



## SACHS Retreat Dates

**2003 - 2004**

- Date:** May 22-23, 2003  
**Location:** Laguna Cliff Hills Marriott  
 Dana Point, CA  
**Topic:** Budget / Realignment
- Date:** August 21-22, 2003  
**Location:** Long Beach (tentative)  
**Topic:** Child Welfare Placement Issues
- Date:** November 20-21, 2003  
**Location:** Santa Ana (tentative)  
**Topic:** Federal Audit

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*Pam Smith (San Diego), Tom Packard (SDSU) and Marjorie Kelly (Los Angeles) engaged in dialogue during meeting intermission.*

## Privatization of Child Welfare Services: Challenges and Successes

State and counties across the United States are embracing privatization as a strategy for providing child welfare services. In the past, noncompetitive quasi-grant arrangements typified the relationships between public agencies and private, not-for-profit child welfare agencies. The study, *Privatization of Child Welfare Services: Challenges and Successes*<sup>1</sup> was designed to enhance the understanding of efforts to privatize child welfare services. Emphasis was placed on examining the extent to which benefits have been achieved through these approaches: the extent to which there have been negative consequences for children and families serviced and for the child welfare system itself. Six initiatives were studied reflecting different approaches

to privatization<sup>2</sup>— in terms of scope, target population, structure and design, services, and financing methodology:

1. Kansas: Statewide privatization of family preservation, foster care and adoption services.
2. Florida: Statewide privatization of child welfare and “related” services with the exception of protective service investigation.
3. Missouri: Collaborative effort between the State Departments of Social Services & Mental Health.
4. Ohio: County-based privatization effort on the part of five county agencies.
5. Michigan: Pilot privatization effort designed to promote the achievement of permanency in the foster care system.

6. Maine: Statewide privatization initiative providing assessment and intervention services to families at low to moderate risk for child abuse and neglect.

An analysis of six case studies yielded a number of “lessons learned” regarding the planning, development, implementation, financing, and evaluation of privatization initiatives. Based on these “lessons learned” 17 recommendations were advanced to assist communities that may be considering a privatization effort. It is hoped that the documentation of the rich experiences of communities that have already, planned, developed, and implemented such efforts and learned what “works” and what does not “work” can inform these efforts.

<sup>1</sup> Excerpted from the Executive Summary of a book review of *Privatization of Child Welfare Services: Challenges and Successes*, by Madelyn Freundlich, Policy Director and Sarah Gerstenzang, Policy Analyst, Children's Rights, October 2002.

<sup>2</sup> Concept implemented in other business and service sectors and an approach that assumes that the private sector can and will provide higher quality services at a lower cost and with greater efficiency. Privatization has emerged as a trend in the field of child welfare.

## Action Items from February 2003 Meeting

### SACHS Members

- Charlene Chase will talk with Pat regarding the risk assessment model(s) to be examined.
- Rodger Lum will invite Stan Rosenstein, Deputy Director Of Medical Services at CDHS, to August or November 2003 meeting.
- Dennis Boyle will invite Andy Bush, Director, DHHS Office of Family Assistance, to May meeting.

### SACHS Staff

- Add "Structured Decision Making" to hot topics list for upcoming SACHS meeting.
- Rino Patti to contact Mark Testa of the University of Illinois at Urbana, to begin preliminary conversations regarding linking consortia efforts.
- Disseminate Year 1 research report in early March. Will add UCSB and CSUCI representatives to Dissemination Plan.
- Coordinate (2) presentations to deliver Integrated Services research findings to SACHS Counties' staff.
- Check with BASSC to find out what their upcoming research projects are so we do not overlap and can link any similar research efforts.
- Contact county fiscal/contracting staff regarding counties paying for research dues and Year 3 membership dues in current FY. Revisit timing/payment of dues at May meeting.
- Send Orientation materials to Marge's replacement, David Sanders (start date: 3/24/03). Don/Rodger will schedule time to meet with David prior to May meeting.
- To facilitate orientation of new SACHS members, SACHS Staff will ensure that May meeting agenda will allow for time for SACHS members to discuss how group operates, management styles, etc.

If you are interested in receiving a copy of any of the complete articles summarized in this newsletter, please contact  
Jennifer Tucker-Tatlow  
[jttatlow@projects.sdsu.edu](mailto:jttatlow@projects.sdsu.edu).

## Structural Integration Research Summary

In 2002, SACHS commissioned the research study: "*Seeking Better Performance Through Interagency Collaboration: Prospects and Challenges.*" The purpose of the study was to produce information relevant to county directors as they address issues of service integration.

The study also shares county experiences and identifies strategies that appear to be effective in moving public and private agencies into productive collaborations. As with most kinds of significant organizational change, building successful collaboratives results from purposeful, strategic actions and deliberate relationships pursued in the context of national and state policy, local historical, political dynamics and interpersonal circumstances.

Both sets of factors are at work in the cases described. The full report summarizes practices that bring agencies and programs together in concerted action to promote consumer well being and is available online at <http://pcwta.sdsu.edu/sachs.html>.

## Faith Based Initiative

The government has made an immediate plea to the public to embrace the value of our nation's faith based community organizations. A faith based community initiative has been proposed as a viable solution to assisting government agencies in providing social services to the indigent and most vulnerable.

The vision behind this faith based initiative is to educate and assist new and existing Faith-Based and Community Initiatives to apply and qualify for competitive Federal Funding. In welfare and social policy, the Federal Government will play a new role as supporter, enabler, catalyst and collaborator with faith-based and community organizations. For additional information on faith based initiatives, refer to the following web sites:

- [www.faithbasedcommunityinitiatives.org](http://www.faithbasedcommunityinitiatives.org)
- [www.piconetwork.org](http://www.piconetwork.org)
- [www.rohan.sdsu.edu/~consensu](http://www.rohan.sdsu.edu/~consensu)
- [www.whitehouse.gov/infocus/faith-based](http://www.whitehouse.gov/infocus/faith-based)

## SACHS Members

### COUNTIES:

#### SAN DIEGO

Dr. Rodger Lum (Chair),  
Director

#### IMPERIAL

James Semmes (Vice-  
Chair), Director

#### LOS ANGELES

Dr. David Sanders,  
Director  
Bryce Yokomizo,  
Director

#### ORANGE

Angelo Doti,  
Interim Director

#### RIVERSIDE

Dennis Boyle,  
Director

#### SAN BERNARDINO

Carol Anselmi, Asst.  
County Administrator

#### SANTA BARBARA

Charlene Chase,  
Director

#### VENTURA

Barbara Fitzgerald,  
Director

### UNIVERSITIES:

#### SDSU SCHOOL OF SOCIAL WORK

Dr. Anita Harbert,  
Director

#### CSU-SB DEPARTMENT OF SOCIAL WORK

Dr. Teresa Morris,  
Director

## Year 2 Research: Innovative Approaches to Managing With Less

For fiscal years 2002-2003 and 2003-2004, there is a projected deficit of some 24-34 billion dollars in California State budget. Consequently, it is anticipated that county human service agencies and other organizations that administer publicly funded services will face significant reductions in funding.

The purpose of this six month study is to learn how executive and program managers in the SACHS' county human service agencies are managing in a cut back environment, with particular emphasis on innovative strategies that have been employed to preserve service quality in a time of declining resources. The intent is

to capture "best practices" that may provide guidance to county human service managers on strategies and decisions processes which may be employed in addressing the difficult budget situation that is likely to prevail over the next two to three years.

SACHS Research Staff will conduct semi-structured interviews on a sample of 7-8 executive level managers in each of the SACHS' agencies, for a total sample of 63-72 respondents.

### *Study Objectives:*

- To track how state and county budget reductions are experienced in the pro-

grams managed by study respondents.

- To understand how program effort/services are affected by budget reductions.
- To learn what strategies have been used by managers to mitigate the effects of budget reductions on quality and productivity of the programs.
- To identify particularly successful management strategies and decision processes.

A summary of study findings will be posted in a later issue of the SACHS Chronicle.

## The Retirement of Southern Counties' Executive Level Staff

### **Larry Leaman** *Orange County*

Larry Leaman is a career County employee having completed thirty-nine years of service. He joined the ranks of Executive Management in 1979, when he was selected by the Board of Supervisors to work with the County Administrative Office. In addition, Larry has served on a number of task force advisory committees and boards in an array of leadership capacities. On January 9, 2003, Larry retired from the Orange County Social Service Agency and is presently serving as Interim Director for the Orange County Planning & Development Services Department. Larry has been instrumental in his commitment to Orange County and his leadership role (as founding Chair) with SACHS.

### **Barbara Fitzgerald** *Ventura County*

Barbara Fitzgerald began employment with the County of Ventura in January 1969 in the Auditor-Controller's Office as an Account Clerk. Her work in the County of Ventura's Human Services Agency began in April 1977. During her tenure, Barbara was employed as an Accountant, Fiscal Manager, Deputy Director, and Chief Deputy Director. Her term as the Director of the County of Ventura

began in June 1997 to the present. Her remarkable work for the County of Ventura extends beyond the aforementioned service roles, but includes the responsibilities of chair, commissioner, and a member of a number of organizations. Her exemplary work and advocacy efforts have directly impacted large number of vulnerable populations, and Barbara will certainly be missed.

### **Marjorie Kelly** *Los Angeles County*

Marjorie Kelly started her social work career as a line social worker in Wisconsin after earning a Bachelors and Masters degree from the University of Wisconsin. Before moving to California in 1993, Ms. Kelly held numerous positions with the Wisconsin Department of Health and Social Services.

Prior to joining Los Angeles County Department of Children and Family Services (DCFS), Marjorie was a Human Services Consultant for Los Angeles County and the United States Department of Justice. From 1993 through 1999, Marjorie was Deputy Director of Children and Family Services Division of the California Department of Social Services.

From August 2002 through March 2003,

Ms. Kelly served as Interim Director of the Los Angeles County Department of Children and Family Services. During her term as Interim Director, Marjorie created a DCFS team that was successful in finding permanent placements for hundreds of children living in MacLaren Children's Center. Marge has been an inspiration in serving the needs of children.



*Dennis Boyle (Riverside County) and Barbara Fitzgerald (Ventura County) converse at the February*

SACHS staff would like to acknowledge the contributions of Tameka McDonald, MSW Intern and Karen Prosek, MSW, who will be leaving us in May. Tameka was the editor of the SACHS Chronicle and Karen played a key role in the areas of research and meeting planning. They will be missed.