



DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR CHILDREN AND FAMILIES

IMPROVING CHILD WELFARE OUTCOMES THROUGH SYSTEMS OF CARE

Semi-Annual Progress Report-Cover Sheet

This cover sheet must accompany all reports submitted

Grant Number: 90-CA-1715

Budget Period: 10-01-05 to 9-29-06 Project Period: 10-01-03 to 9-30-08

Grantee Name and Address: Jefferson County Department of Human Services, 900
Jefferson County Parkway, Golden, Colorado 80401

Telephone Number: 303-271-4051

Project Title: Improving Child Welfare Outcomes Through Systems of Care

Period Covered by Report: 4-01-06 thru 9-30-06

(Check One)

Semi-Annual Progress Report _____

End of Year (Second Semi-Annual) Progress Report Final Report _____

Name and Phone Number of Project Director or Principal Investigator: Susan Franklin,
303-271-4051

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Date of Report: 10-31-06

Report Number: (Number sequentially beginning with 1): 7

Name of Federal Project Officer: Fern Blake

Comments (if any): _____

SEMI-ANNUAL PROGRESS REPORT

Submit Semi-Annual Progress Reports at six-month intervals throughout the project. Reports are due 30 days after the end of each six-month period. Reports covering the period October-March are due April 30. Reports covering the period April-September are due October 30. Final cumulative reports covering all years of the project are due 90 days after the project period end date.

Submit the original and one copy of the Semi-Annual Progress Report to Fern Blake, Federal Project Officer, 1250 Maryland Avenue, SW, Washington, D.C. 20024. Submit one copy of the Semi-Annual Progress Report to Caliber Associates, 10530 Rosehaven, Suite 400, Fairfax, VA 22030-2840, Attn: Nicole Bossard.

I. Major Activities and Accomplishments:

- Describe activities and accomplishments during this reporting period as they relate to your project goals and objectives and the systems of care principles. Include quantitative data as appropriate.

In April, the Systems of Care team joined the Children, Youth and Families Division in the Department of Human Services. Before this time, the grant had struggled to find its appropriate place within the department as many changes were taking place with the grant as well as with the department. This six-month period has seemed the most stable for the grant as the Program Manager, Training Coordinator, Research Analyst, local evaluator, and Administrative Assistant have all been on the grant for the entire six-month period of time. The Parent Partner Coordinator joined the team in April 2006 so for the most part, the team has been functioning together throughout this entire period and is moving the grant along quite nicely.

Attachment A shows the changes.

One of Jefferson County's major accomplishments has been the Parent Partner Program. This part of the program has really taken off in the past six months. Jefferson County has nine very active and involved Parent Partners and twenty potential Parent Partners have been referred and are waiting to be trained. The Parent Partners are attending a number of different committees and their feedback has been invaluable. The Parent Partner Coordinator, Chris Lynch, has met with one of the magistrates in the county and she has warmly invited Parent Partners into her courtroom to assist current clients going through the Dependency and Neglect Process. Parent Partners are attending some of the court hearings and talking to current clients to give them encouragement, support and resources to successfully navigate the system. The Parent Partners are also promoting the Client Orientations the Department is offering with the use of "The Family's Guide to the Child Welfare System." Several clients have called to attend this orientation since the Parent Partners have been promoting it.

Chris is also getting many requests for Parent Partners to attend various speaking engagements and to sit on committees and boards. The Parent Partners have been the highlight of many events as they have shared their stories with the audience and have received positive feedback. The transformation of these Parent Partners has been incredible to watch as they have gone from being embarrassed and not very confident to feeling empowered and very self-confident. They have expressed surprise that they have

been as welcomed as they have been by the professionals. Activities that the Parent Partners have been involved include speaking at a community meeting that included the schools, mental health, probation, social services, the police and others, travelling to Orlando, Florida and co-presenting a workshop titled, "Implementing Systems of Care in a Child Welfare World," sitting on the Systems of Care Advisory Group and various sub-committees, sitting on Jefferson County's Housing Authority's Board, sitting on a committee which reviews potential foster parents for certification, and addressing the Faith-Based community. Jefferson County was also contacted by Steve Preister from the University of Southern Maine and two of our Parent Partners will be attending training in Washington, D.C. to become national speakers on Systems of Care in Child Welfare.

Another activity the Parent Partners have been engaged is that each of them have written a piece on how they came into the Child Welfare system, how they successfully navigated the system and what that has meant to them. These stories have been blown up, laminated and are hung up in the various waiting rooms for clients and others to read.

An additional phase of the Parent Partner Program has just begun. Two Parent Partners have been chosen to mentor current clients. Chris and a caseworker joined forces and held an icebreaker meeting between a Parent Partner and a current client a couple of weeks ago. It was decided to pilot this part of the program to iron out any boundary issues that may arise, to work with the attorneys and the court regarding the role of this new person on the case, and to work out any other details. This mentoring relationship is moving along slowly as all parties are getting to know one another and they are figuring out their roles and relationship.

All materials related to the Parent Partner Program that have been developed and/or revised since the last report are in **Attachment B**.

Another major accomplishment for Jefferson County's Systems of Care has been cultural awareness training for many of Jefferson County's Child and Family Serving Agencies. A Request for Proposals to provide this training was sent out to over ninety agencies in and around Jefferson County and five agencies responded to offer this training to Jefferson County. Out of those five, three were invited in for interviews. A multi-disciplinary team of nine interviewed the three candidates and the Community Resource Center (CRC) was chosen. CRC spent time with the Cultural Awareness sub-committee to get their feedback regarding what they would like to have in a training. They also held another focus group to get input from others outside of this sub-committee. They reviewed the various surveys that had been completed regarding this topic and they worked intensively with Ashleigh Sedbrook, our Training Coordinator, on all of the minute details.

A three-hour cultural awareness kick-off event was held in July with over one hundred people attending. Additionally, sixteen day-long trainings occurred in the months of August and September. Over three hundred people total attended the trainings. These trainings laid the foundation for self-exploration of one's own cultural background and how being aware of one's own background can help in the work place as well as with the clients we serve. Supervisors and managers were challenged on creating a more diverse work place and plans were established to move in that direction.

The contract with CRC also includes six brown bag lunch discussions over the next year. These discussions will focus on specific cultures such as the immigrant population, the gay and lesbian community, the Islamic community and others. The contract also addresses establishing an ambassador-type program in which interested employees can take additional training and be identified in the community as an "ambassador" or "liaison" for a certain culture. Employees needing assistance with that particular culture will be able to access this "ambassador/liaison" to get more information. CRC will be working with the Cultural Competence sub-committee to further develop this idea for sustainability.

Systems of Care also built into the CRC contract an ability for employees who are struggling with a cultural issue whether that be with a client, a co-worker, a superior or whomever to have a confidential session with a member(s) of CRC to find a way to appropriately handle the issue. This will hopefully provide folks an opportunity to be proactive in a safe environment when addressing what can be a sensitive topic. We have found that people tend to be very passionate about this topic and by creating more awareness, unforeseen issues may arise.

Two other major accomplishments this past six months have included the Systems of Care Open House and the Spring Resource Fair. In April, Systems of Care hosted an Open House and the theme of the Open House was "The Wizard of Oz." Systems of Care set up stations representing each of the Systems of Care Principles and each station also represented a character in "The Wizard of Oz." For example, Family Involvement was represented by the Tin Man who wanted a heart, Accountability was represented by the Scarecrow who wanted a brain and Cultural Awareness was represented by the lion who wanted courage. Interactive activities were set up at each station so participants could fully understand the principle.

The over riding theme of the Open House was that we each already possess the Systems of Care Principles (similar to the characters in the movie) and use them on a daily basis with our clients. We only must realize that we already possess these skills and strengthen them through training and a greater awareness in order to fully value them. This was a great way to expose others to the Systems of Care Principles.

The Spring Resource Fair was held in May at the Department of Human Services. Over forty Child and Family Serving Agencies set up tables to display their resources to clients, professionals and interested community members. Over 500 people attended the six-hour event that included cultural performances, giveaways and networking. Plans are in place now for next year's event that will be held at a high school located in the county's highest need area. We will expand the event to include one hundred agencies now that some of the bugs have been worked out.

The Systems of Care Training Coordinator, Ashleigh Sedbrook also used "The Family's Guide to the Child Welfare System" and created a power point presentation specific to Jefferson County. She presented this power point to the SOC team and then presented it to the SOC Advisory Group on July 27, 2006. Ashleigh received some feedback from the groups and a lot of praise. Ashleigh then trained caseworkers and Parent Partners on giving the presentation to the community. The plan is to hook a caseworker up with a

Parent Partner to do the presentations. SOC has already received a number of requests to present this information at schools and non-profits.

The once a month Partner Informational Trainings or PITs continue to be a huge success as well as the various Open Houses that SOC has encouraged and promoted with our partners. Our mailing list to invite others to join in our activities has grown to over 400 and we are continuously getting requests from others to add them to the list. Our goal is to market the services available in the Department of Human Services as well as the services available in the community in order for professionals to be more aware of those services and for them to provide more individualized services to clients.

All materials related to the interagency trainings are in **Attachment C**.

Another accomplishment is that Systems of Care has hooked up with the Family to Family Initiative here at the Department and an all out effort is under way to reach out to the community in various ways. Children, Youth and Families has divided the county into three zones, the North Zone, the Central Zone and the South Zone. Caseworkers and supervisors will be assigned according to zones in order to enhance community collaboration. Systems of Care and the Family to Family Initiative's team have joined forces to go into these zones and begin a conversation with partners in these zones about how to work better together with children and families from their neighborhoods. Members of both teams have met individually with each of the schools that feed into Jefferson High School, Jefferson County's highest need area, to talk about Family to Family and Systems of Care. A large meeting of these schools including probation, mental health, the police, social services and others occurred in June and another meeting of these partners occurred in August. This group is trying to come up with joint goals, outcomes and a vision for working better together.

Members of the Family to Family team and the Systems of Care team are beginning to focus on the second highest need articulation area, Alameda High School. Again, individual meetings with each of the schools have begun and a large planning meeting with all of the schools is planned for this fall. After establishing a presence in this area, we will move onto the third highest need articulation area at which point we will have contacted one articulation area in each of the three zones that Children, Youth and Families has identified.

Systems of Care and the Family to Family Unit have also teamed up to work with the Faith Based Community. Members of both areas have met monthly with a representative from one of the churches in the county to strategize on how to work better with the Faith-Based Community. We have recently been joined by another faith-based partner who is working with eighteen churches in the South Zone to align the services that these eighteen churches are providing to the community. A survey was sent to over ninety churches asking them what services they offer. Approximately twenty churches have responded. This information is being put into an Excel spreadsheet and will be given to the supervisors and caseworkers working in these particular communities. Again, the goal is for the community to better understand the services the Department has to offer and for the Department to learn about the services in the community.

Over ninety faith-based partners were invited to a meeting at the Department of Human Services in September as a way to continue the conversation regarding partnering. Only a dozen churches came to the meeting however there was a great deal of energy and excitement to partner with one another. Some of the churches that are already partnering with the Department talked about how they are doing that and it generated some discussion and thought amongst the others in regards to how that might happen with their church. Folks were invited to the once a month meetings and another large meeting was scheduled for January 2007.

Materials related to the community outreach efforts are in **Attachment D**.

Colorado's HB1451, Collaborative Management of Multi-Agency Services Provided to Children and Families, continues to be a strong force in the community. The MOU between the nine partners was signed by all directors and sent to the State Department of Human Services in May 2006. The State Department had some questions that Jefferson County responded to and the county is now awaiting final approval of the MOU. By-laws were written by the Systems of Care Program Manager and adopted by the Interagency Oversight Group (the multi-disciplinary group overseeing this legislation) at their July meeting. The Interagency Oversight Group (IOG) meets at least monthly and the Systems of Care Program Manager is also involved in the State Steering Committee Meetings which meet at least monthly.

Although a tremendous amount of work has gone into this piece of legislation, a great deal more needs to be done. An assessment of the Individualized Service and Support Teams (ISST) that are in existence in the various agencies needs to be done and a way to streamline those ISSTs and to strengthen membership on them will be done. Collaborative Management Processes and Protocols need to be developed and a concerted effort made to attain or exceed the four identified outcomes in order to possibly receive some funds from the State.

A power point presentation was developed that explains this legislation and it is being presented to various groups around the county and state.

Materials related to the Collaborative Management are in **Attachment E**.

Another major accomplishment is that the Interagency Collaboration sub-committee has developed a DRAFT policy regarding the sharing of information between Child Welfare, TANF and Workforce case managers. This sub-committee has been working for many months to streamline services for clients and to work toward developing a single treatment plan. The beginning stage of this work is this new policy. This group plans on expanding its efforts to include agencies such as mental health, domestic violence and others to explore streamlining all services and treatment plans.

See **Attachment F**.

The Cultural Awareness sub-committee continues to be a strong, motivated group. They are working on plans for how to make the Human Services building more culturally friendly as well as looking at policies and procedures as they relate to diversity. They will be making recommendations to the Division Directors and to the Department Director as soon as they have finalized their plans. One area the group is focused on is

differential pay for bi-lingual employees. The group is exploring what other counties are doing with this issue and will take a recommendation to the Department Director in the next few months.

This sub-committee is also exploring the recruitment and retention of Jefferson County Human Services' employees from a cultural lens and whether or not the staff match the clients with whom we work. Some questions that are being pondered are: 1) Is it important for our staff to match our clients culturally? 2) Why might this be important? 3) If it is important, where is the Department now and how do we get to where we want to be?

See **Attachment G**.

II. Challenges and Barriers:

- Describe any challenges and barriers that may impact your ability to meet your goals and objectives and proposed solutions or efforts to address them.

One challenge has been getting community partners involved in the Advisory Group. Jefferson County Department of Human Services needed to develop their own infrastructure for interagency and community collaboration so for one year members of the Advisory Group mainly consisted of employees from the Department. Some important work was done with members from the six separate divisions of the Department and this group of folks has become very cohesive.

Since January 2006, members from other agencies have been invited and encouraged to join the Advisory Group. It has been difficult for these members to have the same buy-in and commitment to the group as they have not been a part of it since the beginning. This Program Manager has talked with each agency representative individually and is trying to fold them into the group by directing questions to them and by asking them to present their services to the group.

Another challenge for the SOC team is to constantly recruit people to be on the various sub-committees. There has been a lot of enthusiasm and excitement for the work we are doing however some of that has waned, people are busy and people get burned out being on committees. It takes a great deal of energy to keep the momentum going.

- Describe any challenges or barriers your project has encountered that relate specifically to systems of care principles (interagency collaboration, family involvement, cultural competence, accountability, individualized strength-based, community-based) and proposed solutions or efforts for addressing them.

Interagency Collaboration can be a challenge in that each organization has its own mission, vision and goals and at times, they overlap and at other times they don't. Collaborations get more complicated the greater number of entities you have around the table and underlying agendas can get in the way.

Colorado's HB 1451 regarding collaborative management identified mandatory partners that must be around the table. Some of those partners continue to struggle with their role even after meeting for over one year and developing a Memorandum of Understanding

(MOU) together. It can be frustrating to those who are committed to this process to constantly beg others to complete written parts of the MOU and to read and come prepared to the meetings. It seems that only a few are truly involved in the work, the outcomes and the process.

The MOU for HB1451 needs to be approved by numerous agencies at the State level. Jefferson County's MOU was given to this group in May 2006 and the group has come back numerous times wanting additional information or changes to the MOU. As of the writing of this report, Jefferson County has still not received final approval of its MOU nearly five months after submitting it. The IOG is also needing to circulate the MOU amongst our partners for signatures again, due to some changes, which will delay the process.

One strategy this Program Manager (PM) tried was to not be available as the Chair of the HB 1451 committee for the next year. The legislation did say that Human Services was to be the lead agency and this was definitely true the first year. This PM decided that someone else should be the Chair in order for more ownership to take place. The Chair is a supervisor from another agency and this strategy does seem to be working as this particular person has become more involved in the process.

Another challenge in the area of Interagency Collaboration has been in assisting others in identifying common goals and identifying ways in which we can work together to meet those goals. Whether it be with the schools or the churches or others, it seems folks are so used to doing their own thing that they are having a hard time seeing how pooling resources can be beneficial. Folks often times see collaboration as more work and time consuming and they do not see the benefit in the bigger picture.

Ways that we are dealing with folks struggling with collaboration are as follows:
Promote the stories and processes that have created positive results,
Encourage others to access ways that will build collaboration,
Provide data,
Use the information in performance evaluations,
Encourage folks who are resistant to change to think about alternative professions.

Another challenge or barrier that we did not see coming was in the Parent Partner Program. One of our more active Parent Partners had a major incident with her husband that was the same issue that brought this family to the attention of the Child Welfare system in the beginning. The Parent Partner let the Coordinator know what had happened and the Coordinator made a referral to the Child Abuse and Neglect Intake Unit. The Parent Partners as a whole were not happy that the Coordinator had to report this incident and a great deal of work is continuing to be done on trust, boundaries, supporting each other and what that means as well as keeping the SOC Vision which is "Keeping Children Safe Through Healthy Families and Strong Communities."

Systems of Care was working so hard to develop a solid Parent Partner Program that would be accepted by the professionals that we overlooked the important work that must be done with all members of a family involved in this program. The Parent Partners who have joined this program have made leaps and bounds in their self-esteem and

confidence. This change can be a threat to the status quo of a family system and more attention needs to be paid to the entire family and their support system.

Another challenge for the Parent Partner Program has been turnover and life events that have created barriers to the Parent Partners continuing in the program. For example, a couple of the Parent Partners have gotten full-time jobs which has made it difficult for them to continue with the activities in which they had been involved. Another Parent Partner moved out of state and another came back into the system. These families are very fragile and have stressors in their lives that make it difficult for them to maintain their commitment to the program. We have come to realize that the life span of a Parent Partner may be only a few months and that we need to be recruiting new Parent Partners continuously. The few Parent Partners who can be involved on a longer term basis tend to be parents with good support systems and those whose lives lend themselves to more flexibility financially.

A challenge in terms of Cultural Competence has been in dealing with either the passion for this topic or the apathy. This area has brought out people's personal feelings and has created some tension between employees as this topic is being addressed on all levels. One of the Cultural Awareness trainings did not go very well due to a number of reasons and it just so happened it was one of the two supervisors/managers trainings that were being held. Information regarding the disappointment in the day spread very quickly and supervisors and managers were saying they were not going to continue to send their staff to the trainings. A great deal of damage control needed to be done in a short period of time in order for the trainings to continue. Some folks were happy with the changes made to the trainings and others were not however, the trainings did continue and for the most part, they were very well received. There was some misunderstanding in regards to what this training was about and hopefully that will become more clear as we embark on specific cultures through the brown bag lunch discussions.

Jefferson County is made up of 91% Caucasians and the Department of Human Services is also mostly Caucasians. This can make bringing this issue to the forefront difficult.

There have been a number of challenges in terms of accountability. One of those challenges has been with Caliber and Associates making requests for data that is extremely time consuming to gather. Fortunately, Jefferson County has had a Research Analyst on staff here at the Department who is working with others to get this information for Caliber however it has been disruptive to the other activities she is working on. Julie Morales has needed to work over time and to set aside other activities she is working on to accomplish pulling together this information.

Another challenge in terms of accountability has been the amount of time and effort put into recruiting current clients to be interviewed and/or to fill out surveys. Again, this area of the program has taken a great deal more work than had been anticipated.

And finally, in terms of individualized, strength based care practice, this goal is so broad, the grant has had a hard time really understanding the meaning and practicality of it. We have brought the principle to the Training sub-committee and they have assisted us with how this principle may look in terms of training but we continue to struggle with it in general.

III. Evaluation Activities:

- Describe the status of the local evaluation plan. Include any major evaluation activities and accomplishments.

The local evaluation plan being headed by the Butler Institute at the University of Denver has just completed focus groups with child welfare caseworkers, supervisors, community partners and two focus groups with family members. Nancy McDaniel from the Butler Institute also interviewed a county attorney, a magistrate and the court facilitator in order to gather information regarding their perceptions of the Systems of Care work being done in Jefferson County. Nancy's report is included in the attachments for the evaluation section (Attachment H). Each of these groups and interviews required the development of protocols, the submission of an application and approval from the Institutional Review Board (IRB), all which occurred in the spring of 2006.

Julie Morales, the Research Analyst on staff with the Systems of Care team, has been evaluating many of the activities of the grant and other child welfare activities such as the Partner Informational trainings and non-paid kinship care placements compared to family foster care placements. She presented a poster at the "Developing Local Systems of Care for Children and Adolescents" in Orlando, Florida in July 2006 and continues to assist child welfare with finding ways to improve the quality and accuracy of data entered into the Trails automated system. Julie also designed and conducted the evaluation of the Early Intervention Services (EIS) pilot program including developing protocols and surveys to compare cases coming into the voluntary child welfare (EIS) track to those whose case is court involved. The results are very promising and the final evaluation findings are included in this report.

Julie has also been actively involved in working with the Family to Family team on operationalizing ten outcomes which Family to Family experts recommend tracking. She has been leading a sub-committee that focuses on Systems of Care evaluation activities however she has now incorporated the Family to Family data gathering into this sub-committee. She is defining the Family to Family outcomes and figuring out how to extract the data from the Trails system. This information will be critical as the county moves forward with Family to Family.

Julie has been instrumental in mapping the community. She has worked with the county's Planning and Zoning Department to map the areas of the county with the greatest number of child abuse and neglect referrals. She has also mapped where the county's foster homes reside and where providers of services are located. Through this process, it has become apparent that we need more foster homes in the highest need area as only 3 out of 90 county foster homes reside in the area in which most of our open cases are located. This information has assisted child welfare as we have gone out into the community and presented information about our cases and the need for more resources.

Julie also continues to provide the Children, Youth and Families Division (CYF) with information related to the ethnicity of our clients versus the ethnicity of the Jefferson County population and the ethnicity of the staff in CYF. This information is being used

by the division to focus on the disparity we have in this area and to assist in developing a plan that will better meet the needs of our clients.

Data related to the Systems of Care outcomes that were originally presented in our application are also being tracked by Julie with assistance from Jefferson County's data department. Information regarding Safety Outcome #2 and Permanency Outcome #4 continue to be a struggle to extract due to lack of in-house expertise. This situation has been exacerbated by CYF staff turnover. It is hoped that this information will be available for the next annual report.

Information regarding evaluation activities are located in **Attachment H**.

- Provide information on any barriers encountered in implementing your local evaluation and how they are being addressed.

As with the majority of the work being done by Systems of Care, things tend to take longer than originally planned. The Butler Institute found that the IRB process took longer than expected and Julie has found that getting information out of Trails or engaging others to assist with pulling data can be time consuming. Staff turnover in the data area of child welfare has slowed some of the activities such as the Mandatory Fields Guide and the Administrative Data Submission requested by Caliber.

Patience, perseverance and personality are all used to move things along in the face of frustration.

IV. Information Dissemination Activities:

- Describe information dissemination activities carried out during the reporting period. Include information on the process for development of marketing and public information materials and provide copies of materials developed as appropriate.

Information dissemination activities have included:

- Distributing a second newsletter in August,
- Purchasing clocks with the words "Interagency Collaboration" written in English and Spanish on the face of the clock and distributing them throughout the county,
- Purchasing various giveaways saying "Cultural Competence" in English and Spanish at the Cultural Awareness Trainings,
- Creating fliers, brochures, e-mails for trainings, the Parent Partner Program and for various other purposes,
- Attending various meetings including the County Attorney's Unit Meeting, Children, Youth and Families Management Team and supervisors' meetings, All Child Welfare Meetings, and others,
- Presenting at the "Developing Local Systems of Care for Children and Adolescents" in Orlando, Florida in July 2006,
- Maintaining a monthly Cultural Awareness display board and informational boards throughout the department,
- Maintaining intranet and internet sites,

- Meeting with various people individually who can help further Systems of Care activities, i.e. Lynnae Flora, the department's Legislative Liaison.

As previously mentioned, the SOC team has developed a list of almost 400 individuals and agencies who receive our newsletter, invitations to trainings, open houses, the Resource Fair and other announcements. This list is growing and attendance at the various events is also growing.

The majority of the materials developed during this reporting period can be found throughout this notebook however some additional materials can be found in **Attachment I**.

V. Sustainability:

- List any activities or events that have occurred during the reporting period that support the long-term sustainability of the project.

The TANF/CW Policy and Procedures, although still in draft form, will be sustained. The Department of Human Services recently was awarded a five year Federal grant called "TANF/CW Collaboration" and this policy will assist the new grant as the work between these two divisions continues.

The cultural awareness conversations that have begun throughout the department is the beginning of Jefferson County as a whole looking at how we do business, who our consumers are, how we treat our consumers and how the services we provide match the needs of our consumers. Jefferson County has just embarked on these conversations and it is anticipated that these types of conversations will continue as the work place changes as well as the community in which we live.

The geo-mapping has been a huge success and Julie Morales and this Program Manger have begun to talk about who in the system needs to be trained on how to do this. A plan to disseminate this information will be developed and Julie will be responsible for making sure that others in the county know how to create these maps and how to use them.

The Child Welfare System Power Point Presentation has also been well received and that is before we have done very much marketing of it. Child welfare staff and Parent Partners want to go into the community and talk about what they are doing so I believe this part of the program will continue after the grant.

The Parent Partner Program is receiving more and more requests for Parent Partners to join forces with professionals to better the system. Although, the program as it currently is will probably not be funded once the grant is completed, the concept of having the family's voice around the table is beginning to be ingrained. It is hoped that by the end of this grant, "Nothing about me, without me," will truly become a way of life.

Jefferson County's Division of Children, Youth and Families has adopted the Family to Family way of doing business. Many of the Family to Family principles are similar to

those of Systems of Care so the underlying philosophy and practice will continue past the grant.

VI. Lessons Learned:

- List any lessons learned during this reporting period that you would like to share with others.

One lesson learned is that change leaders live in a fish bowl. They rarely get pats on the back and others are quick to blame when things go wrong. It is important to have a thick skin, provide damage control as quickly as possible, take responsibility where you can and hold the line when you need to. It is a tough job to move a system forward.

Another lesson learned is that each community group is so different; some are excited and accepting of doing business together and differently. Others are suspicious and question why now. The sense is that others' plates are full and they have been operating without partnering for so long that they don't see a need for it. Taking the time to work with folks individually is very critical and listening to the difficulties they have experienced in the past with the department is hard to hear but extremely important. Trust takes time to build. The department must follow through on its promises and continue to spear head this effort in order for others to come on board and be a part.

It is also important to prepare the child welfare staff in engaging the community. When inviting community members into the department, it is important to invite child welfare staff who can engage others and who want to engage others. Community members pick up on the department's willingness or lack of genuineness and will react. Not all child welfare staff can present themselves in a manner that is engaging so pick carefully those who you want to represent the department.

VII. Activities Planned for Next Reporting Period:

- Describe activities planned for the next six-month grant period.

Discussions regarding cultural awareness will continue. CYF has made a commitment to staff to continue this conversation and develop a plan addressing, "What We Really Want in Jefferson County." This was a theme in our cultural awareness trainings and as a Division within Jefferson County Human Services, we realize that this topic is very important to the work we do with others.

Brown bag lunch discussions on various cultures are planned every other month beginning in October 2006 with immigration issues and gay and lesbian issues in December 2006. We also plan on having the agency providing the cultural awareness training work with our staff on a program in which certain individuals will become experts on a certain culture and provide consultation and training to others in the county on that particular culture.

Community collaboration meetings have begun and it is planned that those will continue. One school articulation area has had two meetings with a third one scheduled, another articulation area is in the beginning stages of starting a community meeting and a third is on the radar screen.

Attendance at meetings with the faith-based community has been limited however it is growing and it is expected that this group will get even larger and will develop a common vision, mission and goals.

Partner Informational Trainings will continue monthly as well as work on a second annual Resource Fair. Open Houses will be promoted in order for agencies to invite others in to see what they have to offer and the second annual Scavenger Hunt will take place in October. A Jeopardy Game featuring directors of various divisions within Human Services is being planned for November as another way to promote the services at the department and to invite others in to get to know us.

The Parent Partner Program will train a new group of Parent Partners and assign them tasks throughout the Division of Children, Youth and Families. A meeting with the county attorneys, respondent parent attorneys, GALs, magistrates and judges is planned for November 15, 2006 to inform them about Systems of Care and to work with them on the benefits of the Parent Partner Program. The mentoring part of the program will expand to include more current clients and we will continue to promote the Child Welfare Orientations even to the extent of getting them court ordered.

Systems of Care team members will assist the new team members of the TANF/CW Collaboration grant. SOC will work with the new team on lessons learned, best practices, how to negotiate both the county and the federal systems and will provide any other assistance necessary.

Members of Jefferson County's Interagency Oversight Group (IOG) will meet with a nationally known expert on collaborative management processes, John Tuell, in November 2006. It is hoped that Mr. Tuell will be able to assist the IOG in resource sharing, pooling of funds, collaborative management processes and other issues related to managing services across multiple agencies. This Program Manager will also be involved with Mr. Tuell and the State Steering Committee the end of October 2006 for similar discussions.

SOC will prepare and send out another newsletter and more clocks with the SOC principles written on the faces will be distributed so the entire county is exposed to them. SOC team members will continue to attend multiple meetings both on a federal, state and local level to speak about SOC and to generate excitement and enthusiasm for the work.

A contract was developed with the Butler Institute for evaluation activities for Year 4 of the grant. Activities will include:

- focus groups with caseworkers, supervisors and community providers,
- preparing a stakeholder meeting analysis,
- surveying child welfare staff for a second time and families for a first time regarding cultural competence,
- surveying child welfare clients as a baseline for satisfaction,
- surveying child welfare staff and families on family involvement, and
- developing and piloting a Family Readiness Tool which we plan on doing over the final two years of the grant.

The contract also includes collaboration and coordination with the national evaluation.

Jefferson County's Systems of Care team has submitted two proposals to present at the 16th National Conference on Child Abuse and Neglect Conference in Oregon in April 2007. It is hoped that we will be accepted and that we will be able to promote the SOC Principles to this audience and expand SOC into the Child Welfare world.

Jefferson County's Strategic Plan and information from the Advisory Group can be found in **Attachment J**.