BASSC
BAY AREA SOCIAL SERVICES CONSORTIUM

Training
❖
Research
❖
Policy

15th ANNIVERSARY
1987-2002
The Bay Area Social Services Consortium (BASSC) operates as an agency-university-foundation partnership that promotes social service research, training, and policy development. BASSC was founded in 1987 in response to interests in public social services shared by county social service agency directors, university deans and directors of social work, and local foundations in the San Francisco Bay Area.

**BASSC core purposes:**

❖ Fostering regional communications and understanding about the changing nature of social services in the public and non-profits sectors
❖ Serving as a catalyst for new ideas that have legislative, administrative, public education, and training implications
❖ Providing a structure for innovative regional programs related to research, training, and policy development

**BASSC core programs:**

❖ Bi-monthly meetings and an annual retreat to share ideas, assess legislation, and promote regional collaboration
❖ A multi-county research program on topics selected annually by the BASSC members
❖ A multi-county training program related to Executive Development for middle managers, a Senior Executive Development for deputy directors, and a Bay Area Academy serving the training needs of line and supervisory staff in child welfare and related fields
❖ A multi-county policy development program that develops and publishes policy reports for opinion leaders and case studies on policy implementation for agency staff

The leadership that guides and sustains BASSC emerges from the active participation of 13 county social service directors, five university deans/directors of social work programs, two foundation directors, emeritus directors, and the BASSC Staff Director with staff located at the School of Social Welfare and University Extension, University of California at Berkeley as well as the School of Social Work at San Francisco State University.

Updated and reaffirmed, April 2002
The everyday challenge of managing constantly changing service delivery mandates, uncertain fiscal forecasts, new political priorities, contentious lawsuits, bureaucratic barriers, technology snafus, declining financial resources, shifting public expectations, and more demands on one's time than hours in a day can make it difficult for county social service directors to focus on long term public policy and system development needs. In such a fast-paced environment, the Bay Area Social Services Consortium (BASSC) provides “a safe harbor or calm waters” in which to discuss emerging policy issues, debate alternate approaches for our evolving service delivery systems, and develop strategies for improving public policy on behalf of our client populations.

As a six-year member of BASSC, and current Chair, I've seen and felt the impact that this "Think Tank," built on a regional partnership, on our Bay Area social service agencies as well as on policy development throughout California. BASSC participants have explored numerous issues related to Workforce Services, Children's and Family Services, and Aging & Adult Services. Discussions have included an ongoing review of local operational successes and failures, research findings, challenging ideas provided by guest speakers and observations from our membership. Many of these ideas have been turned into policy papers, public education pieces, and program proposals. As a research entity, BASSC has focused on agency-based real time issues. Our findings and case studies have addressed the needs of counties for relevant research and promising practices that can be quickly shared around the region and applied. As an organization attempting to improve social service systems, BASSC has been extremely successful in developing mission, vision and values that promote desired outcomes. We also take pride in the Executive Development Program at U.C. Extension and the Bay Area Academy at San Francisco State University that are sponsored by BASSC to prepare the social service leaders of tomorrow.

BASSC’s success is due to the shared commitment of its members to promote effective social services policies and programs. As we celebrate the first 15 years of BASSC and one of its founders, Ed Nathan (former director of The Zellerbach Family Fund), I want to congratulate all those who contribute to its success including my colleagues who serve as directors of county social service agencies, the deans and directors of the graduate social work programs, the directors of our local foundations, and our BASSC Director, U.C., Berkeley Professor Michael Austin and his exceptional research staff!

John B. Cullen
Chair, BASSC
As we pause and reflect on the many accomplishments of BASSC over the past 15 years, it is clear that the evolution of BASSC coincides with the most significant changes in human services policy and practice since the 1960s. In other regions of the state and nation, social service directors have had to forge ahead alone. However, in the San Francisco Bay Area, BASSC has given directors and staff the opportunity to move beyond being reactive by collectively creating change in a highly proactive way. Given the diversity of the Bay Area region, it is truly a challenge to provide meaningful training, research, and policy development opportunities for staff to engage with one another in creating and implementing policy and practice changes.

One of BASSC’s many accomplishments is the development of the Bay Area Academy. Established in 1997, originally under the auspices of U.C., Berkeley and now under San Francisco State University. The Academy serves the training needs of line and supervisory staff in child welfare and related fields throughout the Bay Area. The work of the Academy is overseen by a Training Advisory Board, which is comprised of senior child welfare and staff development managers from each BASSC participating county. The Training Advisory Board representatives share the common goal of providing our child welfare staff with the best and most current practice information in the area of child protective services. This goal is reflected in the Academy’s training plan with an emphasis on family-centered and strength-based practice. It is no small feat that, over the last four years, hundreds of agency staff members have completed training programs offered by the Bay Area Academy. We project that hundreds more will attend training programs in the next five years, assuring a virtual army of professionally updated social service practitioners.

In addition to establishing and supporting the Bay Area Academy, BASSC has played and continues to play a key role in human services policy development and implementation. The BASSC Directors have created four policy work groups to annually provide advice on regional strategies in the following areas: Adult and Aging Services; Children’s Services; Human Resources; and, Welfare-to-Work. These work groups were established in response to changing demographics and the need for innovative practice approaches to reduce dependency and strengthen families.

Cecilia Espinola
Vice Chair, BASSC
BASSC is an agency-university partnership composed of county social service directors from 12 Bay Area counties, five deans/directors of social work programs, and two foundation directors. The members comprise a Think Tank that meets five times a year to oversee a research program, an executive development program, a regional human services training academy, and a policy development/implementation program.

**BASSC Members**

**Sylvia Rodriguez Andrew**
Dean, School of Social Work, San Jose State University

**Maureen Borland**
Director, San Mateo County Human Services Agency

**Dan Corsello**
Executive Director, VanLobenSels/RembeRock Foundation

**John Cullen**
Director, Contra Costa County Employment and Human Services Agency

**Ellen Dunbar**
Director, Master of Social Work Program California State University–Stanislaus

**Patrick Duterte**
Director, Solano County Health and Welfare Agency

**Dianne Edwards**
Director, Sonoma County Human Services Agency

**Cecilia Espinola**
Administrator, Santa Cruz County Human Resources Agency

**Chet Hewitt**
Director, Alameda County Social Services Agency

**Eileen Levy**
Director, School of Social Work, San Francisco State University

**Will Lightbourne**
Director, Santa Clara County Social Services Agency

**Terry Longoria**
Director, Napa County Health and Human Services Agency

**Larry Meredith**
Director, Marin County Health and Human Services Agency

**James Midgley**
Dean, School of Social Welfare University of California, Berkeley

**Ed Nathan**
BASSC Founding Director

**Cindy Rambo**
Executive Director, Zellerbach Family Fund

**Trent Rhorer**
Executive Director, San Francisco Department of Human Services

**Elliott Robinson**
Director, Monterey Social Services Department

**Brian Simmons**
Director, Field Practice Program California State University–Monterey Bay

**BASSC Staff**

**U.C., Berkeley, School of Social Welfare**

Michael J. Austin, PhD, BASSC Staff Director
Sarah Carnochan, JD, MSW, BASSC Research Response Team Coordinator
Judie Svihula, M SW, BASSC Research Assistant

**U.C. Extension**

Barbara Weiss, M SW, BASSC Training Coordinator
Stan Weisner, PhD, BASSC Executive Development Program Administrator

**San Francisco State University, School of Social Work**

Peter M. Dahlin, M S, Bay Area Academy Director
Eileen Levy, PhD, Bay Area Academy Program Administrator
The roots of the Bay Area Social Services Consortium (BASSC) can be traced to people with ideas. For decades, those who have served as directors of county social service agencies throughout the state of California have sought each other out to exchange ideas and find support. In the San Francisco Bay area, a group of “county welfare directors” met quarterly during the 1970s and 1980s to share ideas over lunch. In 1987, this group included Ernie Hirosi (San Mateo), Helen Knutson (Alameda), Dick O’Neil (Santa Clara), Jim Ridingsword (Contra Costa), Ed Sarsfield (San Francisco), and Yolanda Rinaldo (Marin/Sonoma/Santa Clara) who joined in 1989. Among the many topics they explored was the perceived imbalance in attention to mental health and child welfare at local schools of social work. They welcomed the opportunity to talk with the deans of social work programs. Dean Harry Specht of the U.C., Berkeley School of Social Welfare, with the encouragement of Ed Nathan (Executive Director of The Zellerbach Family Fund) seized the moment to begin a dialogue between agency administrators and university educators.

Dean Specht had been instrumental in reshaping the mission of the School of Social Welfare in the early 1980s to reflect a commitment of the public social services. In the mid-1980s, he sought out the “county welfare directors” to assist the School in implementing the new mission and began to participate in the quarterly meetings by hosting them on the U.C., Berkeley campus. By 1987, he had encouraged Ed Nathan, his long-time colleague with extensive contacts among Bay Area agency directors, to join the discussions. Ed had long sought to promote the improvement of social services through increased attention to service integration among public and community-based social service organizations. As a result of the foundation’s involvement, the first Zellerbach grant of $7500 to promote regional training activities was provided to a newly formed Bay Area Social Services Consortium (1987) and Bart Grossman (Director of Fieldwork at the U.C. School of Social Welfare) became the first designated staff director of BASSC (1987–1989).

Out of these training activities (child welfare risk assessment, homelessness, HIV infants, etc.) BASSC members became interested in the potential for securing federal training funds to attract MSW students to the field of child welfare. As a result, the idea for a statewide consortium of schools of social work and county social service agencies took hold. With the help of a social worker (John Lanighan) on the staff of the Ford Foundation (where there was interest in training social workers for implementing the federal 1988 Family Support Act), a Ford Foundation grant provided the seed money sought by the BASSC directors to launch CalSWEC, the California Social Work Education Center at U.C., Berkeley in 1990. Bart Grossman became its first director. From 1989–1992, BASSC continued to provide regional training programs with staff assistance from Susan Laughlin at U.C. Extension.

By 1992, BASSC was searching for a new focus, following its success with regional training events. Harry Specht and Ed Nathan had been successful in convincing Dick O’Neil (Santa Clara) to become the Chair of BASSC. At the same
time, Mike Austin had just joined the U.C., Berkeley faculty as Professor and Chair of the Management and Planning track in the MSW program. He joined Ed, Dick, and Harry in developing a new approach to BASSC, away from quarterly lunch meetings and towards bi-monthly day-long sessions in the form of an Executive Think Tank. BASSC membership grew from the primarily large counties to include the smaller North Bay and South Bay counties along with the deans of other schools of social work (San Jose State, San Francisco State, and Sacramento State).

The first activity of the reconfigured BASSC was the development of a BASSC Vision Statement on Human Services in 2000. Throughout these discussions, BASSC members were encouraged to share some of the challenges and successes that later became part of a casebook for training on administrative practice. Many different ideas began to emerge as part of the Think Tank, including the need to recruit more women and minorities into senior management positions. Based on a decision to “grow their own talent,” the BASSC Executive Development Program was launched in 1994 under the leadership and support of Stan Weisner and Barbara Weiss at U.C. Extension. This innovative training program is now eight years old with over 200 graduates.

As the Think Tank format continued, other new ideas emerged. Based on a shared concern about the lack of in-house research capabilities in county social service agencies, the BASSC Research Response Team was launched in 1995 within the U.C., Berkeley Center for Social Services Research under the leadership of Jill Duerr Berrick. The first two BASSC research directors, Dr. Sheryl Goldberg and Dr. Pamela Choice along with numerous graduate students completed a series of exploratory short-term studies, primarily in the field of child welfare. This innovative research program is now seven years old, with eighteen studies completed, and currently operates under the leadership of Sarah Carnochan.

By 1996, Will Lightbourne (San Francisco) as BASSC Chair and Maureen Borland (San Mateo) as Vice Chair helped to focus the BASSC Think Tank on the profusion of policy issues leading up to and including the passage of federal welfare reform legislation. The multiple challenges facing the county directors led to a continuous stream of BASSC policy reports (noted elsewhere in this publication). One of the most comprehensive BASSC reports, “Social Welfare at a Crossroads,” was the first BASSC attempt to educate opinion leaders and elected officials involved in the development of the CalWORKs welfare reform legislation. The flood of personnel challenges regarding the implementation of welfare reform led to the formation of the first BASSC policy group of senior human resources managers under the leadership of Maureen Borland and Madelyn Martin. This group has now completed its fourth year of ongoing planning to help transform public social service agencies into learning organizations, including an in-depth study of staff recruitment and retention practices throughout the Bay area.

By 1998, the leadership of BASSC had transitioned to Maureen Borland as Chair and John Cullen (Contra Costa) as Vice Chair. Ed Nathan had retired from The Zellerbach Family Fund and Cindy Rambo became the new Executive Director and a member of BASSC. During this period, BASSC members refocused their attention on child welfare and launched the new Bay Area Academy with substantial Title IV-E funding. Today the Academy utilizes the oversight guidance of BASSC through its Training Advisory Board (chaired by Cecilia Espinola) and the
administrative guidance of San Francisco State University School of Social Work (directed by Eileen Levy).

To balance the extensive preoccupation with welfare reform implementation (passage of CalWORKS in 1997 and implementation in 1998), a second BASSC policy group was formed in 1999 under the leadership of Rodger Lum (Alameda) and Linda Kretz (Alameda) to focus on adult and aging services. The first results of this collaborative effort was the BASSC publication, “Riding the Wave: Charting the Course of Adult and Aging Services into the Next Decade” (2000). Under the leadership of Linda Kretz and Charlene Silva, the BASSC Adult/Aging Policy Group continues its work with an in-depth assessment of in-home support services (IHSS) and the role of public authorities. During this period, a former county director, Dan Corsello, became the Executive Director of VanLobenSels/RembeRock Foundation and helped to provide BASSC with funding to support the publication of reports, such as “Riding the Wave.”

As a Think Tank, BASSC provides an arena where people with ideas can create innovative programs and practices.

By the year 2000, the BASSC leadership had shifted to John Cullen as BASSC Chair and Rodger Lum as Vice Chair (replaced in 2001 by Cecilia Espinola). During this period, a total of 22 case studies were developed and published by BASSC to capture the promising practices emerging from welfare reform implementation. This was also a period of Think Tank deliberations that focused on issues facing the three major domains of agency life: family/child welfare services, adult/aging services, and welfare-to-work. These discussions led to the formal BASSC affiliation of the Bay Area Children’s Services Committee (operating for over a decade as the CWDA Bay Area Children’s Services Committee) as well as the establishment of a new BASSC Welfare to Work Policy Group (addressing research, training, and service delivery issues).

The arrival of the new millennium provided BASSC with an opportunity to look beyond regional, state, and national boundaries in order to explore a more global perspective on public social services. Following the commissioning of reports on the implementation of welfare reform in Great Britain, BASSC began a series of videoconferences with local authority social service directors in England. While the initial focus is on foster care, the future agenda includes adult/aging services. The national and international reach of BASSC will be further enhanced by the launching, with this publication, of its first website, www.bassc.net.

Given this brief history, it is clear that BASSC represents a most unusual partnership of county social service agencies, universities, and local foundations. Over the past decade the following deans and directors have represented their various social work institutions as part of the Bay Area Social Services Consortium: Simon Dominguez and Sylvia Rodriguez Andrews (San Jose State University), Michael Reisch, Marvin Feit, and Eileen Levy (San Francisco State University), Joseph Anderson (Sacramento State University), Brian Simmons (California State University–Monterey), Ellen Dunbar (California State University–Stanislaus), and Harry Specht, Neil Gilbert, and James Midgley (University of California, Berkeley). The following county directors have retired or moved on to new challenges, and several continue their involvement in BASSC: Dick O’Neil (Santa Clara), Brian Cahill and Michael Wald (San Francisco), Yolanda Rinaldo (Santa Clara and Sonoma), Dan Corsello (Napa), Rodger Lum (Alameda), Marie Glavin (Monterey), Don Rowe (Solano), and Tom Peters and Nancy Rubin (Marin).

As we celebrate the 15th Anniversary of BASSC, we salute the founding directors and honor one of our founders, Ed Nathan, who has guided the entire process, first as a foundation executive and now as a loyal BASSC member. As a Think Tank, BASSC has become a dynamic regional partnership that explores and supports collaboration and provides an arena where people with ideas can create innovative programs and practices.
Over the past eight years (1994-2002), BASSC has completed a number of reports on policy development and policy implementation. These documents have been useful in assisting county staff in identifying and acting upon various policy initiatives.

**Policy Analysis and Development Reports**

- **1994**
  - Human Services 2000: An Evolving BASSC Vision Statement

- **1996**
  - Social Welfare at a Crossroads: A briefing packet for opinion leaders in anticipation of CalWORKs, Chaired by Dick O'Neill and Will Lightbourne
  - Assessing the Feasibility of a Regional General Assistance Program, Chaired by Michael Wald

- **1997**
  - Assessing the Linkages between Health and Welfare, Chaired by Tom Peters and Terry Longoria
  - Assessing County Welfare Reform Plans, Chaired by Maureen Borland

- **1998**
  - Assessing the Child Care Implications of Welfare Reform, Chaired by Dianne Edwards
  - Overview of Directors’ Perceptions of Implementing Welfare Reform (Carnochan and Austin), Chaired by Will Lightbourne
  - Overview of Affordable Housing Issues in Relationship to Welfare Reform Implementation (Leibsohn), Chaired by Maureen Borland and John Cullen
  - Overview of Transportation Issues in Relationship to Welfare Reform Implementation (Fleming-MTC), Chaired by Maureen Borland and John Cullen
  - Overview of Child Care Legislative Issues in Relationship to Welfare Reform Implementation (CIRCCN–Siegel), Chaired by Maureen Borland and John Cullen
  - Overview of Issues Related to Ups and Downs in the Business Cycle Affecting Current and Former Welfare Recipients (Prince, Doyle, & Austin), Chaired by John Cullen
  - Supporting Low-Income Workers in the 21st Century: An Evolving BASSC Vision Statement
  - Riding the Wave: Assessing the Future Directions of Adult and Aging Services (Svihula and Austin), Chaired by Rodger Lum and Linda Kretz

- **2001**
  - Step by Step: Building the Infrastructure for Transforming Public Social Service Agencies into Learning Organizations (Carnochan & Austin), Chaired by Madelyn Martin
  - Aging Out of Foster Care: What Do We Know about Helping to Emancipate Youth and the Independent Living Programs in the Bay Area (Rashid, Doherty, Austin)

*Policy Analysis and Development Reports funded, in part, by the Zellerbach Family Fund and the VanLobenSels/RembeRock Foundation*
Policy Implementation Case Studies


- Implementing Welfare Reform and Guiding Organizational Change
  Sarah Carnochan and Michael J. Austin
- Overview of Innovative Programs and Practices
  Jonathan Prince and Michael J. Austin

REDEFINING SERVICE DELIVERY
Removing Barriers to Workforce Participation

- Connections Shuttle: Transportation for CalWORKs Participants (Santa Cruz County)
  Debbie Downes and Michael J. Austin
- The Guaranteed Ride Home Program: Transportation Services for Welfare-to-Work Participants (Santa Clara County)
  Christine M. Schmidt and Michael J. Austin
- Training Exempt Providers to Build High-Quality Child Care (San Mateo County)
  Jonathan Prince and Michael J. Austin
- Integrating Mental Health and Substance Abuse Services into a County Welfare-to-Work Program (Sonoma County)
  Christine M. Schmidt and Michael J. Austin

Self-Sufficiency Support Services

- Combining Business with Rehabilitation in a Public Workcenter for Disabled and Low-Income Participants (San Mateo County)
  Jonathan Prince and Michael J. Austin
- The Family Loan Program as a Public-Private Partnership (San Mateo County)
  Susan E. Doyle and Michael J. Austin
- The Adopt-a-Family Program: Building Networks of Support (San Mateo County)
  Susan E. Doyle and Michael J. Austin
- Utilizing Hotline Services to Sustain Employment (Santa Clara County)
  Christine M. Schmidt and Michael J. Austin
- Hiring TANF Recipients to Work in a County Human Services Agency (San Mateo County)
  Kirsten A. Deichert and Michael J. Austin
- Promoting Self-Sufficiency through Individual Development Accounts (IDAs) (San Mateo County)
  Judie Svihula and Michael J. Austin

ENHANCING COMMUNITY PARTNERSHIP
Neighborhood Partnerships

- Fostering Neighborhood Involvement in Workforce Development (Alameda County)
  Judie Svihula and Michael J. Austin
- Neighborhood Self-Sufficiency Centers (Santa Clara County)
  Christine M. Schmidt and Michael J. Austin

Community-wide Partnerships

- A Community Partnership Approach To Serving the Homeless (Napa County)
  Margaret K. Libby and Michael J. Austin
- Wraparound Services for Homeless TANF Families Recovering from Substance Abuse (Monterey County)
  Debbie Downes and Michael J. Austin
- Collaborative Partnerships Between a Human Services Agency and Local Community Colleges (San Mateo County)
  Kirsten A. Deichert and Michael J. Austin

PROMOTING AGENCY RESTRUCTURING

- Introducing Organizational Development (OD) Practices in a County Human Services Agency (San Mateo County)
  Andrea Dubrow, Donna Wocher and Michael J. Austin
- Preparing Human Service Workers to Implement Welfare Reform: Establishing the Family Development Credential in a Human Services Agency (San Mateo County)
  Judie Svihula and Michael J. Austin
- Merging a Workforce Investment Board and a Department of Social Services into a County Department of Employment and Human Services (Contra Costa County)
  Jonathan Prince and Michael J. Austin
- Blending Multiple Funding Streams into County Welfare-to-Work Programs (Sonoma County)
  Christine M. Schmidt and Michael J. Austin
- Crossover Services between Child Welfare and Welfare-to-Work Programs (Contra Costa County)
  Jonathan Prince and Michael J. Austin
The Bay Area Human Resource Committee (BAHRC) is a policy and planning work group of the Bay Area Social Services Consortium (BASSC). It was launched in 1997 with the charge of CalWORKS and Welfare Reform, especially on staff development and personnel systems. It soon became apparent to BAHRC participants that the organizational culture of county agencies/departments had a significant impact on the design and implementation of effective training programs beyond welfare-to-work programs. The Committee began to explore the literature on “learning organizations” and consulted with experts as a way of preparing to make recommendations for systemic changes to traditional staff development programs and practices. In each of the past four years (1998-2002), BAHRC has developed a report and recommendations to BASSC directors on the implementation and continuous improvement of BASSC member agencies as “learning organizations.”

As the agencies began implementing the various recommendations, BAHRC discussions centered around the rapidly emerging issue of staff recruitment and retention. In a partnership between BAHRC and the BASSC-sponsored Bay Area Academy, a Child Welfare Recruitment and Retention Policy Summit was held in May 2000. Following the Summit, BAHRC was charged by BASSC directors with developing a regional recruitment and retention planning project for all types of human service personnel, in collaboration with a similar committee to focus on marketing issues under the leadership of John Cullen and Lynn Yaney of Contra Costa County. The recommendation from both committees was combined into a two-year planning contract with the Bay Area Academy, approved by BASSC in April 2001 with costs shared by the Bay Area counties, and launched July 2001 with BAHRC providing oversight for contract monitoring.

The “learning organization” principles and practices continue to be the top priority for BAHRC. BAHRC operates as its own learning organization where members continuously share information, explore different ways of resolving common issues, learn from each other and develop innovations in the area of human resources. The current priorities of BAHRC include the completion of the recruitment/retention planning project, the exploration of human resources issues with the new BASSC Welfare-to-Work Policy Group, and the identification of training needs and priorities with the BASSC Adult/Aging Policy Group.
Since 1990, the Bay Area Regional Children's Services Committee has been meeting as a regional subcommittee of the County Welfare Directors Association Children's Services Committee to share program expertise and contribute to the development and implementation of child welfare services policies and programs that will improve the lives of vulnerable children throughout the Bay Area and California.

The recent work of the Bay Area Committee includes such regional efforts as: 1) the review and approval of new group home and foster family agency programs, 2) the development and maintenance of an effective inter-county Protocol for the coordination of services to families who migrate throughout our Region, 3) the formulation of a comprehensive Memorandum of Understanding between County Agencies and Foster Family Agencies, and 4) the collaboration with the BASSC Research Response Team to improve Child Welfare practices through the study of the education of foster youth (2001) as well as the relationship between the Courts and Child Welfare agencies (2002).

Currently, with the support of BASSC, the Bay Area Regional Children's Services Committee is producing a public education document that will address the important questions related to the redesign of Child Welfare Services.

Building on the promising practices that are already in place in our Region, the publication is designed to inform opinion leaders, elected officials, and the media about the issues and practices that affect the redesign of the Bay Area's Child Welfare Services.

MEMBERS
Janice Anderson-Santos, Deputy Director for Family and Children's Services, San Francisco County
Carol Bauer, Director, Family, Youth and Children's Services, Sonoma County
Lise Smith Cohen, Social Services Program Manager, Santa Clara County
Carolyn Dexter, Deputy Director for Family and Children’s Services, Mendocino County
Danna Fabella, Director, Children and Family Services, Contra Costa County
Laura Fowler, Deputy Director for Child Welfare Services, Solano County
Francine Nickell, Division Director, Family and Children's Services, Santa Cruz County
Stuart Oppenheim, Northern Regional Director, Human Services Agency, San Mateo County
Patsy Phillips, Division Director, Department of Children and Family Services, Alameda County
Heather Ravani, Child Welfare Program Manager, Marin County
Nancy Schulz, Child Welfare Services Manager, Napa County
Erika Shore, Division Director, Department of Children and Family Services, Alameda County
Norma Doctur Sparks, Director, Department of Family and Children's Services, Santa Clara County
Robert Taniguchi, Assistant Director for Aging and Community Services/Family and Children's Services, Monterey County
Dianne Edwards, Sonoma, BASSC liaison to the Bay Area Children's Services Committee
The BASSC Adult and Aging Policy Workgroup is committed to adopting policies and values to improve adult and aging services. Core values include fostering consumer choice and independence, integrating service systems, and promoting cost benefits within a flexible service system to support consumer independence. Its first major report, Riding the Wave (2000) provided a foundation for exploring current policy issues. Over the past year, the primary focus has been on the policy issues related to In-Home Supportive Services (IHSS). IHSS is the heart of the statewide system of long-term care (LTC) and operates as a universal entitlement program for low-income noninstitutionalized LTC populations. In California, IHSS emphasizes the consumer-directed model.

Public Authorities were established through legislation to represent and support homecare workers in the delivery of IHSS. County staff, labor, and Public Authorities are all committed to working together to improving the IHSS system. With this partnership in mind, the BASSC policy group developed the following objective to address its next task:

To establish a set of core administrative standards for Public Authorities that will provide the framework and meet the letter of the law, but also permit local control and county flexibility within the parameters of Division 30 regulations. These standards will form the foundation of the regional standards.
This BASSC Policy Group was formed in 2002 to address issues of welfare to work and to prepare for the reauthorization of federal and state welfare reform legislation. The initial activity of the group relates to the design and monitoring of BASSC’s first regional study of welfare participants and services. The second issue relates to the training of welfare-to-work staff and the planning for implementing CalWIN. The third issue involves an array of service delivery issues, from culturally competent practices and programs to service integration and one-stop centers.
The BASSC Research Response Team, housed in the Center for Social Services Research at the University of California School of Social Welfare was established in 1995 to respond rapidly to the emerging research needs of Bay Area county social service agencies for current information about their changing environments. Small-scale 9–12 month exploratory research projects, originally in four counties on different topics and now in ten counties on a single topic each year, are undertaken in close collaboration with agency administrators and program staff. The research projects completed over the past seven years are listed below along with the current research project.

**CURRENT BASSC RESEARCH PROJECT**

The current BASSC ten county study examines the relationship between child welfare agencies and the courts with respect to juvenile dependency proceedings. The goal of the study is to explore the working relationships between social workers, legal professionals, volunteers, parents, and clients. The study includes descriptive profiles of the child welfare systems and court systems in each county and the results of focus groups with child welfare workers and clients (foster youth, foster parents, and parents and guardians who have been involved in juvenile dependency proceedings). Additional data comes from interviews with judges, attorneys, county counsel, CASA volunteers, and leaders of model programs around the country. In addition, an in-depth review of juvenile dependency case records explores the relationship between case characteristics and the adjudication process. Major findings and recommendations are identified for the purpose of systems changes as they relate to administrative policies and procedures.

**PREVIOUS BASSC RESEARCH PROJECTS**

10. Service Use and Unmet Needs Among Long-term AFDC Recipients (1997) S. Goldberg, M. Martin, M. Brodowski, M. Austin
11. Foster Parent Recruitment, Retention, and Rate Setting (1997) S. Goldberg, C. Simmel, M. Brodowski, M. Austin
The Executive Development Program in the Human Services, completing its eighth year in 2002 with over 200 graduates, is a successful collaboration between the Bay Area Social Service Consortium (BASSC), the U.C., Berkeley School of Social Welfare, and U.C., Berkeley Extension. It is designed to meet the challenges of a changing organizational environment and develop strategies to better serve client and community needs. Upper level managers from Bay Area social services departments are selected by top management to participate in this innovative training program that received the “Best Program in the Professions Award” by the University Continuing Education Association in 1999.

The Executive Development Program is presented annually in three one-week modules and an internship from September to May. The major issues covered include:

**MODULE ONE: LEADERSHIP AND ORGANIZATIONAL CONTEXT**
- Client-Centered Administration
- Historical and Policy Overview of Human Services
- Legislative Issues and Political Context
- Working with CBOs and Unions
- Peer Learning and Support
- Leadership Development

**MODULE TWO: CORE KNOWLEDGE AND SKILLS**
- Presentation Skills (workshop)
- Creating a Learning Organization
- Public Relations
- Personnel Issues
- Information Technology
- State and County Budgeting Process

**MODULE THREE: THE INTEGRATION OF LEARNING AND PRACTICE**
- Case Presentations
- Strategic Planning
- Serving Diverse Populations
- Community Organization
- Thinking Like a Senior Manager
- Critical Issues on the Horizon

A 15 day internship project and case study—which stimulates collaborative exchanges of information and creative learning opportunities across participating counties—is scheduled between Modules Two and Three. The case studies are published each year as a Participants’ Casebook (see example on the next page.)

Funding is provided by the individual counties as well as federal Title IV grant funds through the California Social Work Education Consortium (CalSWEC) that supports participants working in the area of child welfare. Additional support for a presentation skills component has been received from the Zellerbach Family Fund in San Francisco.

Barbara Weiss, MSW, serves as the Program Coordinator, and Stan Weisner, Ph.D. as Program Director. Professor Michael Austin serves as the lead faculty advisor and teaches in the program along with other U.C., Berkeley School of Social Welfare faculty, Bay Area Social Service Department Directors, and outside consultants.
I. ADMINISTRATIVE INNOVATIONS

Transforming an Agency: Santa Clara County — Selina Toy
The Building of Napa Valley Coalition of Non-Profit Agencies — Aaron Crutison
An Inside Look at Outcome-Based Management: San Mateo County — Dorothy Galloway
Creating Collaboratives with the Higher Education Institutions for Classes, Certificates, and Degrees in Human Services — Mimi Rudin
Staff Recruitment and Retention Strategies in Alameda County — Jennie Hwang Loft
Labor/Management Relations at San Mateo County — Rosemary Salters

II. SERVICE INNOVATIONS

The Social Service Agency as a Catalyst in Addressing the Housing Crisis: San Mateo County — Sue Gilchrist
Moving Out of Crisis and Into Process: Placement of Foster Care Youth and the Matrix Program of Santa Clara County — Trevor Davis
Meeting the Needs of a Community: San Francisco's Ruth E. Smith Title IV-E Demonstration Project — Debra Samples
Napa County's Comprehensive Services for Older Adults — Tonya Spencer
San Francisco's VIP Program: Vocation English Immersion Program — Julie Aragon
Santa Clara County's Children's Health Initiative: The Influences of Environmental Issues — Don Edwards
A Look at San Mateo Juvenile Court Process and Implications for Contra Costa County — Eloise Sotelo

III. SERVICE OUTREACH

A Look at Medi-Cal Outreach in Santa Cruz County — Amada Robles
Comparative Study of the Outreach Efforts of Santa Cruz County and San Francisco County Human Services Departments — Teresa Kirson
CalWORKS Career Advancement Program (CalCAP): A Community Outreach Worker Pilot Project in Santa Clara County — Carl Dudley

IV. SERVICE INTEGRATION

Integrated Services in Sonoma County: Implications for Contra Costa and M onterey Counties — Anne Herendeen and Lori Larks
Integrating Long-term Care Overcoming Administrative Barriers in Integrating Aging and Adult Services in San Mateo County — Aragawie Yosef
Integrating CalWORKS and the Workforce Investment Act Programs — Sherry Alderman
The Integration of Aging and Adult Services in Contra Costa County — Michael Bobadilla
Integrated Services: The Department of Adult and Aging Services in Alameda County — Susan Arding
Overcoming Obstacles at PeninsulaWorks One-Stop Centers in San Mateo County — Connie Vega
Service Integration in Contra Costa County: Community-Based Services for Children and Families — Diana Kalcic

Participants' Case Studies
BASSC Executive Development Training Program Class of 2001
Executive Development Program Graduates

BASSC/J.S., Berkeley Extension

Executive Development for the Human Services Training Program

Alameda County
1995  CAROL COLLINS  CHRIS CAZAYA  BARBARA MEDINA-MORISHITA  JILL LEPERANCE  MARIO SOUS
1996  PATI CASTRO  GANA EASON  RITA HAYES  LINDA KREITZ  ELOIET ROBINSON
1997  TOM CLANCY  MARILYN GHORSO  WILL JOHNSON  JOYCE RICHARDSON  ERIKA SHORE  JOHN TRAH
1998  EMMIE HILL  BRENDAN LEUNG  PATSY PINKNEY PHILLIPS  KENNETH SHAW  J.R. STEWART SMITH  LAURA VALDIVIA
1999  MELISSA LIM BRODOWSKI  PAULINE KOEGH  SYDIO MYLES  KRIS FERRY  JOE RODRIGUEZ  WARD WOOD
2000  LHNN BROOKS  SHERI BROOKS  NEDIA BROWN  TAMARA BROWN  FRANK A. ROBERTSON  SUSAN SCHÖR  GLENN WALLACE
2001  DON EDWARDS  DOROTHY GALLOWAY  AMADA ROBLES  ROSEMARY SALTERS
2002  DIANA D. CRUZ  CARL PASCUALS  ROSEMARY SALGADO  ELLEN EDELSTEIN  MAGGIE DONAHUE  TONYA SPENCER

Contra Costa County
1995  STEPHANIE GUYN  JOHN LEE  RALPH MCGEE  BILL WEDINGER
1996  SHARRI BACON  SHARLEY KALINOWSKI  BOB SELLER
1997  CHARLES COUCH  JEWEL MANSEP  CHRISTINA M. MCDIE  KEN O’DRA
1998  CHRISTINE GALLAGHER  STEVE PAYLER  PAMELA PHILIPS  LOU RUTHERFORD
1999  PAT HERRERA  JENNIFER JODY REILLAR  JOE STODDARD  PAUL YAMAMOTO
2000  DEBI MCDONALD  BEVERLY WRIGHT  JOHN ZIMMERMAN
2001  CARL DUDLEY  LORI LARKS  ELOIET SOETEL  TONYA SPENCER
2002  DENNIS BOZANICH  PAUL BUDDEHAGEN  DENISE CAREY  DONNA THORESON

Marin County
2002  EUNOIR J. MARCELUSO  HEATHER RAVIANI

Monterey County
1998  HELEN SHAW  ROBERT TANIGUCHI
1999  SUE APPEL  HENRY ESPINOZA
2000  PRISCILLA MCPHERSON  BARBARA VERBA
2001  CINDY CASINELLI  ANNE HERENDEN
2002  MARY GOBLIRSCHE  CHRY S. PIROZZO

Napa County
1995  JOAN LIZZEY  TERESA ZIMNY
1997  DENISE TRAINA
1998  NANCY FOREST  ROGER HUMBLE

City & County of San Francisco
1995  JIMMY GILARD  DOLORES HEAVEN  WANDA LEE  LEO O'PAL RIAL  LIZ STRAND
1996  JIM BUCK  MARY COUNIHAN  JOHNNY JEFFERSON  SYDIA SEGOSA  ROSANA SORIANO
1997  MICHELE ANTOINETTE BYRD  TOM CONROW  MAGGIE DONAHUE  JUDE MURRAY BRENMAN
1998  TRACY HARRISON BURRI  PETER DAHLIN  RALPH ESCORIAZA  CHRISTIANE MEDINA
1999  HERLNE COHEN  LIZ CRUDE  GLADYS ESCORIAZA  MAGALI FERNANDEZ  ELLEN JANE GOULD  SOPHIA ISOM
2000  EUGENE FREEMAN  DARLUSH KAYHAN  DANIEL KIM  JANA RICKERSON  MEGAN ROSENBERG
2001  JANICE ANDERSON-SANTOS  SUSAN ARDON  TERESA KIRSON  AREAGWIE IOSEF
2002  DIANA CHRIISTENSEN  ANDREW GOBERMAN  MARIA GONZALES  ROBIN L. LOVE  JAMES WHILLY

San Mateo County
1995  PAULA LEE KIMJIAN  SHER HUSS  MAGDAF MARTIN  BECKY THURSTON
1996  SUSAN BROOKS  JAMIE BUCK ASTER  JUDITH DAVILA  BETSEY ZOBELL
1997  ESA DAWSON  LEN KRUSECKI  PHIL NAYLER  THERESA RUDY
1998  ROBERTA DES  ROBERT SCHWAB
1999  LINDA HOLMAN  JEANETTE WARD  DONNA WOCHER
2000  GARY BEALEY  MICHAEL KATRICHAK  MICKY LEUNG  PATRICK M. MORRISEY
2001  AARON CRUTSON  JENNIE LOFT  DEBA SAMPLES  SELINA TOY
2002  URSULA BISCHOFF  KRISTIN CORNUELLE  BEVERLY DECKER-DODSON  DENNIS M. MYERS

Santa Clara County
1995  RALU ALADANA  CEILP ANDERSON  NOEMI BAIZA  SHEILA JORDAN  GIL VILLACRAZ  ZONIA SANDOVAL WALDON
1996  MARC CHABOYA  SHAARON DUCKET  BETTY MALKS  MARGIE MARTINEZ  FRANCES MUNROE
1997  JOE ANDRADE  SUSAN CHESTNUT  PATRICK GARCIA  LORRAINE GONZALES MOORE  JIM RAMONI  GWEN WESTPHAL
1998  MARA ELENA DELGADO  JORGE GONZALES  NELLY JORGE  JIM LOCKWOOD
1999  USLE SMITH COHEN  LYNNETTE HARRISON  LES LINDOP  FERNANDO VALCAREL
2000  JOHN BORDOMAN  JUDY BUSHEY  DEBRA DAVE  PRABHAKAR ISAAC  QUEN NGUYEN
2001  JUDE ARAGON  MICHAEL BOBADILLA  DANIA KALCIC  CONNIE VEGA
2002  CYNTHIA BURNETT  MARY CARDENAS  ELLIE EDMISTON  VICTORIA FEEDER-THURMAN  LIZA KENDOLLA  NGUYEN NI HONG

Santa Cruz County
1995  JUDY SCHWARTZ  ELLEN TIMBERLAKE  FRANCINE NEWFIELD
1996  CHERYL BENTLEY  MARK HOLGUN  GARY MCNEIL  MARIANNE REHBERG
1997  JUNI LEE  MAUDE SWanson  KAREN FIES  DIANE KALILIAN
1998  MARION DEEDS  RAY LEONARD  ROY REDUCH
2001  RICK ALLEMANDI  ANGELICA F. GLASS

Sonoma County
1995  KATHERINE KENNEDY  MARGARET AHERN  MARY ANN SWANSON
1996  KAREN FIES  DIANE KALILIAN  DEBBIE KELLY  MAUREEN LEWIS
2000  MARION DEEDS  RAY LEONARD  ROY REDUCH
2001  RICK ALLEMANDI  ANGELICA F. GLASS
2002  LINDA CLIFFORD  NICK HONEY  KIM SEAMANS

San Francisco
1995  RAUL ALADANA  CEILP ANDERSON  NOEMI BAIZA  SHEILA JORDAN  GIL VILLACRAZ  ZONIA SANDOVAL WALDON
1996  MARC CHABOYA  SHAARON DUCKET  BETTY MALKS  MARGIE MARTINEZ  FRANCES MUNROE
1997  JOE ANDRADE  SUSAN CHESTNUT  PATRICK GARCIA  LORRAINE GONZALES MOORE  JIM RAMONI  GWEN WESTPHAL
1998  MARA ELENA DELGADO  JORGE GONZALES  NELLY JORGE  JIM LOCKWOOD
1999  USLE SMITH COHEN  LYNNETTE HARRISON  LES LINDOP  FERNANDO VALCAREL
2000  JOHN BORDOMAN  JUDY BUSHEY  DEBRA DAVE  PRABHAKAR ISAAC  QUEN NGUYEN
2001  JUDE ARAGON  MICHAEL BOBADILLA  DANIA KALCIC  CONNIE VEGA
2002  CYNTHIA BURNETT  MARY CARDENAS  ELLIE EDMISTON  VICTORIA FEEDER-THURMAN  LIZA KENDOLLA  NGUYEN NI HONG
This program is designed to meet the organizational and educational support needs of Deputy Directors and other Senior Managers in Bay Area human services agencies. It is co-sponsored by the Bay Area Social Services Consortium (BASSC), the UC Berkeley School of Social Welfare, and U.C., Berkeley Extension.

The Senior Executive Program is composed of five modules (1 to 1 1/2 days each) over a one-year period and includes an online website for bulletin board postings and pre-planned chat room sessions. The major goals include:

1) an intensive peer learning opportunities in a Think Tank format that parallels the experiences of BASSC county directors
2) a forum for developing new collaborative strategies inside/outside the agency
3) an opportunity for cross-training on policy issues across program areas, and
4) one-on-one executive coaching and web-based experiences.

Content and format for the five sessions is substantially determined by the program participants. The three major program components include:

1) Hot Topics—Opportunities to share new and late-breaking events that have impact on the role of the deputy directors.
2) Best Practices—Opportunities to explore best practices across counties related to organizational change on selected topics.
3) Skill/Knowledge Enhancement—Opportunities to consult with experts on selected topics (including Executive Coaching)

Stan Weisner, PhD is the Program Director and Barbara Weiss, MSW, is the on-site Program Coordinator. Professor Michael Austin serves as the faculty advisor. The first cohort of 12 began the Senior Executive Program in the Fall, 2001 and a second cohort is scheduled to begin in the Fall of 2002.
The Bay Area Academy, launched in 1998, is one of five regional training academies throughout California providing professional development services for county Child Welfare staff within the Bay Area Social Services Consortium. The Academy’s program is guided by a Training Advisory Board comprised of Child Welfare managers and trainers led by the Vice Chair of BASSC. Administrative guidance and support are provided by the Director of the School of Social Work at San Francisco State University.

In its four years of operation, the Academy has grown from a single-funded contract providing training to Child Welfare staff (primary funding from the California Department of Social Services) to a regional training institution funded by ten regional, county, state, and federal contracts.

The majority of the services focus on such training workshops as Foundations of Child Welfare Supervision, Ethnographic Interviewing, Risk Assessment, Issues in Domestic Violence, and The Effects of Trauma on Brain Development. Additionally, policy summits and conferences comprise significant activities within these services, including Managing the Workforce Crisis: Issues in Recruitment & Retention in Public Social Services, Meeting the Educational Needs of Foster Youth, and Identifying Barriers and Building Bridges in Domestic Violence. Additional Academy services relate to technical assistance and consultation in the areas of curriculum development, technology integration, facilitation, research dissemination, video conferences, mentoring, and strategic planning.

In 2001, BASSC charged the Academy with the responsibility to study human resource issues and identify best practice related to staff recruitment and retention within human services. This two-year regional project, funded by the Bay Area counties, will include key issues and recommendations designed to improve workforce recruitment and retention for each county in the region.

Academy faculty and staff are regularly invited to present at national conferences to share their expertise in training, technology, and other professional development services in the public human services arena. Recent national presentations include: Learning in Motion: Reaching the Kinesthetic Learners; Developing a Comprehensive Training Series; Essential Leadership Ingredients: From Theory to Practice; and Developing an Interactive and Productive Staff Retreat.
Building Community and Fostering a Civil Society: Social service agencies in a civil society need to work in multiple partnerships with the non-profit and for-profit sectors as catalysts for change by mobilizing resources and building infrastructures in order to create healthy families and communities.

Agency Mission

- Social Development Approach: Social service agencies, guided by a social development approach, focus on enhancing the capacity of the needy to participate in the economy, through an investment approach targeting communities and individuals.

- Developing a Career Resilient Workforce: Social service agencies have an important role to play in supporting workers and employers by ensuring that skill development keeps pace with the rapidly changing economy.

- Supporting the Family: Social service agencies must seek to help working families to move out of poverty, through a family centered investment policy that provides support for child care, transportation, housing, and health care.

- Family-Focused, Neighborhood-Based Human Service Systems: Human service systems should be based on values of social inclusiveness, community development, and social investment.

- Public Policy Directions: The unfinished business of welfare reform will require new, more targeted public policies (e.g., earned income tax credit, child or family allowances, and asset development or micro-investment programs) to increase the income and assets of low income families, and address the inequities of the private market for those who are working to support their families.

Agency Culture of Learning

- Changing Staff Roles: In order to support workforce development and empower families, agency staff must assume new responsibilities, including assessment, counseling and referral, advocacy, program development, and social activism focused on employment, and must understand the work-related values and skills of clients.

Vision Statement developed by members of the Bay Area Social Services Consortium in Northern California (USA) in June, 1999 in response to welfare reform and changing public attitudes about the role of government.