

Child & Family Policy Institute of California



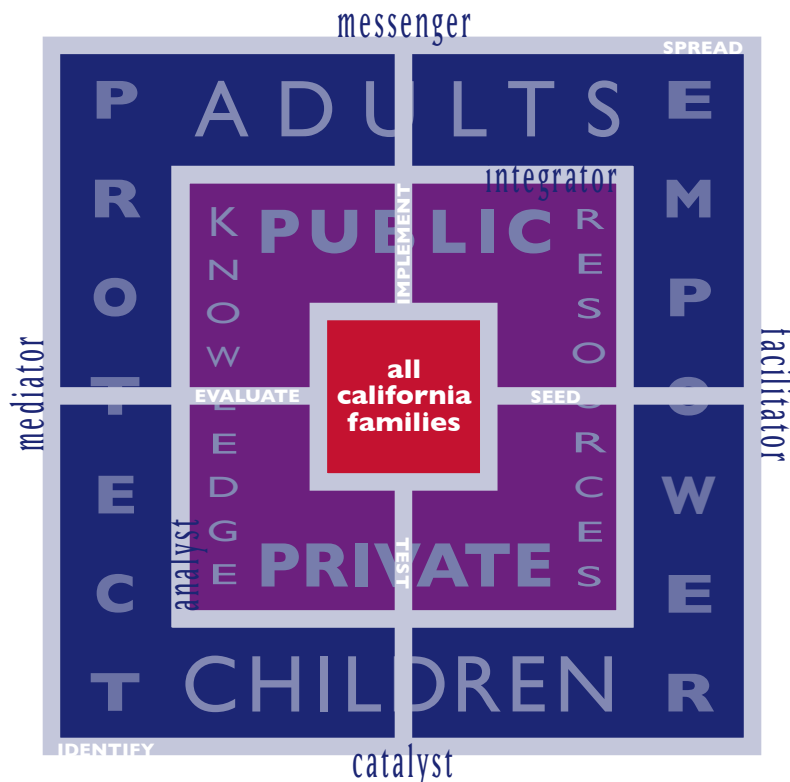
2004 STARTING POINTS 2005-2007 FIRST PROJECTS 2008-2010 EXPANDING KNOWLEDGE 2011 IMPLEMENTING CHANGE

SEVEN YEAR RETROSPECTIVE

Seven years ago the Child and Family Policy Institute of California (CFPIC) began its work of supporting public human service agencies in meeting the needs of vulnerable children, families and adults. Since then, the Institute has worked with colleagues in virtually all of California’s 58 counties and innumerable allied organizations to identify and spread “what works” to achieve improved outcomes for families and individuals that come in contact with county welfare agencies. By leveraging public and private resources in pursuit of a shared vision of safer homes and stronger families, CFPIC has made a difference in every area of its focus—children’s services, adult services and self-sufficiency.

CFPIC’s organizational goal is to create a stable structure that holds open the lines of communication and relationship among California’s diverse county human service agencies and their statewide and community partners. The overall intent is to keep the focus on improving family well-being throughout California.

This seven-year retrospective highlights the projects where CFPIC has provided a leadership role. In doing so, readers will glimpse the broad collaborative success of the many agencies, organizations and foundations that are working to protect and empower California families.





MISSION

To advance the development of sound public policy and promote statewide program excellence in public human services through research, education, training and technical assistance targeted to unmet needs identified by human services agencies and funding partners.

CORE VALUES

- Collaboration
- Cultural competency
- Inclusion
- Fairness and equity
- Networking
- Partnerships
- Evidence-based approach
- Focus on whole person—individual, family, community
- Outcomes orientation
- Integrated approach
- “Smart” funding
- Safe and stable families living in supportive communities

STRATEGIES

- Facilitating research to influence policy
- Identifying and describing best practices and taking them to scale
- Creating communication and training opportunities
- Providing assessment and strategic change services to counties
- Establishing linkages with allied interests/disciplines
- Convening stakeholders
- Initiating and sustaining dialogues with allied interests/disciplines
- Training leaders in critical content areas
- Obtaining resources through social enterprise

OUTCOMES ORIENTATION

A core function of CFPIC is to assist with the identification and spread of best practices in public human services. This requires promising practices be tested to see if the changes are actually resulting in better outcomes. Are homes safer? Are families more stable? How will improvements be measured? An evidence-based approach to change relies on iterations of seeding, testing, evaluating, implementing and spreading promising practices to determine if “what works” in one place with one family will work under other conditions.

ORGANIZATIONAL NICHE

CFPIC is designed to be a continuously evolving organization that undertakes activities in response to the changing needs of the human services community. CFPIC applies the following decision-making process to select projects:

- Does the project support public human services agencies? Does it enhance the practice of those agencies?
- Does the project serve multiple counties?
- Can the project be sustained financially?
- Is a partner organization already doing this work?
- If no one is doing this work, is it better suited to a partner organization?
- Does CFPIC have the capacity to successfully complete this project? If capacity does not currently exist, is it attainable?

How and Why

The idea of creating an institute to support the work of California’s human service agencies was first proposed in 2002. A team from the National Network for Child Safety visited California to assess the work being done by the Children’s Services Committee of the County Welfare Directors Association (CWDA) and to consult on how the work might be supported and sustained. The visiting team was impressed not only by the efforts of CWDA and the Children’s Committee, but also by the commitment of California counties to network and mentor each other in improving practices for children and families. Based on their work in other states, the Child Safety Network team suggested creating a private non-profit organization that would be allied with CWDA but established independently to enable broader support and partnership opportunities.

CWDA leadership, including Executive Director Frank Mecca and the chairs of the Children’s Committee, brought this idea to the CWDA Executive Committee for consideration. The Executive Committee thought the idea was sound, adding that an allied nonprofit should not be exclusively devoted to Children’s Services. With this go-ahead, a task force was formed and a mission emerged for the organization to provide “research, education, training and technical assistance” targeted to the unmet needs identified by county human services agencies and funding partners. The CWDA Executive Committee agreed to become the founding board of the organization, and Casey Family Programs stepped forward to provide startup funds for organizational capacity building. The search for a founding executive director culminated in September 2004 with the hiring of Stuart Oppenheim, who brought to the new organization 32 years of experience in county human services and 18 years of active participation in CWDA committee work. He succeeded in securing additional operational support from the Zellerbach Family Foundation, and CFPIC was on its way. The Child and Family Policy Institute of California held its first board meeting in December 2004, setting the course of the organization’s future work and directions.

Identifying and Responding to Immediate Needs

In its first three years, CFPIC gained initial momentum through identifying, responding and adapting to the immediate needs of public human service agencies. The Institute embraced collaborative projects along with specific requests of funders, provided a home for pilot projects, and facilitated improvements in human service practices.

In Adult Services, CFPIC took the lead in the joint development of annual trainings for Adult Protective Services staff on issues identified by county leaders with the California Department of Social Services (CDSS). In the area of Self-Sufficiency, the Institute took over responsibility for the ongoing management, evaluation and spread of the CalWORKs Linkages Project.

In Children's Services, the state and counties were beginning to implement California's new child welfare outcomes and accountability system established in 2003 under AB 636. This law required each county to develop its own Child Welfare System Improvement Plan and file quarterly data reports on its targeted outcome measures, shifting the focus in child welfare practices from compliance to discovering "what works" for children and families. To broaden resource support for county efforts, the state established the Child Welfare Services Program Improvement Fund in 2005, enabling private foundations and CDSS to work together on selected improvement projects and leverage federal Title IV-E matching funds.

This changing environment in child welfare services established a niche for CFPIC to serve as an agent for testing new approaches to service delivery and for promoting the relationship between practice and results.



A core function of CFPIC is to assist with the identification and spread of best practices in public human services.

Adult Protective Services Annual Trainings

STATEWIDE TRAINING: At the request of CDSS and in collaboration with the County Welfare Directors Association (CWDA) Adult Services Committee and the Regional Training Academies, developed and provided annual topical trainings for all Adult Protective Services staff statewide:

2005: Elder Financial Abuse

2006: Hoarding

2007: Substance Abuse

CalWORKs and Child Welfare Linkages

PROJECT MANAGEMENT: Provided a new home for the statewide Child Welfare CalWORKs Partnership, known as the Linkages Project. Initially a 12-county pilot project to develop model policies and protocols to ensure effective coordination between CalWORKs and Child Welfare Services, CFPIC took over management and technical assistance responsibilities from the California Center for Research on Women and Families.

OUTCOMES EVALUATION: Secured funding for an outcomes evaluation for the Linkages counties in conjunction with the Center for Social Services Research Performance Indicators Project.

EXPANSION SUPPORT: Secured support from the Stuart Foundation to expand Linkages to 17 new counties in 2005.

TECHNICAL ASSISTANCE AND SUPPORT: Secured five-year federal grant in 2006 to continue technical assistance, including biannual statewide convenings, production of a monthly newsletter, creation of a dedicated intranet site to support and enhance Linkages implementation in 30 counties.

Mental Health Collaborations

INTERAGENCY FACILITATION: Provided joint leadership with the California Institute of Mental Health (CIMH) in facilitating a conversation between CWDA and the County Mental Health Directors Association (CMHDA) to improve local agency relationships.

EVIDENCED-BASED STUDY: Provided joint leadership with CIMH to promote Multidimensional Treatment Foster Care, including teaming on a National Institute of Mental Health grant to conduct a major evidence-based study of this approach in California.

ISSUE FACILITATION: Provided joint leadership with CIMH to facilitate a conversation between CMHDA and CWDA on possible solutions to the persistent problem of providing continuity of mental health services for foster and adoptive children who are placed outside of their own county.

Differential Response Policy

ANALYSIS: Produced a policy paper on Differential Response, a targeted child welfare improvement enabling counties to work with community-based organizations to develop a broader set of responses to reports of possible abuse and neglect.

OUTREACH: Presented at the First 5 Commissioners Annual Conference on ways that First 5 commission could support Differential Response locally.

County Child Welfare System Improvement Plans

ANALYSIS: Secured CDSS funding to synthesize and analyze the contents of all 58 counties' System Improvement Plans (SIPs) to elucidate the lessons learned by the counties and the state in the initial implementation of California's outcome and accountability

County Child Welfare System Improvement Plans (continued)

system. Conducted focus groups to identify barriers and resource limitations that have prevented counties from doing the things that they might have proposed in their SIPS.

PEER REVIEW FACILITATION: Facilitated activities to assist counties in sharing and learning from each others experiences in implementing AB 636 child welfare system improvement plans.

ISSUE FACILITATION: Facilitated CWDA discussions on AB 636 issues and developed conference activities to address the most perplexing issues, particularly fairness and equity in accessing services and achieving positive outcomes.

OUTREACH: Provided joint leadership with the CWDA Public Awareness and Education Committee on developing communication strategies and facilitated a work session for child welfare directors and deputies on how to best use AB 636 and Differential Response policy briefs.

Child and Family Services Review Statewide Self-Assessment

STAKEHOLDER FACILITATION AND PROCESS EVALUATION: Garnered stakeholder input, on behalf of CDSS, for the triennial federal Child and Family Services review. This involved 31 focus groups that provided the perspectives of 300 individuals about the state of child welfare in California. This was followed by a structured statewide convening for 250 stakeholders to review and synthesize the data gathered in this process. This work constituted the principal data gathering for this mandatory major federal review.

California Child Welfare Co-Investment Partnership

START-UP SUPPORT, ADMINISTRATIVE STAFFING, AND NETWORKING: Provided administrative, coordination and communications support to the newly established California Child Welfare Co-Investment Partnership, a collaborative group that includes the California Department of Social Services, the County Welfare Directors Association, the Administrative Office of the Courts, Annie E. Casey Foundation, Casey Family Programs, Stuart Foundation, Walter S. Johnson Foundation, and Zellerbach Family Foundation. The purpose of their work together is to improve the lives of children and families who are in or are at risk of entering the state's child welfare system. Their work involves coordinating various statewide strategies that are targeted to improve child welfare outcomes in the areas of safety, permanency and well-being.

Child Welfare Services Program Improvement Fund Projects

ADMINISTRATIVE SUPPORT AND TECHNICAL ASSISTANCE: With funding from CDSS and private foundations, provided technical assistance to counties in identifying and implementing best practices:

Family to Family (F2F)

Provided technical assistance to 24 counties participating in The California Family to Family Initiative as part of a nationwide child welfare and foster care reform effort to improve outcomes for children, youth and families. These improvements are made through supporting partnerships with local communities; improving training and support for resource (foster) families; including children, youth, families and their support networks in decision making; and using data to inform practice and policy change.

California Permanency for Youth Project

Provided technical assistance in the California Permanency for Youth Project, helping child welfare agencies, parents and the community in understanding the fundamental need of foster youth to have permanency before exiting foster care. Provided technical assistance with implementing new practices.

Breakthrough Series Collaborative (BSC) on Differential Response

Provided leadership in convening counties participating in the Breakthrough Collaborative Series on Differential Response.

Education for Youth Summit

Took a leadership role in the planning and development of the 2007 Education for Youth Summit to bring together practitioners and policymakers to address issues related to educational success of foster youth and former foster youth.

Regional Foster Care Employment Forums

Provided joint leadership with New Ways to Work to create regional forums to present best practices in foster youth employment for child welfare, probation and work force development staff in 2006 and 2007.

Child Welfare Fairness and Equity Leadership Symposia

TRAINING AND TECHNICAL ASSISTANCE: Provided joint leadership with the California Social Work Education Center (CaSWEC) in convening two annual Leadership Symposia to help counties assess their own work in addressing issues of racial disproportionality in the child welfare system and engage in peer mentoring activities to support the adoption of practices that might help increase equity for African American and American Indian children in that system.

Human Services Research Network

Provided leadership for the collaboration of CDSS, CaSWEC, the Regional Consortia,* the California Clearinghouse for Evidence Based Practice, and the CSSR Performance Indicators Project on various projects:

STRATEGIC PLANNING: Developed a comprehensive, organized approach to the promotion and dissemination of practice-oriented research in the public human services arena.

TRAINING AND OUTREACH: Established a Summer Institute for Human Services Directors and Deputies on Evidence Based Practice—what it is, what the terms mean, and what we can agree on as common definitions.

UNIVERSITY AND AGENCY FACILITATION: Established the first annual convening of university researchers and practice leaders (public human services directors and deputies) to review current research and to agree on a prospective annual research agenda that is meaningful to both parties.

RESEARCH AND DEVELOPMENT: Assisted CaSWEC with its research and development funding proposals, reaching agreement on research priorities that attempt to answer questions that are important to county welfare directors as well as social research professors.

*The Regional Consortia consists of the Bay Area Social Services Consortium, the Central California Area Social Services Consortium, the Southern Area Consortium for Human Services, the Interuniversity Consortium and the Northern Directors, and the Regional Training Academies.

Testing and Implementing Promising Practices

2008 marked the beginning of the economic recession. The state implemented a budget freeze, civil service work furloughs and stop-work orders on third-party contracts, and many counties followed suit. The economic slow-down impacted vulnerable families as well as organizational funding resources.

CFPIC had already begun internal strategic discussions in 2007 toward evaluating its structure and future directions. The recession added urgency to this self-assessment of CFPIC's organizational strengths and challenges, along with understanding possible duplication of efforts or gaps in services among partners. Nevertheless, opportunities to provide technical assistance were increasing and a growing number of projects expanded CFPIC's professional consulting contracts.

In January 2009, the CFPIC board was restructured, replacing the 19-member CWDA Executive Committee with a 12-member board that included 7 county welfare directors from diverse regions of the state, 3 county welfare deputies, one from each program area (children, adults, and self-sufficiency), 1 CWDA staff, and the CWDA past president. The Board undertook this restructuring in order to establish more focused attention on CFPIC's development in the context of these difficult economic times.

CFPIC continued to engage new partners in its focus areas while strengthening the relationship between research, education and social work practice. In Adult Services, the Policy Institute worked toward the development of a risk assessment tool. In the area of Self-Sufficiency, it continued its work implementing the Linkages Project, facilitating communications and leveraging resources between CalWORKs and CWS staff on behalf of children and families. The Institute also undertook new research and analysis related to the impacts of budget cutbacks on children and families participating in CalWORKs.

In the area of Children's Services, CFPIC continued providing technical assistance to counties as many pilot projects moved through the testing and implementation phase. Two new Breakthrough Series Collaboratives were initiated, one focused on fairness and equity, the other on foster youth transitioning to permanency.



CFPIC can develop capacity for technical assistance for counties—by linking research to practice, by taking research results and helping counties implement proven practices.... At the policy level CFPIC can help create the change that is needed at the county level.

Key Informant Interview on CFPIC Future Directions September 2007

Adult Protective Services Risk Assessment Project

RESEARCH AND DEVELOPMENT: Led a workgroup process for the CWDA Adult Services Committee to develop a risk assessment process and tools for the Adult Protective Services program across California. Engaged a developer to assist in creating the tools that would enable Adult Protective Services to test and implement a structured decision-making process in assessing risk to vulnerable adults. The economic downturn prevented this work from moving beyond the developmental stage but remains available when conditions improve.

CalWORKs Child-Only Families

RESEARCH AND POLICY ANALYSIS: Investigated the status of children and families in the CalWORKs Child-Only caseload (where no financial assistance is provided for the parent) in several California counties. Research included a study of services provided to CalWORKs recipients through the community colleges, an in-depth analysis of budget impacts on the well-being of children and families in the Child-Only caseload, and a case study of Child-Only families headed by a disabled parent receiving Social Security Income. Disseminated two policy briefs on these issues.

Linkages Federal Grant

TECHNICAL ASSISTANCE AND OUTREACH: Implemented a wide-ranging implementation action plan under the provisions of the federal grant that continued and expanded the significant work that was begun in 2005, providing technical assistance and peer mentoring to 33 Linkages counties. Developed communication materials and a video to improve coordination between staff in Child Welfare Services and CalWORKs at the local level. Worked with CDSS to develop Family Engagement Guidelines and to include other strategies under the Linkages Project in California's Child and Family Services Program Improvement Plan required by the federal government.

Child Welfare Mental Health Partnership

STRATEGIC PLANNING: Developed the vision, goals, strategies and activities for a child welfare mental health partnership that would examine how the child welfare and public mental health systems could better work together to improve the lives of children and families, including a comprehensive plan to train child welfare and mental health leadership, addressing and shifting cultural beliefs that exist.

Child Welfare Mental Health Partnership (continued)

TECHNICAL ASSISTANCE: Provided leadership in providing a collaboration of partners to provide technical assistance to support Trauma-Focused Cognitive Behavioral Therapy in seven counties.

PLANNING: Provided child welfare leadership for the planning the 2009 California Mental Health Advocates for Children and Youth conference.

FACILITATION: Worked to bring the Positive Parenting Program to California counties.

Child Welfare Leadership Conference

PLANNING, COORDINATION AND TRAINING: Planned and coordinated a statewide CWDA Child Welfare Leadership conference which brought together over 150 child welfare professionals across the state to increase the knowledge and expertise of directors, managers and supervisors.

Foster Youth Education

FACILITATION: Facilitated the establishment of the Foster Youth Education Task Force and planning for annual conferences that bring education and child welfare together from around the state to spread best practices in advancing the educational success of foster youth.

California Child Welfare Co-Investment Partnership

ADMINISTRATIVE SUPPORT AND NETWORKING RESOURCES: Provided ongoing planning, coordination, and communications in support of the work of the Child Welfare Co-Investment Partnership, its Advisory Committee and its workgroups. This included assisting the Co-Investment Partnership in implementing its evaluation and research strategies for assessing effectiveness of child welfare improvement strategies supported by investing partners.

Child Welfare Services Program Improvement Fund

FISCAL SPONSORSHIP, INTEGRATION AND TECHNICAL ASSISTANCE: With funding from CDSS and foundations, provided integrated project support and technical assistance to counties on CDSS-selected initiatives to identify and implement best practices:

Family to Family (F2F)

Provided continued technical assistance to 25 counties participating in The California Family to Family Initiative.

California Permanency for Youth Project

Provided continued assistance to child welfare agencies, parents and the community in understanding the fundamental need of foster youth to have permanency before exiting foster care and provided technical assistance with new practices.

California Connected by 25 Initiative (CC25I)

Provided technical assistance to counties participating in the CC25I, a project that helps address the needs of youth as they transition from foster care to adulthood. The initiative assists county child welfare agencies and their communities in building a comprehensive continuum of support and services across key focus areas, building on core strategies of Family to Family.

BSC on Independent Living Program Transformation

Provided leadership in the planning and implementation of the Breakthrough Series Collaborative (BSC) to Transform California's

Independent Living Program (ILP). The BSC quality improvement methodology is designed to enable participating teams (ten county, one statewide) to make dramatic improvements in a focused topic of practice over a short period of time. Hallmarks of the reform include cross-system collaboration; integrating supports at an early age; and youth, caregivers agencies and communities working together to achieve goals of permanency, education and employment for all foster youth.

BSC on California Racial Disproportionality and Disparity Project

Provided technical assistance and project management to a 24-month collaborative learning effort to support the elimination of racial disproportionality and disparity in the child welfare system. The project utilized a BSC methodology, building on the work of a national project. In addition to work on behalf of African American children and families, an American Indian Enhancement Team undertook the development of a range of technical assistance tools focused on promoting compliance with the Indian Child Welfare Act.

Children of Incarcerated Parents

Supported the development of a nationally replicable model for systematizing services to children and families in the dual systems of child welfare and adult corrections while improving outcomes for children.

Birth to Six Initiative

Supported the implementation of the Birth to Six Initiative in three counties. This Initiative provides training by nationally recognized experts on the intersection of child welfare practice and child development principles to county child welfare leadership and staff, including training on innovative interventions designed to improve caregiver interaction with infants and preschoolers in foster care.

California Kinship Caregivers Advocacy Network

FISCAL SPONSORSHIP AND TECHNICAL ASSISTANCE: Provided fiscal sponsorship and leadership support to SharedVision Consultants to strengthen and expand the structure of the California Kinship Caregivers Advocacy Network and improve the well-being of children and youth in kinship care, especially children and youth of color.

Human Services Research Network

FACILITATION AND COMMUNICATION: Provided joint leadership with CalSWEC in forming a collaborative network of university and human services agency representatives to develop a comprehensive strategy for research in the human services field. Provided joint leadership in developing a process to enable researchers and practitioners to regularly share their research work and to provide peer mentoring in the spread of evidence based/evidence informed practice across the state.

Boards and Committees

COMMUNICATION AND NETWORKING: Served on many boards and committees, including the Child Welfare Clearinghouse on Evidence Based Practice, Safe Kids California, Center for Drug Abuse Prevention in the Child Welfare System, National Foster Care Month Statewide Steering Committee, the Community Task Force on Homes for Children Advisory Board, and the National Association of Public Child Welfare Administrator's Positioning Public Child Welfare Sponsor group.

Establishing an Implementation Infrastructure

As CFPIC has evolved over the past seven years, it is becoming a statewide agent for moving forward the public human services system throughout California. The Institute's roles in promoting research and technical assistance have become key elements for helping agencies answer the question "what works?" and testing strategies that are grounded in the answers to that question. As we learn what works in the areas of foster youth education, permanency and family engagement, this knowledge is being applied in tests of change that, as they prove effective, are spread and sustained throughout California.

California's shift over the past decade to an outcomes-based child welfare system has resulted in greater knowledge about practices that lead to safer homes and stronger families. CFPIC has facilitated this growing knowledge base through seeding, testing and evaluating promising practices.

The need now shifts to building the infrastructure required to spread and implement promising practices in other settings where the demographics, history and culture may be different. This infrastructure will need to assist in shared learning, identify the essential elements for improving outcomes, and provide greater access to resources. Additional changes may be needed at the state level to enable promising practices to be implemented at scale.

Emerging needs in Adult Services and Self-Sufficiency are also coming to the fore. CFPIC will continue to evolve in this direction in partnership with the CDSS and other complementary agencies, such as CalSWEC, as we respond to changing needs and conditions in public human services.



CFPIC's role has emerged as a *facilitator, integrator, catalyst, mediator, analyst, and messenger* in helping to pull together the strengths of the existing human services system and addressing the gaps in that system.

Institute for Geriatric Social Work Online Training

TRAINING IMPLEMENTATION: Implementing, in partnership with Boston University and the CWDA Adult Services Committee, an online Adult Services training program.

Linkages Federal Grant

OUTREACH, EDUCATION AND SPREAD: Developing a legacy toolkit that will enable the spread of lessons learned from 10 years of testing and implementing key strategies (follow-up to the convening of 2011 statewide/national conference). Working with CDSS on the continued spread of Linkages after federal grant ends in 2011.

CalWORKS Child-Only Families

RESEARCH AND DEVELOPMENT: Providing leadership for a collaboration of national partners to continue analysis of the circumstances and well-being of families in TANF child-only cases.

Child Welfare Mental Health Partnership

FACILITATION AND INTEGRATION: Continuing to facilitate the work of CalSWEC and the California Institute of Mental Health to ensure collaboration between systems. Integrating the mental health partnership's work into the California Partners for Permanency federal grant.

California Partners for Permanency, African American and American Indian Children

DEVELOPMENT AND IMPLEMENTATION FACILITATION: Took a leadership role in securing funding for a Presidential Initiative targeting improved outcomes for African American and American Indian children in long term foster care. Providing technical assistance and administrative support to CDSS and participating counties as they begin applying "implementation science" of identifying, evaluating, seeding, spreading and sustaining promising practices to improve permanency for African American and American Indian children in foster care.

Child Welfare Co-Investment Partnership

ADMINISTRATIVE SUPPORT AND NETWORKING: Providing ongoing administrative, coordination and communication support to address the Partnership's priorities in advancing child welfare outcomes.

Child Welfare System Program Improvements Fund

FISCAL SPONSORSHIP, INTEGRATION AND TECHNICAL ASSISTANCE: Continuing to provide integrated support to CDSS and foundations and technical assistance to the counties on select projects: Early Learning/Safe Starts, Quality Foster Parenting, California Permanency for Youth Project, ILP Transformation, California Disproportionality Project, F2F, CC25I, California Partners for Permanency, and practices associated with Fostering Connections to Success and Increasing Adoptions Act.

Residentially Based Services and Rate Reform Integration

IMPLEMENTATION FACILITATION: Providing administrative and technical support to CDSS and pilot counties testing alternatives to the current group home rate setting structure (AB 1453).

Foster Youth Age Extension to 21

FACILITATION: Facilitating the workgroup process of stakeholders and counties as CDSS begins implementing the gradual extension of foster care to age 21 (AB 12).

Human Services Research Network

OUTREACH, EDUCATION AND SPREAD: Continuing to provide joint leadership with CalSWEC for the collaborative network of university and human services agency representatives in developing a comprehensive strategy for human services research. Current focus is developing and implementing a new Research and Training Network website that will add to the implementation infrastructure that CFPIC is committed to establishing in California.



Child & Family Policy Institute of California

BOARD OF DIRECTORS (MID-TERM)

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 Vice President: Mary Sawicki, Director, Calaveras County
 Kris Brown, Adult Services Director, Napa County
 Howard Himes, Child Welfare Director, Fresno County
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VISION

The needs of vulnerable families, children and adults are addressed throughout California

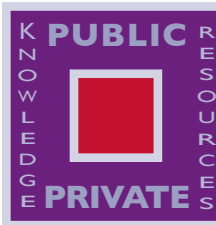


SPHERE OF INFLUENCE

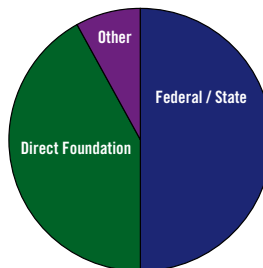
CFPIC's primary sphere of influence is California's 58 county human services agencies and their institutional leaders who are directly responsible for achieving better outcomes for California's vulnerable children, adults and families.

OPERATIONAL STRUCTURE

CFPIC operates largely through partnerships and networks to optimize resources and integrate services provided at the local level through California's county-administered human services system. Through CFPIC, county human service agencies are able to access and benefit from joint ventures between the public and private sectors to improve outcomes. These joint ventures may include state, federal and philanthropic project funding, collaborative trainings and educational efforts developed together by public universities and private nonprofits, and technical assistance provided through CFPIC's network of professional consultants.



2011 FUNDING SOURCES



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