrence for bodily injury and property damage. This insurance coverage shall not be required if vehicle use by CONTRACTOR is not a material part of performance of this Agreement and CONTRACTOR and COUNTY both certify to this fact by initialing here

(3) Comprehensive or Commercial Liability Insurance coverage in the minimum amount of \$1,000,000.00 combined single limit, including coverage for: (a) bodily injury, (b) personal injury, (c) broad form property damage, (d) contractual liability, and (e) cross-liability.

(4) Professional Liability Insurance in the minimum amount of \$1,000,000.00 combined single limit, if, and only if, this Subparagraph is initialed by CONTRACTOR and COUNTY ____/____.

B. Other Insurance Provisions

(1) If any insurance coverage required in this Agreement is provided on a "Claims Made" rather than "Occurrence" form, CONTRACTOR agrees to maintain the required coverage for a period of three years after the expiration of the Agreement (hereinafter "post agreement coverage") and any extensions thereof. CONTRACTOR may maintain the required post agreement coverage by renewal or purchase of prior acts or tail coverage. This provision is contingent upon post agreement coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Agreement. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Agreement in order to purchase prior acts or tail coverage for post agreement coverage shall be deemed to be reasonable.

(2) All required Automobile and Comprehensive or Commercial General Liability Insurance shall be endorsed to contain the following clause:

"The County of Santa Cruz, its officials, employees, agents and volunteers are added as an additional insured as respects the operations and activities of, or on behalf of, the named insured performed under Agreement with the County of Santa Cruz."

(3) All the insurance policies shall be endorsed to contain the following clause:

"This insurance shall not be cancelled until after thirty (30) days prior written notice has been given to: Judy Yokel, Assistant Division Director, Human Resources Agency, 1400 Emeline Avenue, Santa Cruz, CA 95060.

(4) CONTRACTOR agrees to provide its insurance broker(s) with a full copy of these insurance provisions and provide COUNTY on or before the effective date of this Agreement with Certificates of Insurance for all required coverages. All Certificates of Insurance shall be delivered or sent to: Judy Yokel, Assistant Division Director, Human Resources Agency, 1400 Emeline Avenue, Santa Cruz, CA 95060.

7. EOUAL EMPLOYMENT OPPORTUNITY. During and in relation to the performance of this Agreement, CONTRACTOR agrees as follows:

A. The CONTRACTOR shall not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, disability, medical condition (cancer related), pregnancy, gender, marital status, sex, sexual orientation, age (over

18), veteran status or any other non-merit factor unrelated to job duties. Such non-discriminatory action shall include, but not be limited to the following: recruitment; advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training (including apprenticeship), employment, upgrading, demotion, or transfer. The CONTRACTOR agrees to post in conspicuous places, available to employees and applicants for employment, notice setting forth the provisions of this non-discrimination clause.

B. If this Agreement provides compensation in excess of \$50,000.00 to CONTRACTOR and if CONTRACTOR employs fifteen (15) or more employees, the following requirements shall apply:

(1) The CONTRACTOR shall, in all solicitations or advertisements for employees placed by or on behalf of the CONTRACTOR, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, disability, medical condition (cancer related), pregnancy, gender, marital status, sex, sexual orientation, age (over 18), veteran status, or any other non-merit factor unrelated to job duties. In addition, the CONTRACTOR shall make a good faith effort to consider Minority/Women/Disabled Owned Business Enterprises in CONTRACTOR's solicitation of goods and services. Definitions for Minority/Women/Disabled Business Enterprises are available from the COUNTY general Services Purchasing Division.

(2) The CONTRACTOR shall furnish COUNTY Affirmative Action Office information and reports in the prescribed reporting format (PER 4012) identifying the sex, race, handicap or disability, and job classification of its employees and the names, dates and methods of advertisement and direct solicitation efforts made to subcontract with Minority/Women/Disabled Business Enterprises.

(3) In the event of the CONTRACTOR's non-compliance with the non-discrimination clauses of this Agreement or with any of the said rules, regulations, or orders said CONTRACTOR may be declared ineligible for further agreements with the COUNTY.

(4) The CONTRACTOR shall cause the foregoing provisions of this Subparagraph 7B. to be inserted in all subcontracts for any work covered under this Agreement by a subcontractor compensated more than \$50,000.00 and employing more than fifteen (15) employees, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

8. INDEPENDENT CONTRACTOR STATUS. CONTRACTOR and COUNTY have reviewed and considered the principal test and secondary factors below and agree that CONTRACTOR is an independent contractor and not an employee of COUNTY. CONTRACTOR is responsible for all insurance (worker's compensation, unemployment, etc.) and all payroll related taxes. CONTRACTOR is not entitled to any employee benefits. COUNTY agrees that CONTRACTOR shall have the right to control the manner and means of accomplishing the result contracted for herein.

PRINCIPAL TEST. The CONTRACTOR rather than COUNTY has the right to control the manner and means of accomplishing the result contracted for.

SECONDARY FACTORS. (a) The extent of control which, by agreement, COUNTY may exercise over the details of the work is slight rather than substantial; (b) CONTRACTOR is engaged in a distinct occupation or business; (c) In the locality, the work to be done by CONTRACTOR is usually done by a specialist without supervision, rather than under the direction of an employer; (d) The skill required in the particular occupation is substantial rather than slight; (e) The CONTRACTOR rather than the COUNTY supplies the instrumentalities, tools and workplace; (f) The length of time for which CONTRACTOR is engaged is of limited duration rather than indefinite; (g) The method of payment of CONTRACTOR is by the job rather than by the time; (h) The work is part of a special or permissive activity, program, or project, rather than part of the regular business of COUNTY; (i) CONTRACTOR and COUNTY believe they are creating an independent contractor relationship rather than an employer-employee relationship; and (j) The COUNTY conducts public business.

It is recognized that it is not necessary that all secondary factors support creation of an independent contractor relationship, but rather that overall there are significant secondary factors which indicate that CONTRACTOR is an independent contractor.

By their signatures to this Agreement, each of the undersigned certifies that it is his or her considered judgement that the CONTRACTOR engaged under this Agreement is in fact an independent contractor.

9. NONASSIGNMENT. Contractor shall not assign this Agreement without the prior written consent of the COUNTY.

10. RETENTION AND AUDIT OF RECORDS. CONTRACTOR shall retain records pertinent to this Agreement for a period of not less than five (5) years after final payment under this Agreement or until a final audit report is accepted by COUNTY, whichever occurs first. CONTRACTOR hereby agrees to be subject to the examination and audit by the Santa Cruz County Auditor-Controller, the Auditor General of the State of California, or the designee of either for a period of five (5) years after final payment under this Agreement.

11. PRESENTATION OF CLAIMS. Presentation and processing of any or all claims arising out of or related to this Agreement shall be made in accordance with the provisions contained in Chapter 1.05 of the Santa Cruz County Code, which by this reference is incorporated herein.

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IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

COUNTY OF SANTA CRUZ

CONTRACTOR

By: _____
Human Resources Agency

By: Thel. Lind

Address: 440 15th St NW
Wash. DC 20001

Telephone: 202 638-2952

Tax ID#: 13-1641066

APPROVED AS TO INSURANCE:

By: Loretta McKinley 2-10-99
Risk Management

APPROVED AS TO FORM:

By: Jae M. Scott
County Counsel

DISTRIBUTION: County Administrative Office
Auditor-Controller
County Counsel
Risk Management
Contractor

fcINDEP.CON (Rev. 7/8/98)

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Exhibit A

Proposal for a Santa Cruz County Child Welfare Decision-Making Study

Submitted to:

The Santa Cruz County Human Resources Agency

Submitted by:

The Child Welfare League of America
National **Center for Consultation and
Professional Development**

January 19, 1999

Proposal for a Santa Cruz County Child Welfare Decision-Making Study **376**

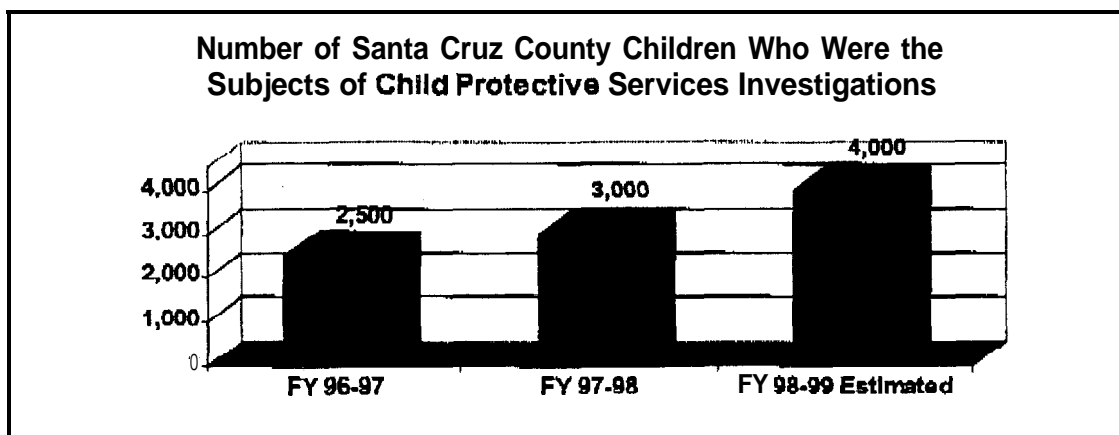
I. Background

The Santa Cruz County Human Resources Agency (HRA) is responsible for the protection and care of Santa Cruz County children who are the victims of abuse and neglect. Through its Child Welfare Services (CWS), HRA is responsible for maintaining a countywide capacity to investigate reports of abuse or neglect, to provide and network community services to families and, when necessary, to provide alternatives to direct parental care through a network of foster homes, kinship care homes and child care facilities.

In very broad terms, HRA, through its Child Welfare Services, is expected to achieve sound outcomes in four distinct areas of public concern:

1. assure a reliable level of safety, care and.. when necessary, treatment for each abused or neglected child brought to their attention
2. enable parents to achieve an adequate level of responsibility and competence in order that direct care of children is carried out within biological families whenever it is possible to do so safely
3. maintain a focused and consistent pattern of formal decision-making for each child who enters the system in order to achieve timely resolution of his or her need for stable and permanent care
4. achieve the highest possible level of efficiency and cost effectiveness in the utilization of the public resources at its disposal

The number of Santa Cruz County children alleged to have been abused or neglected who have been the subjects of investigations by HRA's Child Protective Services (CPS) program has increased 20% between FY96-97 and FY97-98. As shown in the chart below, an additional 33% increase is projected for the current fiscal year.



The rise in the number of CPS investigations has resulted in an increase in the number of children and families receiving other HRA child welfare services. HRA has responded to this growth in children's needs and the resulting expansion of its caseloads in a number of ways. The agency has strengthened its prevention and early intervention strategies that enable parents to deal with problems before they become severe. It is the lead agency of the Family

Proposal for a Santa Cruz County Child Welfare Decision-Making Study

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Violence Response Team that provides assessment of **children in domestic violence cases**. **HRA has also joined with** Juvenile Probation and Mental Health to develop **out-of-home placement diversion programs** that provide extra support to families to enable children to remain safely at home.

As part of their ongoing efforts to respond creatively and effectively to the challenging needs of **abused and neglected children and their families**, **HRA has** requested the assistance of the Child Welfare League of America (CWLA) in **reviewing their casework decision-making** and in recommending strategies for innovation and improvement. **CWLA** has worked with **public** agencies and communities throughout the United States to help them achieve better outcomes for abused children and their families. As the nationally recognized standard-setting organization, CWLA provides a sound perspective on generally accepted child welfare principles and standards. It also recognizes that local conditions create unique circumstances and expectations and that solutions to organizational problems must be responsive to these **conditions**.

This proposal describes the objectives, scope, methodology, staffing and **budget** for the proposed Child Welfare Decision-Making Study.

II. Project Objectives

The major objectives of the proposed Child Welfare Decision-Making Study are to:

- examine the quality and **timeliness of placement, reunification** and permanency decisions made by Child Welfare Services (CWS) and the factors that **impact** them, such as program structure, policy, workflow, and available resources
- review CWS policies and procedures to ensure that they provide sufficient guidance, **clear criteria and** sound practice tools to assist Social Workers in making **casework** decisions
- **assess CWS decision-making practice in accordance with legal and policy mandates and** Child Welfare League of America (CWLA) National Standards
- review the availability of community services that prevent child abuse and neglect and support families in keeping children safely at home and examine their impact on **CWS'** decision-making
- **recommend strategies to improve CWS' practice**, decision-making and capacity, thus improving safety and permanency outcomes for Santa Cruz County's abused and neglected children

III. Project Scope

The proposed study will analyze the major factors contributing to CWS decision-making regarding the placement of children, the **reunification** of children with their families and the **choice of alternative permanency plans, such as adoption, when family reunification is not feasible**. Using multiple methodologies, the project will address the following questions:

Proposal for a Santa Cruz County Child Welfare Decision-making Study

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1. POLICIES AND PROCEDURES

- Do CWS policies and procedures reflect appropriate standards of practice for casework decision-making as found in current federal and state child welfare laws and in **CWLA National Standards**?
- Do they furnish appropriate **criteria for making decisions regarding placement, reunification, concurrent planning and permanency alternatives to reunification**, such as kinship **care**, legal guardianship and adoption?
- Do they provide appropriate practice tools for risk assessment and **case decision-making** and clear instructions for their use?
- Do they contain clear protocols and **guidance** regarding **decision-making to assure adequate safety and permanency planning outcomes for children in out-of-home care**?

2. CHILD WELFARE DECISION-MAKING PRACTICE

- Are decisions regarding placement, reunification and permanency based on careful **and appropriate** assessments and judgments regarding child safety, in accordance with best practice standards?
- Does casework decision-making reflect a consistent focus on child safety and permanency planning?
- Are timely decisions concerning reunification and permanency made and implemented? If not, **what are the barriers to timely decision-making and implementation**?

3. CHILD WELFARE WORKFLOW

- Do CWS work processes support appropriate and timely casework decision-making?
- How do case **decision points, hand-offs within or between units, and required** documentation currently affect casework decision-making?

4. COMMUNITY SERVICES

- What preventive services are available **in** the community to help children to remain safely at home? Are they adequate to meet the need? How does their availability impact placement decision-making?
- What support services are available in the community to help parents safely reunify with their children following out-of-home placement? Are they adequate to meet the need? How **does their availability impact placement de&lon-making**?

Proposal for a Santa Cruz County Child Welfare Decision-Making Study

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IV. Project Methodology

CWLA employs a highly interactive consultation process designed to engage a variety of people in the tasks of analysis, planning and implementation. Thus, the proposed study **will be** accomplished with the guidance and support of a Child Welfare Decision-Making Task Force composed of CWS managers, supervisors, line staff and others.

The consultants **will** gather and analyze information using multiple methodologies in order to address the questions raised in the previous **section** and to realize project objectives. Methodologies employed will include:

A. Document and Data Review

The Consultant Team **will** review and analyze HRA policies and procedures, systems, **tools and** instruments relative to casework decision-making. They will also review and analyze data on number and types of placements and other indicators of CWS program performance.

B. Work Process Analysis

The Consultant Team **will** track and analyze CVVS work processes addressing **workflow**, decision points, hand-offs and documentation. Specific recommendations will be made on how to improve any work processes that are found to be **barriers** to timely and appropriate casework **decision-making**.

C. Case Record Review:

The Consultant Team will analyze random samples of case records to assess the quality of casework decision-making regarding placement, reunification and permanency. With input from the Child Welfare Decision-Making Task Force, consultants **will** customize case review instruments that CWLA has recently used to review child welfare cases in other jurisdictions, including California counties.

The CWLA Consultant Team will then review casework decision-making in four random samples: 1) 50 – 75 case records of children placed by CPS in the past year; 2) 50 case records involving children whose cases were substantiated by CPS, but who were not placed, in the past year; 3) 50 case records of children who were reunified with their families following out-of-home placement during **the past year; and 3) 50 – 75 case records of children in out-of-home placement stratified by type of placement (kinship care, foster care, treatment foster care, residential treatment and adoptive placement).**

The Child Welfare Decision-Making Task Force will assist the CWLA Consultant Team in **analyzing** the case review **data** and in crafting related recommendations.

D. Written Survey

The Consultant Team **will design and distribute a brief written survey regarding factors** impacting casework decision-making to Social Workers and Supervisors. CWLA **will** the compile and analyze the survey results.

Proposal for a Santa Cruz County Child Welfare Decision-Making Study

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E. Interviews

The **Consultant** Team will conduct interviews with all levels of **CWS** staff, including management staff, direct service **staff**, supervisors and support staff to address factors impacting casework decision-making practice.

F. Community Resources Analysis

The Consultant Team will gather **and analyze information regarding existing preventive and support** resources available in the community for **CWS clients**. **This will be accomplished in** collaboration with the Child Welfare Decision-Making Task **Force**.

V. PROJECT DELIVERABLES

The primary project deliverable is a report describing the Consultant Team’s findings and **recommending** specific strategies and implementation plans to improve CWS casework decision-making. The deliverables may also include casework practice tools or instruments **recommended by the Consultant Team** for use **In CWS programs**

VI. PRELIMINARY PROJECT WORKPLAN

The preliminary project **workplan** outlined on the next page **may** be adjusted by mutual agreement of HRA and CWLA.

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Santa Cruz County Child Welfare Decision-Making Study				
Preliminary Work Plan				
Activity	MARCH	APRIL	MAY	JUNE
Project Management				
1. Kickoff meeting to finalize project work plan				
2. Convene Child Welfare Decision-Making Task Force				
3. Management briefings on progress				
4. Presentation of draft report				
5. Presentation of final report				
A. Document and Data Review				
1. Gather relevant documents and data				
2. Review relevant documents and data				
B. Work Process Analysis				
1. Conduct work process analysis				
2. Evaluate work process analysis data				
C. Case Record Review				
1. Choose case review samples				
2. Finalize case review instruments				
3. Conduct case review				
4. Input and analyze case review data				
D. Written Survey				
1. Design and distribute survey				
2. Input and analyze survey results				
E. Interviews				
1. Conduct interviews				
2. Summarize findings from interviews				
F. Community Resources Analysis				
1. Gather data on community resources				
2. Analyze data on community resources				
Report Writing				
1. Prepare report findings and recommendations				

Proposal for a Santa Cruz County Child Welfare Decision-Making Study

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VII. Organizational Capability

The Child Welfare League of America

CWLA was established in 1920 to guard children's rights **and serve children's needs**. CWLA is an association of more than 900 public and private, nonprofit agencies devoted to **servicing** vulnerable children, youth and families. Headquartered in Washington, DC, CWLA has **regional offices** in Los Angeles, Boston and Chicago.

CWLA has long been on the **cutting edge** of all **areas** of child welfare practice, including child protection, kinship *care*, family foster **care**, **group and residential care**, **adoption**, **child day care**, family preservation, and adolescent **pregnancy**. **As the nationally recognized standard-setter** for child welfare **services**, CWLA is in a strong position to address emerging issues **and trends**, and to promote excellence in child welfare practice and administration,

CWLA's public policy staff advocates for and monitors the development and implementation of **federal and state legislation** to protect abused children and strengthen vulnerable families. Its **publication department is the world's largest publisher of child welfare materials**, including books, monograph video and training materials. **CWLA hosts** numerous conferences **and** training sessions each year that provide legislative and policy workshops, nationally known speakers, child welfare experts and innovative programs.

The **CWLA National Center for Consultation and Professional Development**

In recent years, CWLA's National Center for Consultation and Professional Development has provided consultation, training and technical **assistance to thousands of child and family serving** agencies. These consultations have resulted in direct assistance and additional resources for children and families, improved coordination and collaboration among government and private agencies, more **efficiently** managed programs, and new and creative approaches to **service** delivery.

The Center's fundamental mission is to strengthen the basic capacity of organizations and community systems to protect abused and neglected children. Focusing on client outcomes at all stages, the Center provides practical support in addressing the complex programmatic, administrative, and community relations challenges confronting state, county, and city governments of all sizes. It combines a capacity to address broad administrative and **management issues with** a clear focus on the fundamental social work standards and practices **that** must support an effective child welfare **system**. **The Center works directly with an agency's staff to develop increasingly** creative and effective approaches to service delivery while **working within an environment of relatively scarce resources**.

The Center provides services in a wide variety of program and management areas. It has **provided** consultation in all 50 states. **At any** given time, it is working with ten to **fifteen** jurisdictions **of varying size** on projects that extend from a few months to several years in duration.

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The Center emphasizes the importance of implementation in all of its projects. It works intensively with agency staff at all levels to move beyond data collection, analysis and planning to introduce and integrate practical operational changes in programs and practices. The Center approaches consultation as a collaborative process that works best when there is a thorough investment in assessment and decision-making by those who will be directly affected by the results of the project. Center staff "work with, rather than on" an agency. A principal goal of all consultation is to leave an organization with a permanently enhanced capacity to apply new techniques and knowledge to fundamental work to keep children safe.

Center Consulting Staff

CWLA has staffed the Center with senior consultants **who** have extensive public agency experience ranging from casework to administration. Their skills and knowledge are based on years of cumulative experience as direct service social workers, supervisors, program managers, administrators, planners and researchers. They have held direct responsibilities for a full range of human service programs, including such related areas as juvenile justice, health care, mental health, public assistance, and medical assistance, in addition to core child welfare services. Center consultants are highly skilled at communication, facilitation, research design and analysis. They regularly draw on CWLA's public policy, research, program and library resources to stay abreast of practice innovations, legislative changes and promising program models.

VIII. Project Staff

Linda Jewell Morgan, Project Director

Linda Jewell Morgan has had twenty-five years of experience as a child welfare social worker, supervisor, trainer, program administrator and consultant. Over the past ten years, she has worked with an array of public and private agencies nationally, providing consultation on program design and review, practice improvement and multi-systems change. She has combined her knowledge of direct service practice with strong analytical, facilitation and research skills in comprehensive efforts to improve the performance of many child welfare systems, including several California counties.

Ms. Morgan is a graduate of the University of Maryland and holds a Master of Social Work degree from the University of Washington. She is currently the Western Regional Consultation Manager for the CWLA National Center for Consultation and Professional Development. She is based in the Seattle area.

Christine Robinson, Senior Consultant

Chris Robinson has had twenty years of experience as a child welfare social worker, supervisor, trainer, and manager. Most recently, Ms. Robinson has supervised the program management of adoptions and out-of-home care for the State of Washington Division of Children and Family Services.

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Ms. **Robinson** is the co-developer of the casework methodology, concurrent planning. She has implemented concurrent planning in the State of Washington and has provided training across the country to social workers, judges, guardians ad litem, attorneys and agency administrators.

Ms. Robinson holds both Bachelor of **Science** and Master of Social Work degrees from the **University** of Washington. She is based in the Seattle area.

Diana Williams, Staff Consultant

Diana Williams has had twenty-three years of experience in child welfare in four states, most recently California. Her direct service experience includes child protection, family maintenance and family preservation, adoption, out-of-home care and independent living. Administrative experience includes supervision, program and policy development, conflict resolution, staff development and training, and foster care resource development. She has trained child welfare staff in policy and direct service.

Ms. **Williams** holds a **BSW** from **Illinois State University**. She is based in **Wrightwood, California**.

Laura Block, Staff Consultant

Ms. **Block** has worked for the Director of CWLA's National Center of Consultation and Professional Development as a Research Assistant and has participated in several CWLA projects in California as a Staff Consultant. She brings skills in research, analysis and evaluation from her past experience as a private investigator.

Ms. **Block** has been involved in numerous case review readings and analyses. She has also participated in the creation of complex databases for child welfare research and evaluation projects.

Ms. **Block** has Bachelor of Arts in Criminology and Political Science from the University of Southern Maine. She is based in Mission Viejo, California.

Rob **McKeagney, Technical Services Manager**

Rob McKeagney has worked for CWLA in various capacities for seven years. As Technical Services Manager for the National Center for Consultation & Professional Development, he oversees database development, assists other professional staff with data analysis and maintains the Center's local area network. In addition, he is responsible for development and maintenance of the NCCPD's internal management reporting and tracking systems.

Mr. **McKeagney** has managed the creation and use of complex databases for a wide variety of child welfare research and evaluation projects throughout the United States. He has worked closely with Center field consultants to customize evaluation and analysis tools to meet the specific needs of the dozens of agencies and jurisdictions with which CWLA works each year.

Mr. **McKeagney** has a Bachelor of Science in Business Administration from the Whittemore School of Business Education, University of New Hampshire.

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IX. Budget

Child Welfare Decision-Making Study

March 1, 1999 to June 30, 1999

PROFESSIONAL FEES'

Senior Consultants		
Linda Jewell Morgan	112 hours @ \$165.67/hr	\$18,555
Christine Robinson	192 hours @ \$165.31/hr	\$3 1,740
Consultants		
Diana Williams	208 hours @ \$137.21/hr	\$28,540
Laura Block	48 hours @ \$143.23/hr	\$ 6,875
Technical Services Manager		
Robert McKeagney III	64 hours @ \$75/hr	\$4,800
Data Input	88 hours @ \$20/hr	\$ 1,360
	Subtotal	<u>\$91,870</u>
	Less 10% CWLA membership discount on professional fees	\$ 8,376
	Less additional 10% provisional membership discount on first \$25,000 of professional fees	- <u>\$ 2,500</u>
	TOTAL	\$80,994

*Rates include transportation, lodging and per diem in addition to indirect expenses such as mailing, telephone, copying, etc. Final billing rates will incorporate the CWLA provisional member agency discount of 20% of personnel costs.