

CHAPTER 2

BASSC@30

Bay Area Social Services Consortium

COUNTIES

Alameda
Contra Costa
Marin
Monterey
Napa
San Benito
San Francisco
San Mateo
Santa Clara
Santa Cruz
Solano
Sonoma

UNIVERSITIES

California State University, East Bay
California State University, Monterey Bay
San Francisco State
San Jose State
University of California, Berkeley

FOUNDATIONS

The Zellerbach Family Foundation

Michael J. Austin, PhD
BASSC Staff Director
Sarah Carnochan, PhD
BASSC Research Director

Bay Area Social Services Consortium
School of Social Welfare
University of California, Berkeley
Berkeley, CA 94720

<http://mackcenter.berkeley.edu>

BASSC Mission

An Agency–University–Foundation Partnership

The Bay Area Social Services Consortium (BASSC) operates as an agency-university-foundation partnership that promotes social service research, training, and policy development. 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 programs, and local foundations in the San Francisco Bay Area, BASSC has developed the following core purposes and programs:

Core Purposes

- Fostering regional communications and understanding about the changing nature of social services in the public and nonprofit 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
- Collaborating to address shared workforce development issues related to pre-service and in-service education

Core Programs

- Bi-monthly meetings and an annual retreat to share ideas, assess legislation, and promote regional collaboration between county agencies, universities, and foundations
- A multi-county program of policy and program research on topics selected by the BASSC members
- A multi-county training program related to Executive Development for middle and senior managers 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 promising practices for agency staff.

The leadership that guides and sustains BASSC emerges from the active participation of 12 county social service directors, five university deans and directors of social work programs, two foundation representatives, and the BASSC Staff Director along with BASSC staff located at UC Berkeley in the School of Social Welfare (Mack Center on Nonprofit and Public Sector Management in the Human Services) and UC Berkeley Extension.

MESSAGE FROM THE BASSC CO-CHAIRS

Kathy Gallagher

Director, Contra Costa County Employment & Human Services Department

The formation of the Bay Area Social Services Consortium (BASSC) 30 years ago has proven to be nothing less than visionary. Given the monumental changes we have seen in the field of Human Services over the last three decades, the BASSC partnership has played a significant role in promoting social service research, training, and policy development in Northern California and beyond.

In 1987, the BASSC collaboration brought together human services directors from several Bay Area counties as part of an agency-university-foundation partnership to strengthen public sector social services in the region. BASSC emerged out of the history of increased government involvement in the delivery of social services to address the needs of local communities. Evolving from the War on Poverty and amendments to the Social Security Act in the 1960s, human service practitioners assumed an increasingly prominent role in ensuring that service programs were administered in ways that were more integrated, comprehensive, and accessible.

The BASSC partners built a solid foundation in 1987, and set the course for the counties in the San Francisco Bay Area to effectively deliver human service programs. Societal, cultural, economic and political changes have greatly affected how we provide support for our communities. These changes continue to impact our work as we take steps to influence public policy and set strategy for the future. The era of technological advancement has opened new doors, and our Bay Area human services departments are finding new ways to interface with customers. BASSC offers a collaborative means for human services directors

and staff to react to new mandates, changing needs and novel ways to serve our customers.

BASSC began with 12 member counties, our five Bay Area university programs featuring undergraduate and graduate social work education, and the Zellerbach Family Foundation as founding partner. Over the decades, BASSC has created seven policy groups (described elsewhere in this publication) that bring together expert staff from each Bay Area county to further regional goals through a planning and policy framework. BASSC has become a regional entity with an influential voice in the state and around the country.

Given the current political climate and federal and state budget constraints, it is reassuring to know that the founding of BASSC 30 years ago set the stage for county human services to be able to address the extraordinary challenges we face today. The group came together based on principles (as noted in our Mission Statement) that, in my view, have proven to be timeless in keeping our think tank and support group strong and connected human service issues.

We may encounter obstacles along the road before us, but we also see great opportunities to overcome them. The early vision of those who partnered to create BASSC enables us to move steadily along that road in a unified manner. I am certain BASSC will leverage its robust agency-university-foundation partnership to continue engaging in dialogue, educating each other on the basis of sound research and practice experience, and continue to influence public policy in the field of human services.

Brian Simmons

Dean Emeritus, California State University – Monterey Bay

I attended my first BASSC meeting in fall 2001. In the ensuing sixteen years, I have seen many agency directors and many academicians come and go. One of the many remarkable things about BASSC is that despite the relatively frequent turnover, the high level of commitment to thoughtful and innovative policies and practices, informed by both the universities and the counties, has remained absolutely constant. The commitment can be seen in the deliberate and respectful inquiry and debate; the desire for data-driven decision-making; the prioritization of client, community,

and system well-being; and the importance of the stewardship of the taxpayer resources. All long-standing BASSC characteristics kept my interest and engagement at a high level for all these years. The recently re-energized focus on common interests in workforce development shared by universities and counties speaks well for BASSC going forward. Our founders, Ed Nathan, Harry Specht, and Dick O’Neil, would be very pleased to see the results of their efforts thirty years later.

REFLECTIONS OF A BASSC FOUNDER

Jim Rydingsword

San Benito County Health and Human Services Agency

The Bay Area Welfare Directors were meeting quarterly for lunch during the 1980s and I participated as Director of Contra Costa County Social Services Agency. It was the era of Governor George Deukmejian and President Ronald Reagan. We held ongoing discussions about issues facing social services in California and explored the impact of these issues on our Bay Area counties. Beginning in 1987, there was much discussion about welfare reform that ultimately resulted in the 1988 Welfare Reform legislation developed under the leadership of Senator Patrick Moynihan of New York. Its provisions included new directions for Child Support, Job Opportunities, Family Support Services and the AFDC amendments, and Demonstration Projects.

It was also in 1987 that I met with others at the UC Berkeley Faculty Club for lunch to discuss the needs of counties for more graduate level social workers and the need for a commitment of schools of social work to address this challenge. The conversation was guided by UC Berkeley Dean Harry Specht who called for the public university system in California to make a commitment to educate more social workers for California county human service agencies as well as publicly-supported nonprofits. The conversation

also included Ed Nathan, director of the Zellerbach Family Fund and Dick O’Neill, the director of Santa Clara County Social Services Agency. The vision and passion of Dean Specht was very powerful and helped to promote out-of-the-box thinking. Such thinking took the form of a proposal to seek a Ford Foundation planning grant to develop a statewide strategy to increase the supply of trained social workers in public-supported social service programs. These efforts led to the establishment of the California Social Work Education Center (CalSWEC) in 1990.

The UC Berkeley Faculty Club luncheon planted the seeds for converting the informal quarterly lunch meeting of the Bay Area welfare directors into the formal consortium comprised of county directors, university deans and directors, and foundation representatives. It is the vision that emerged out of this 1987 meeting that we celebrate today with the 30th anniversary of the founding of the Bay Area Social Services Consortium (BASSC).

A Brief BASSC History (1987-2017)

Michael J. Austin

BASSC Staff Director

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 formed the Bay Area Social Services Consortium (BASSC) and included Ernie Hiroshi (San Mateo) as the convenor, Helen Knutson (Alameda), Dick O’Neil (Santa Clara), Jim Rydingsword (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 insufficient curriculum attention to public mental health and child welfare issues in local schools of social work. They welcomed the opportunity to talk with the deans of social work programs. Dean Harry Specht of the UC Berkeley School of Social Welfare with the encouragement of Ed Nathan (Executive Director, 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 to 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 UC 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 between public and nonprofit social service organizations. As a result of the foundation’s involvement, the first BASSC grant of \$7500 from the Zellerbach Family Fund was provided to promote regional training activities and Bart Grossman (Director of Fieldwork at the UC Berkeley School of Social Welfare) became the first part-time staff director of BASSC (1987-1990).

Based on 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 Lanihan) 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 UC Berkeley in 1990. Bart Grossman became its first director. While BASSC continued to provide regional training programs with staff assistance from Susan Laughlin at UC Berkeley 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 UC 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 meeting 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 that included San Jose State, San Francisco State, California State University–Monterey Bay, and California State University–East Bay.

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 UC Berkeley Extension. This innovative training program is now twenty four years old with over 600 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 UC Berkeley Center for Social Services Research under the leadership of Dr. Sheryl Goldberg and Dr. Pamela

Choice. A series of exploratory short-term studies, primarily in the field of child welfare, were staffed by MSW students. This innovative research program is now over twenty years old and currently operates under the leadership of Sarah Carnochan as BASSC Research Director.

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. 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 California's CalWORKs welfare reform legislation. The flood of staff training challenges associated with implementing welfare reform led to the formation of a BASSC policy group of senior human resources and training managers under the leadership of Maureen Borland and Madelyn Martin (San Mateo County). This group continues to engage in ongoing efforts to transform public social service agencies into learning organizations, including recent efforts to build regional systems to share online training content across counties.

Preceding the BASSC Human Resources Committee was the Bay Area Children's Committee which had been formed in the previous decade as a regional component of the statewide Children's Committee that operated under the auspices of the California Welfare Directors Association (CWDA). By 1998, the leadership of BASSC had expanded its attention to child welfare by launching the new Bay Area Academy with substantial Title IVE funding. After nearly thirty years, the Bay Area Academy training programs have grown substantially under the guidance of BASSC through its Training Advisory Board and the administrative guidance of Fresno State University School of Social Work (Dave Foster, Director and Chris Mathias, Assistant Director). One of the early efforts of the Bay Area Children's Committee, under the leadership of Stuart Oppenheim and Dana Fabella was the preparation of the 2002 report for the Governor's Commission on Child Welfare entitled *Promising Bay Area Practices for the Redesign of Child Welfare Services*.

Based on the 1997 successful launch of the BASSC policy group related to Staff Development and Human

Resources, another BASSC policy group was formed in 1999 under the leadership of Rodger Lum and Linda Kretz (Alameda County) to focus on adult and aging services. The first result of this collaborative effort was the BASSC publication, *Riding the Wave: Charting the Course of Adult and Aging Services into the Next Decade* (2000). The BASSC policy group development continued during the first five years of implementing CalWORKs (1998-2003), with the establishment of the BASSC Welfare-to-Work policy group under the leadership of John Cullen and Wendy Therrian (Contra Costa County).

The arrival of the new millennium in 2000 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 video-conferences with local authority social service directors in England that focused on welfare reform implementation, child welfare services and adult/aging services. While the initial focus was on foster care, the future agenda includes adult/aging services. The national and international reach of BASSC was further enhanced by the launching of its first website which is now supported by the Mack Center on Nonprofit and Public Sector Management in the Human Services established in 2006. Sarah Carnochan joined the Mack Center staff in 2010 and helped develop a parallel consortium of nonprofit agencies that partnered with the counties to deliver social services called the Bay Area Network of Nonprofit Human Service Agencies (BANNHSA).

Given this brief 30 year history, it is clear that BASSC represents a unique partnership of county human service agencies, universities, and local foundations. Over the past three decades, a wide array of county agency directors, university deans and directors and foundation representatives have played a key role in the success of the Bay Area Social Services Consortium. As we celebrate the 30th Anniversary of BASSC, we salute the founding members of this pioneering intermediary organization that brings together the three important sectors of county social service agencies, universities, and foundations. As both a think tank and support group, BASSC has become a dynamic regional partnership that explores and supports collaboration and provides a venue where organizational leaders can share ideas and create innovative programs and practices.

BASSC @ 30 HALL OF FAME (1987-2017)

Counties

- Alameda:** Lori Cox, Yolanda Baldovinos, Chet Hewitt, Rodger Lum, Helen Knudson
Contra Costa: Kathy Gallagher, Joe Valentine, John Cullen, Perfecto Villareal, Jim Rydingsword
Marin: Kari Beuerman, Heather Ravani, Larry Meredith, Nancy Rubin, Thomas Peters
Monterey: Elliott Robinson, Marie Glavin, Dardell McFarlin
Napa: Howard Himes, Randy Snowden, Bruce Hyde, Terry Longoria, Dan Corsello,
San Benito: James Rydingsword, Kathy Flores, Marilyn Coppola, Lee Collins
San Francisco: Trent Rhorer, Will Lightbourne, Brian Cahill, Julia Lopez, Ed Sarsfield
San Mateo: Iliana Rodriguez, Beverly Beasley Johnson, Glen Brooks, Maureen Borland, Ernie Hirosi
Santa Clara: Robert Menicocci, Bruce Wagstaff, Will Lightbourne, Yolanda Lenier Rinaldo, Dick O'Neil
Santa Cruz: Ellen Timberlake, Cecilia Espinola, Will Lightbourne, Susan Mauriello
Solano: Gerald Huber, Ann Edwards, Patrick Duterte, Donald Rowe, Donald Currey
Sonoma: Karen Fies, Jerry Dunn, Jo Weber, Dianne Edwards, Yolanda Lenier Rinaldo, Paul Allen

Universities

- California State University–Monterey Bay:** Brian Simmons
California State University–East Bay: Rose Wong, Holly Vugia, Evaon Wong Kim, Diane Rush Woods, Terry Jones
San Francisco State: Susanna Jones, Eileen Levy, Rita Takahashi, Marv Feit, Michael Reisch, David Shipp, Phyllis Rochelle
San Jose State: Peter Lee, Jack Wall, Alice Hines, Lela Noble, Sylvia Andrews, Simon Dominguez, Ismael (Andy) Dieppa
University of California, Berkeley: Jeffrey Edleson, Lorraine Midanik, James Midgley, Neil Gilbert, Harry Specht

Foundations

- Zellerbach Family Foundation:** Amy Price, Allison Magee, Ellen Walker, Cindy Rambo, Ed Nathan
VanLobenSels/RembeRock Kathy Armstrong, Dan Corsello, Ed Nathan

BASSC Staff

Michael J. Austin, Sarah Carnochan, Bart Grossman

BASSC BAY AREA HUMAN RESOURCES COMMITTEE

The Bay Area Human Resource Committee (BAHRC) was launched in 1997 to respond to the staff development and personnel systems associated with implementing Welfare Reform. 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. Since 1997 BAHRC has continued to focus on the implementation and continuous improvement of BASSC member agencies as learning organizations.

The learning organization principles and practices continue to be the top priority for BAHRC as 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 focus on the regional sharing of resources based on adopting and learning to use a common software platform (Storyline).

MEMBERS

Michael Aho
San Francisco County

Andrea Banks
Napa County

Marci Castro
Monterey County

Francine Conner
Sonoma County

Bart Ellison
San Francisco County

Nya Flores
Napa County

Jennifer Kaley
Santa Cruz County

Luenna Kim
San Francisco County

Linda Martinez
Santa Clara County

Irina Mass
San Francisco County

Maria Panesi Guerra
Alameda County

Denise Robinson
Alameda County

Larry Sanchez
Alameda County

Marie Sanders
Santa Clara County

Mary Shean
Alameda County

Clarisa Simon
San Mateo County

Dawn Sparks
San Mateo County

Andrew Stewart
Santa Cruz County

Desi Tafoya
San Mateo County

Shelly Todd
Napa County

Katrina Williams
Santa Clara County

Mickey Williams
Contra Costa County

Iliana Rodriguez
San Mateo County
BASSC Liaison

BASSC BAY AREA WELFARE TO WORK COMMITTEE

Launched in the midst of Welfare Reform implementation during the late 1990s, the focus of this Think Tank has been on implementing the CalWORKs program. In recent years, the focus has been on subsidized employment, workforce participation rates, workforce development programs, and family stabilization.

In collaboration with the BASSC Research Response Team, numerous reports have been developed including a book on Changing Welfare Services: Case Studies of Local Welfare Reform Programs emerging out of the early years of incentive funding for caseload reduction and innovative practices in Bay Area counties.

MEMBERS

Sherry Alderman
Sonoma County

Emily Balli
Santa Cruz County

Tracey Belton
San Benito County

Rebecca Darnell
Contra Costa County

Andrea Ford
Alameda County

Lynn Perez
Napa County

Rafaela Perez
Santa Clara County

Angela Shing
Solano County

Noelle Simmons
San Francisco County

Angela Struckmann
Marin County

Wendy Therrian
Contra Costa County

Jennifer Valencia
San Mateo County

Barbara Verba
Monterey County

Lorraine Wilson
Marin County

Elliott Robinson
Monterey County
BASSC Liaison

BASSC BAY AREA ADULT AND AGING COMMITTEE

The BASSC Bay Area Adult and Aging Committee launched in 1999 focuses its Think Tank discussions on policies and values related to improving adult and aging services. The 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 BASSC report, *Riding the Wave* (2000) provided a foundation for exploring current policy issues. Over the past several years, the

focus of discussion has been on the policy issues related to In-Home Supportive Services (IHSS). IHSS and long-term care (LTC) policies and programs for low-income noninstitutionalized LTC populations.

In collaboration with the BASSC Research Response Team, several reports were developed related to elder abuse prevention (2002), risk assessment in adult protective services (2009), and long-term care policy (2010).

MEMBERS

Kris Brown
Napa County

Joyce Goodwin
Solano County

Diana Jimenez
Monterey County

Diane Kaljian
Sonoma County

Lisa Mancini
San Mateo County

Mike McConnell
Santa Cruz County

Randy Morris
Alameda County

Jill Nielsen
San Francisco County

Lee Pullen
Marin County

James Ramoni
Santa Clara County

Victoria Tolbert
Contra Costa County

Howard Himes
Napa County
BASSC Liaison

BASSC BAY AREA REGIONAL CHILDREN'S SERVICES COMMITTEE

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 and a committee of the Bay Area Social Services Consortium to share program expertise and contribute to the development and implementation of Child Welfare Services policies and programs to improve the lives of vulnerable children throughout the Bay Area and California.

Over the past 2+ decades, discussions of the Bay Area Committee included the challenges facing foster family agency programs, Inter-county Protocol for the coordination of services to families who migrate throughout our region, and collaboration with the BASSC Research Response Team to improve Child Welfare practices. This collaboration included the study of the education of foster

youth (2001), promising Bay Area child welfare practices (2002), and the Child Welfare and the Courts Project (2002). Subsequent collaboration involved the publication (2008) of structured literature reviews (disproportionality, risk assessment, family assessment, child/youth well-being assessment, measuring outcomes, parent education programs, substance abuse treatment programs), national performance indicators project (2013) (preventing the recurrence of maltreatment, achieving timely reunification, preventing re-entry to foster care, achieving timely adoption, achieving exits to permanency for children in long term care, achieving placement stability, using performance measures to manage child welfare outcomes), and the case record data-mining project (2017).

MEMBERS

Maria Corona
San Benito County

Aaron Crutison
Solano County

Sylvia Deporto
San Francisco County

Rebecca Feiner
Napa County

Nick Honey
Sonoma County

Francesca LeRúe
Santa Clara County

Michelle Love
Alameda County

Kathy Marsh
Contra Costa County

Lori Medina
Monterey County

Joan Miller
Santa Cruz County

Deborah Moss
Marin County

Lori Cox
Alameda County
BASSC Liaison

BASSC BAY AREA ADMINISTRATION AND FINANCE COMMITTEE

Mission

Launched in 2014 under the leadership of Daniel Kaplan (SF Human Services Department), colleagues in the area of finance and administration were invited to form a Think Tank of issues shared by the counties. Using centrally-located bi-monthly meetings members have the opportunity to raise issues of common concern as well as present concerns to invite peer consultation and advice.

The following are among the topics that helped to launch the committee and continue to provide a framework for discussion:

- The IHSS MOU
- ACA Financial Challenges
- Forecasting Methodologies
- Administrative Revenue Simulation Methodologies
- Benefits/Risks of the IV-E Waiver
- Realignment Revenue Management/Forecasting
- Information Technology Strategic Planning
- The Roles of Finance in CCP, IHSS Negotiations and other groups/functions
- Revenue Leveraging/Maximization Strategies
- MediCAL Administrative Budget Methodology

MEMBERS

Jacinta Arteaga San Mateo County	Girlie Jarumay Solano County	Mike Roetzer Contra Costa County
Daniel Crick Santa Clara County	Daniel Kaplan San Francisco County	Sharen Smithcamp Santa Cruz County
Becky Cromer Monterey County	Tess Lapira Solano County	Carl Vanden Heuvel Sonoma County
Emilia Gabriele Contra Costa County	Cynthia Larca San Benito County	Julia Wyman Santa Clara County
Rose Hardcastle Napa County	Maureen Lewis Marin County	Trent Rhorer San Francisco County BASSC Liaison
Gayle Hermann Alameda County	Melissa Mairose Monterey County	
Joseph Huang San Francisco County	Robert Manchia San Mateo County	

BASSC BAY AREA RESEARCH, PLANNING AND EVALUATION COMMITTEE

Launched in 2012 under the leadership of Dan Kelly (SF) and Jim Cunniff (Alameda), this BASSC think tank and support group engages in bi-monthly meetings to explore areas of common interest. One of the most valuable aspects of these meetings is the check-in, hearing from other counties about what they are involved in, getting new ideas, asking questions, and sharing information. The range of

topics in the early days of the committee included: 1) Performance based contracting and the use of longitudinal data sets (CW), 2) Public Housing and the use of vouchers for homeless families coming into the child welfare system, 3) Supportin leadership changes related to different divisions in the department (CW, CalWORKS, Adult/Aging).

MEMBERS

Anissa Basoco-Villarreal
Alameda County

Ben Bunyi
Napa County

Oscar Chavez
Sonoma County

David Dubrowski
Santa Cruz County

Randolph Hudson
Contra Costa County

Dan Kelly
San Francisco County

Bridgette Lery
San Francisco County

Devorah Levine
Contra Costa County

George Malachowski
Sonoma County

Robbie Matheson
Solano County

Madeline Noya
Santa Cruz County

Karl Porter
Napa County

Ana Rasquiza
Marin County

Gina Sessions
Santa Clara County

Catherine Vu
Santa Clara County

Trent Rhorer
San Francisco County
BASSC Liaison

BASSC BAY AREA ACADEMY TRAINING ADVISORY BOARD (TAB)

The Bay Area Academy offers training courses, conferences, coaching, implementation support, technical assistance and consultation services to public child welfare and adult services in the greater San Francisco Bay Area social service

community. Funded through state and local partnerships, the Bay Area Academy promotes safety, permanency, well being and whole person care in public social services.

Michelle Love Alameda	Chelsea Stoner Napa	Olisha Hodges San Mateo
Robin Lockett Alameda	Becky Feiner Napa	Linda Martinez Santa Clara
Larry Sanchez Alameda	Maria Sabeih Napa	Francesca LeRúe Santa Clara
Mary Shean Alameda	Julieanna Avera San Benito	Marie Sanders Santa Clara
Svetlana Lesova Alameda	Maria Corona San Benito	Mary Bergman Santa Cruz
Vicky Quinto Contra Costa	Shyloh Stearns San Benito	Andrew Stewart Santa Cruz
Kathy Marsh Contra Costa	Jackie Credico San Benito	Aaron Crutison Solano
Marcy Williamson Contra Costa	Brad Dawson San Benito	Debbie Powell Solano
Bree Marchman Marin	Sylvia Deporto San Francisco	Rhonda Smith Solano
Maria Affinito Marin	Melissa Connelly San Francisco	Nick Honey Sonoma
Deborah Moss Marin	Penny Kumta San Francisco	Francine Conner Sonoma
Lori Medina Monterey	Loc Nguyen San Mateo	Jo McKay Sonoma
Alice White Monterey	Donna Woher San Mateo	Kathy Gallagher and Howard Himes BASSC Liaisons

BASSC RESEARCH RESPONSE TEAM

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. Exploratory research projects are undertaken in close collaboration with agency administrators and program staff and include structured literature reviews, large scale surveys, case studies and case record data-mining. Research projects completed over the past several decades are listed below.

ADULTS & AGING

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CHILD WELFARE

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- Carnochan, S., Samples, M., Lawson, J. & Austin, M.J. (2013). The context of child welfare performance measures. *Journal of Evidence-based Social Work*, 10(3), 147-160.
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- Anthony, E.K., King, B., & Austin, M.J. (2011). Reducing child poverty by promoting child well-being: Identifying best practices in a time of great need. *Children and Youth Services Review*, 33(10), 1999-2009.
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BASSC POLICY ANALYSIS AND ORGANIZATIONAL IMPLEMENTATION PROGRAM

Over the past 25 years (1992-2017), BASSC has completed a number of policy development and organizational implementation reports. These documents have been useful in assisting county directors in identifying and acting upon various policy and implementation initiatives.

- 2017 Adult Offender Community Reentry: Policies, Plans, and Programs
- 2017 Low-income Fatherhood: A Review of the Literature with Implications for Practice
- 2017 Exploring Innovation in Public Human Service Organizations: A Cross Case Analysis
- 2017 Service User Involvement in UK Social Service Agencies and Social Work Education – *Journal on Social Work Education*, 53(1)
- 2017 The managerial and relational dimensions of public-nonprofit human service contracting – *Journal of Strategic Contracting and Negotiation*
- 2017 Supporting Evidence-informed Practice in Human Service Organizations: An Exploratory Study of Link Officers – *Human Service Organizations*, 41(1)
- 2017 The Multi-dimensional Nature of Evidence-informed Practice in County Human Service Agencies – *Human Service Organizations*, 41(1)
- 2015 Organizational and individual determinants of practitioner evidence use in public human service Organizations – *Human Service Organizations*, 39(4)
- 2015 Redefining the Bureaucratic Encounter between Service Providers and service users: Evidence from the Norwegian HUSK Projects – *Journal of Evidence-based Social Work*, 12(1)
- 2014 The Organizational Context of Research-minded Practitioners: Challenges and Opportunities – *Research on Social Work Practice*, 25(4)
- 2012 Boundary-crossing careers of senior human service administrators: A cross-case analysis – *Administration in Social Work*, 36(2)
- 2011 Reducing Child Poverty by Promoting Child Well-being: Identifying Best Practices in a Time of Great Need – *Children and Youth Services Review*, 33(10)
- 2010 Coming Back Home: The Reintegration of Formerly Incarcerated Youth with Service Implications – *Children and Youth Services Review*, 32(10)
- 2008 The Culturally Responsive Social Service Agency: The Application of an Evolving Definition to a Case study – *Administration in Social Work*, 32(3)
- 2008 Strategies for Transforming Human Service Organizations into Learning Organizations: Evidence-based Practice and the Transfer of Learning – *Journal of Evidence-based Social Work*, 5(3/4)
- 2004 *Changing Welfare Services: Case Studies of Local Welfare Reform Programs* (Haworth Press)
- Implementing Welfare Reform and Guiding Organizational Change
- Overview of Innovative Programs and Practice
- Connections Shuttle: Transportation for CalWORKs Participants
- The Guaranteed Ride Home Program: Transportation Services for Welfare-to-Work Participants
- Training Exempt Providers to Build High-Quality Child Care
- Integrating Mental Health and Substance Abuse Services into a County Welfare-to-Work Program
- Combining Business with Rehabilitation in a Public Work Center for Disabled and Low-Income Participants
- The Family Loan Program as a Public-Private Partnership
- The Adopt-a-Family Program: Building Networks of Support
- Utilizing Hotline Services to Sustain Employment
- Hiring TANF Recipients to Work in a County Human Services Agency
- Promoting Self-Sufficiency through Individual Development Accounts (IDAs)

Fostering Neighborhood Involvement in Workforce Development		Crossover Services between Child Welfare and Welfare-to-Work Programs
Neighborhood Self-Sufficiency Centers	2003	The Implications of Managed Care and Welfare Reform for the Integration of Health and Welfare Services – <i>Journal of Health and Social Policy</i> , 18(2)
A Community Partnership Approach To Serving the Homeless		
Wraparound Services for Homeless TANF Families Recovering from Substance Abuse	2001	A Comparative Analysis of Prop 10 Strategic Plans Developed by Ten Bay Area Counties
Building a Coalition of Non-Profit Agencies to Collaborate with a County Health and Human Services Agency	2001	Step by Step: Building the Infrastructure for Transforming Public Social Service Agencies into Learning Organizations
Collaborative Partnerships Between a Human Services Agency and Local Community Colleges	2001	Aging Out of Foster Care: What Do We Know about Helping to Emancipate Youth and the Independent Living Programs in the Bay Area
Introducing Organizational Development (OD) Practices in a County Human Services Agency	1999	Overview of Affordable Housing Issues in Relationship to Welfare Reform
Preparing Human Service Workers to Implement Welfare Reform: Establishing the Family Development Credential in a Human Services Agency	1999	Overview of Transportation Issues in Relationship to Welfare Reform
Merging a Workforce Investment Board and a Department of Social Services into a County Department of Employment and Human Services	1999	Overview of Issues Related to Ups and Downs in the Business Cycle Affecting Current and Former Welfare Recipients
Blending Multiple Funding Streams into County Welfare-to-Work Programs		

BASSC EXECUTIVE DEVELOPMENT PROGRAM IN THE HUMAN SERVICES

The Executive Development Program in the Human Services, completing its 24th year in 2017 with over 700 graduates, is a successful collaboration between the Bay Area Social Service Consortium (BASSC), the UC Berkeley School of Social Welfare, and UC 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 in three one-week modules over the academic year. The major issues covered include:

MODULE ONE

On 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, Coaching and Support
- Leadership Development

MODULE TWO

On Core Knowledge and Skills

- Presentation Skills (workshop)
- Creating a Learning Organization
- Public Relations
- Personnel Issues
- Information Technology
- State and County Budgeting Process

MODULE THREE

On the Integration of Learning and Practice

- Case Presentations
- Strategic Planning
- Serving Diverse Populations
- Community Organization and Outreach
- 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.

Funding is provided by the individual counties as well as federal Title IVe grant funds through the California Social Work Education Consortium (CalSWEC) that supports participants working in the area of child welfare.

Andrea DuBrow MSW, MPH 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 UC Berkeley School of Social Welfare faculty, Bay Area Social Service Department Directors, and outside consultants.

EXECUTIVE DEVELOPMENT PROGRAM GRADUATES

ALAMEDA

1994-1995

Carol Collins
Chris Czaplá
Barbara Hedani-Morishita
Jill L'Esperance
Mario Solis

1995-1996

Patti Castro
Gana Eason
Rita Hayes
Linda Kretz
Elliott Robinson

1996-1997

Tom Clancy
Marilyn Ghiorso
Will Johnson
Joyce Richardson
Erika Shore
John Tran

1997-1998

Emmie Hill
Brendan Leung
Patsy Pinkney Phillips
Kenneth Shaw, Jr.
Stewart Smith
Laura Valdivia

1998-1999

Melissa Lim Brodowski
Pauline Keogh
Sylvia Myles
Kris Perry
Joe Rodrigues
Mark Woo

1999-2000

Lynn Brooks
Sherri Brooks
Neola Brown
Tamarra Brown
Frank A. Robertson
Susan Schorr
Glenn Wallace

2000-2001

Don Edwards
Dorothy Galloway
Amada Robles
Rosemary Salters

2001-2002

Diana D. Cruz
Carl Pascuals
Renee D. Sims
Augustus Yiu

2002-2003

Dorothy Hicks
Ada Lillie
Sandy Stier

2003-2004

Hannia Casaw
Jim Damian
Teri Donnelly
Robin Lockett
Mary Packard Miller

2004-2005

Yolanda Baldovinos
Saundra Barnes
Dora Fisher
Jon Pettigrew

2005-2006

Irene Chavez
Andrea Ford
Victoria Tolbert

2006-2007

Lisa Lahowe
Connie Linas
Marsha Rice
Cynthia (Cindy) Rinker
Lea Spencer

2007-2008

Faith Battles
Rhonda Boykin
Lorena Briseno
Millicent Miles
Amy Thompson

2008-2009

Jim Cunniff
Maria Panesi Guerra
Michelle Love
Julia Martinez
Marcella Velasquez

2009-2010

Paul Kim
Randy Morris
Lula Parker
Fina Perez
Denise Robinson

2010-2011

Rosa Beaver
Renaye Johnson
Robyn Scott
Huong Tran

2011-2012

Antionette Burns
Dana Castillo
Sonya Frost Fenceroy
Shress Moten
Tracy Murray
Beverly Warren

2012-2013

LaTrelle Martin
LaTonya Phillips
Jennifer Uldricks
Elizabeth Verduzco

2013-2014

Kathy Chen
Saundra Pearson
Laura Schroeder

2014-2015

Joanne Cattaneo
Kouichoy Saechao
Detra Teal

2015-2016

Lauren Baranco
Regina Dean
Michelle Key
Vivien Xia

CONTRA COSTA

1994-1995

Stefanie Guynn
John Lee
Ralph McGee
Bill Weidinger

1995-1996

Sharon Bacon
Shirley Kalinowski
Bob Sessler

1996-1997

Charles Couch
Jewel Mansapit
Christina Moore-Linville
Ken O'Day

1997-1998

Christine Gallagher
Steve Peavler
Pamela Phillips
Lois Rutten

1998-1999

Pat Herrera
Jennifer Jody Rellar
Joe Stoddard
Paul Ward

1999-2000

Debi Moss
Beverly Wright
John Zimmerman

2000-2001

Carl Dudley
Lori Larks
Eloise Sotelo
Tonya Spencer

2001-2002

Dennis Bozanich
Paul Buddenhagen
Denise Carey
Donna Thoreson

2002-2003

Karen Bridges

Mitchell Martinez
Toni Nestore

2003-2004

Neely McElroy
Vincent Odusanya
Patricia Perkins

2004-2005

Ralph Alvarado
Valerie Chatman
Kathy Marsh

2005-2006

Hollidayle Hertweck
Denise Reynolds
Valerie Stewart

2006-2007

Christine Craver
Eric Cho
Peggy Henderson
Nhang Luong
James Paulsen
Patricia Wyrick
Ralph L. White

2007-2008

Dan Abrami
Stephen Baiter
Sena Perrier-Morris
Amy Rogers
Ron Stewart

2008-2009

Terrie Adams
Jagit Bhambra
Scott Danielson
Magdalene Gabel

2009-2010

Donlon William Adamich
Patricia Crain
Joan Miller
Matthew Welch

2010-2011

Richard Bell
David Eisenlohr
Roxane Foster
Eric Pormento
Jan Watson

2011-2012

Rebecca Darnell
Renee Giometti
Anna Pineda-Martinez
Anne Struthers

2012-2013

Rosalyn Guillory
Lawrence Jones
Ken Kinard
Kristina Miller
Joanne Sanchez-Rosa
Rhonda Smith

2013-2014

Barbie Guardino
Lori Juarez
Christina Reich
Leilani Scharff-Lunch
Kelli Zenn

2014-2015

Susan Bain
Nancy Hager
Lindsay Kennedy
Cecilia A. C. Merchan
Michael A. Roark
Hannah Slade

2015-2016

Kenya Campbell
Blanca Hanley
Jennifer Klein
Natasha Paddock

MARIN**2001-2002**

Elinor J. Marcelous
Heather Ravani

2003-2004

Marty Graff
Paula Robertson

2004-2005

Alva Ackley

2005-2006

Chua Chao

2007-2008

Julie Lenhardt

Lee Pullen

2008-2009

Kari Beuerman
Racy Ming

2009-2010

Carlos O. González

2010-2011

Ana Bagtas

2011-2012

Lupe Reyna-Coffin
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James Vilella

2012-2013

Andrea Bizzell
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2013-2014

La Valda Marshall

2014-2015

Mark Vanderscoff

2015-2016

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MONTEREY**1997-1998**

Helen Shaw
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1998-1999

Sue Appel
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1999-2000

Priscilla McPherson
Barbara Verba

2000-2001

Cindy Cassinelli
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2001-2002

Mary Goblirsch
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Christine Lerable
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2005-2006

Margaret Huffman
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2006-2007

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2007-2008

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NAPA**1994-1995**

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SAN FRANCISCO**1994-1995**

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Cilla Shaffar
Emily Tjhin

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Kathleen Stahr

2010-2011

Martha Huettl

Sylvia Jefferson
 Mark Lapid
 Don Long
 Verónica Q. Moreno
 Carlotta Royal
 Patricia Sun

2011-2012

Leon Bassett Jr.
 Jennifer Hubbs
 Rosario Portillo

2012-2013

Gilbert Murillo
 Marie Sanders

2013-2014

Leslie Griffith
 Kingston Lum
 Welmin Militante
 Larry Merkur
 Lily Vasquez
 Irina Zhuravleva

2014-2015

Minerva Beltran-Gonzalez
 Arturo Garcia
 Deepka Jackie Howe
 Martha Jacquez
 Ana Labrador

2015-2016

Delfina Morris
 Byron Myers
 Idelle Villarreal-Pickering
 Katrina Williams

SANTA CRUZ

1994-1995

Judy Schwartz

1995-1996

Ellen Timberlake

1996-1997

Francie Newfield

1997-1998

Cheryl Bentley
 Mark Holguin

1998-1999

Gary McNeil
 Maryanne Rehberg

1999-2000

Melissa Delgadillo
 Claudine Wildman

2000-2001

Trevor Davis
 Susan Gilchrist

2001-2002

Rick Allemandi
 Angelica F. Glass

2002-2003

Kelli Kopeck

2003-2004

Nancy Virostko

2004-2005

Melissa King

2005-2006

Gail Goudreau
 Cathy Groh
 Gidget Ramirez

2006-2007

Terri German
 Julia Sheehan
 Abby Wexler

2007-2008

Kathryn Maurer
 Nancy Williams

2008-2009

James Dyer
 Raven Harris

2009-2010

David Brown
 Sherra Clinton

2010-2011

Emily Balli
 Mary Greenham

2011-2012

Karina Aragon
 Stephanie Vikati

2012-2013

Sandy Skezas

2013-2014

Sharon Fox

2014-2015

Micki Coca Buss
 Leslie Goodfriend
 Kimberly Petersen
 Andrew Stewart

2015-2016

Alfredo Ramirez

SOLANO

2004-2005

Jacquelyn Butcher-Rankin

2011-2012

Natasha Hamilton
 Brandi Moore

2015-2016

Kelley Curtis
 Joyce A. Goodwin

SONOMA

1994-1995

Katherine Kennedy

1995-1996

Margaret Ahern
 Mary Ann Swanson

1998-1999

Karen Fies
 Diane Kaljian
 Debbie Kelly
 Maureen Lewis

1999-2000

Marion Deeds
 Ray Leonard
 Roy Redlich

2000-2001

Sherry Alderman
 Mimi Rudin

2001-2002

Linda Clifford
 Nick Honey

Kim Seamans

2002-2003

Diane Madrigal
 Van Guilder
 Alfredo Perez
 Al Redwine

2003-2004

Tara Smith

2004-2005

Bob Harper
 James Washington
 Kathy Young

2005-2006

Frederick Jones
 Carol Rex

2006-2007

Meg Easter-Dawson
 Stacy Perkins
 Tracy Repp

2007-2008

Mignon Evans
 Gary Fontenot

2008-2009

Katie Greaves
 Tamara Larimore
 Elden McFarland

2009-2010

Karen Price

2010-2011

Peter Barrett
 Francine Conner
 Paul Dunaway
 Debra Van Vleck

2011-2012

Kathleen Alves
 Janelle Aman
 Hope Hamby
 Kiergan Pegg

2012-2013

Patricia Andrews
 Kathy Halloran
 George Malachowski
 Stephanie Sheridan

2013-2014

Oscar Chavez
Steven Czegus
Kishore Jayaswal
Rebecca West
Leslie Winters

2014-2015

Angie Dillon-Shore
Eric H. Glentzer
Jennifer Kaley
Felisa Pinson

2015-2016

Cindy Becerra
Donna Broadbent
Cyndia Cole
John Daugherty
Julie Sabbag-Maskey

HUMAN SERVICES VISION 2020

A TOOL FOR THOUGHT LEADERS AS CATALYSTS FOR CHANGE

THE EVER-CHANGING CONTEXT:

Trends Past and Future

- Complexity of managing with fluid public funding
- Use of technology to manage and improve organizational operations
- Need for interaction between human services, health and behavioral health services, and criminal justice services
- Changes in community-agency relations and increased need for inter-agency collaboration
- Need to strengthen agency-university partnership

THE EVOLVING PROCESS:

- Improving the human condition by making the transition from “Doing more with less” to “Doing more differently”

COMMUNITY INITIATIVES

- Promoting community well-being and impact assessment with a focus on child and family well-being as well as adult and aging well-being
- Creating a more holistic and integrated safety net to support self-sufficiency in our geographic pockets of poverty in an effort to reduce poverty across the life span

- Redefining the relationship with community non-profit partner agencies, especially related to service experimentation
- Expanding service integration across sectors (public education, criminal justice, behavioral health, and health care)
- Assessing the impact of the built environment in order to reduce the impact of child poverty (safety, access to healthy food, school supports, etc)

PRACTICE INITIATIVES

- Using measures of service outcomes to promote evidence-informed practice and the ongoing development of learning organizations
- Incorporating the health determinants of social well-being into current social service practices
- Increasing the role of client voice at all levels of organizational decision-making including the use of participatory action research
- Integrating university faculty into agency operations and strengthening fieldwork education and applied research in support of inter-disciplinary and evidence-informed practice
- Using technology (e-learning and dashboards) to expand staff knowledge and skills as a way of serving as local human service policy experts