

COUNTY OF SAN DIEGO
Child and Family Strengthening
Advisory Board
Minutes of June 8, 2020

BOARD OF SUPERVISORS

- GREG COX First District
DIANNE JACOB Second District
KRISTIN GASPAR Third District
NATHAN FLETCHER Fourth District
JIM DESMOND Fifth District

Members Present:

- Supervisor Greg Cox, County Board of Supervisors
Supervisor Nathan Fletcher, County Board of Supervisors
Judge Ana España, Juvenile Court
Alethea Arguilez, First 5 San Diego
Crystal Irving, Protective Services
Sarah Pauter, Phenomenal Families
Meredith Riffel, District 2 Appointee
Adam Reed, Dependency Legal Services
Carolyn Griesemer, Children's Legal Services of San Diego
Stephen Moore, Voices for Children, Inc.
Jeff Weimann, Angels Foster Family Network
Cheryl Rode, San Diego Center for Children
Kimberly Giardina, Child Welfare Services
Dean Arabatzis, County Health and Human Service Agency
Maddy Kilkenny, District 5 Appointee
Suzanne Starling, Chadwick Center for Children and Families
Sade Burrell, Former Foster Youth
Melissa Villagomez, Former Foster Youth
Simone Hidds-Monroe, San Pasqual Academy
Jessica Heldman, AB & Jessie Polinsky Children's Center
Patty Boles, Straight from the Heart, Inc.
Scott Huizar, County Probation Department
Shane Harris, District 3 Appointee

Members Not Present:

- Dr. Paul Gothold, San Diego County Office of Education
Armand King, Paving Great Futures

Staff Present:

- Stephanie Gioia, Supervisor Nathan Fletcher's Office
Khea Pollard, Supervisor Greg Cox's Office
Kyle Sand, County Counsel
Sandra McBrayer, The Children's Initiative
Sarah Rafi, County Health and Human Services Agency
Rachel Weber, County Department of Human Resources

1) Welcome and Introduction

- Supervisor Cox brought the meeting to order at 10:01 AM. Advisory Board members did roll call.

2) Public Comment

- One member of the public addressed the Advisory Board.
o A member of the public stated he would like to broaden the scope of investigations to encompass emotional, psychological, and physical abuse. He stated his frustrations with false allegations and how they impact families.

3) Approval of the Statement of Proceedings/Minutes for the Meeting of January 10, 2020

- Supervisor Fletcher called for a motion to approve the minutes of the January 10, 2020 meeting, Maddy Kilkenny moved to approve, Crystal Irving seconded the motion, with all members present voting in favor.

4) Subcommittee Updates

- Supervisor Fletcher introduced the work of the subcommittees and turned the update over to Sandra McBrayer.
Sandra McBrayer shared that many more recommendations from the original Workgroup have been completed or will now be ongoing and described the progress that was reviewed and approved by each subcommittee. Sandra shared that the meeting materials for today's

meeting contain the minutes from each of the three last subcommittee meetings and outlines their work from the last meeting. Kim highlighted each of recommendations from the various subcommittees that have been completed or will now be ongoing practices or policies:

- **Workforce Development**

- The following recommendations are completed or will be ongoing:
 - Consult with outside experts to conduct workload analysis, optimal caseloads and staffing levels (8)
 - Explore state and national best practices as to the number and quality of social worker visits with families (9)
 - Assess the quality of face to face contacts and home visits using best practices and resources created by the Capacity Building Center for States (11)
 - Strengthen CWS Policies to ensure face-to-face contacts with children, youth and families reflect best practices (12)
 - Require supervisors and managers to attend annual advanced simulation trainings aimed at improving quality, reflective supervision skills (20)

- **Child and Family Services**

- The following recommendations are completed or will be ongoing:
 - Keep sibling sets at Polinsky Children's Center longer than 10 days, if necessary, in order to keep sibling sets together (8)
 - Submit a written report, if necessary, to the California Department of Social Services explaining the reasons for the overstay, as provided for in Welfare and Institutions Code (10)
 - Include the checklist analysis in the Child and Family Team report that is provided to the court, parties and counsel (15)
 - Ensure that there is a specific, written expectation in all relevant CWS policies that youth in the foster care system receive the benefit of the statutory legal preference that they remain in their school of origin (16)
 - Collaborate with PCC medical staff and the Juvenile Court to develop an updated joint protocol to obtain parent consent or Juvenile Court order to treat children entered and detained at PCC (18)
 - Investigate the ability to use community partners to complete or transfer a resource family applicant for approval (28)
 - Leverage the internet and social media to connect, inform and recruit potential resource families (32)
 - Consolidate the three different web pages currently used by the County for resource family information, sharing and recruitment (33)

- **Organizational Structure**

- The following recommendations are completed or will be ongoing:
 - Identify leaders with the skill to direct, model and inspire others as champions for excellence (1)

- Create public recognition for staff at all levels whose work personifies these values (4)
 - Identify leaders with a clear willingness to examine their organization with honesty and transparency (5)
 - Realign current reporting relationships of CWS operations in each region from the Director to the CWS Director (11)
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- Supervisor Fletcher allowed opportunity for questions or comments, thanked the subcommittees and reminded members of the public that all subcommittees are open to anyone interested in attending.
 - Shane Harris had concerns regarding the subcommittees addressing disproportionality and cultural competency. He shared his concern that work being done on the recommendations is not adequately addressing disproportionality and asked that this be a priority.
 - Supervisor Fletcher called for a motion to approve the completed recommendations, Alethea Arguilez moved to approve, Adam Reed seconded the motion, with members present voting in favor to approve, with Shane Harris opposing.

5) COVID-19 Update

- Supervisor Fletcher introduced the agenda item and turned the item over to Kim Giardina.
 - Kim Giardina described updates and actions being taken regarding COVID-19 and Child Welfare. She shared that CWS is experiencing a 40% reduction in calls to the Hotline and highlighted several prevention efforts CWS is working on, including: Youth to Youth messaging, partnership with schools, CARES Act funding project with Community Services for Families providers, and Partners in Prevention grant with the YMCA. Kim highlighted that CWS has continued to conduct in-person contacts between social workers and youth to ensure youth's need are met. CWS is still doing some in-person visitation with parents and children when it is safe to do so. Kim shared that Polinsky Children's Center has made several changes to ensure youth are safe, including physically distancing, checking temperatures twice daily and extra cleaning.
 - Crystal Irving asked if some of the CARES funding could be allocated to needs of CWS staff/frontline staff during COVID-19 for those working in the field and for those teleworking.
 - Jessica Heldman asked to continue the discussion around vulnerable populations in the subcommittees.
 - Melissa Villagomez asked once students start returning to school, will CWS be recruiting more staff to prepare for a surge in hotline calls.
 - Kim Giardina stated CWS is doing work with youth partners to get messaging out and working on the Partners Prevention Grant to allow for open channels of communication. CWS has been reviewing recruitment efforts to be prepared for a potential increase in cases when children return to school.
 - Melissa Villagomez stated her organization has increased the number of touchpoints with children due to COVID-19 and asked if CWS has done the same thing.

- Kim Giardina stated that CWS has been able to sustain a large number of contacts with children and youth, through both in-person and virtual visits.
- Melissa Villagomez asked if reunifications, visitations and adoptions are still occurring during the pandemic.
 - Kim Giardina stated all legal partners are working together to move cases forward. Adoption finalizations are now occurring virtually. Staff reviews cases to determine if visitations could continue virtually or in-person with safety protocols in place.
- Shane Harris asked Kim Giardina how CWS is addressing cultural competency and asked what the metrics are to determine if positive outcomes related to CARES Act funding are achieved.
 - Kim Giardina stated that CWS is ensuring providers are assisting in a culturally competent way and stated that CWS will track the number of families served and how many end up having a referral to CWS. Supervisor Fletcher reiterated that the aim of this program is to reach out early to children and families that are not CWS cases so CWS doesn't need to be involved.
- Jessica Heldman asked how testing is being prioritized in the foster care system and at congregate care facilities. Additionally, she asked how transition age youth are being supported this fall as some youth are not able to return to their previous living arrangements/dorms.
 - Kim Giardina stated the following efforts:
 - Rady Children's Hospital offers testing to youth and their families at their regular appointments.
 - CWS is working with County Counsel to update its consent processes for children at Polinsky Children's Center.
 - Housing Our Youth was approved at the last Board of Supervisors meeting, which prioritizes serving transitional age foster youth/former foster youth.
 - Foster youth cannot age out or exit foster care at this time so that they have ongoing support.
- Carolyn Griesemer stated she would be supportive of CARES funding going to front line workers visiting families in the community and is supportive of hazard pay for workers serving clients in their homes.

6) Child Welfare Services, Director's Report

- Supervisor Cox introduced the agenda item and turned the item over to Kim Giardina.
 - Kim Giardina shared that the items she wished to present to the Board were covered in the previous agenda item.

7) Child Welfare Services Upcoming/Recent Board Letter

- Supervisor Fletcher introduced the agenda item and turned the item over to Deputy Director Margo Fudge who provided the following updates:
 - Re-procure Single Source Contract with iHeartMedia
 - Authorized negotiations with iHeartMedia for media services to increase public awareness and promote CWS and HHSA initiatives.
 - Approved May 19, 2020
 - COSD and CDSS RFA Agreement Renewal

- Authorized agreement renewal for legal representation related to Resource Family Approval.
- Approved May 19, 2020
- PCC Physical Health Services and DSEP Extension
 - Authorized the extension of contracts for six months due to COVID-19 impact.
 - Approved May 19, 2020
- Polinsky Children's Center Annual Donations
 - Authorized accepting gifts and donations received by HHS for Polinsky Children's Center and CWS totaling \$50,913 for calendar year 2019.
 - Approved June 2, 2020
- CFSAB Children's Trust Fund
 - If approved, will authorize AB 2994 funding proposal for amount of \$1,050,000.
 - Will be heard at the June 23, 2020 Board of Supervisors meeting.
- Transitional Housing Program and Housing Navigation Program Acceptance of Funds/Resolution
 - If approved, will authorize the acceptance of funds for the Transitional Housing Program that will help young adults secure and maintain housing with priority given to young adults in the foster care system.
 - Will be heard at the June 23, 2020 Board of Supervisors meeting.

8) Disproportionality and Child Welfare Services Efforts to Date

- Supervisor Cox introduced the agenda item. Supervisor Cox described previous efforts with the Strong Families Thriving Communities Coalition to address disparities involving African American, Latino and Native American families. He reiterated that targeted interventions are needed to address disparities. Supervisor Cox described action steps that he has asked the subcommittee to review and discuss. Supervisor Cox then handed it over to Kim Giardina.
 - Kim Giardina stated disproportionality and disparities are a concern nationally and in San Diego County. African American families are overrepresented in the number of children in foster care and the number of removals. CWS is committed to addressing disproportionality by: utilizing Chiefs of Practice to review cases of African American families, dedicating a staff person to focus on race and equity work, recruiting more staff of color, increasing mandatory cultural responsiveness training, recruiting more Resource Families and utilizing RAD teams to further review cases.
 - Kim Giardina provided race and ethnicity data including: children with allegations, substantiations, open cases, new petitions files, removals, children in out-of-home care and substitute care providers.
 - Supervisor Cox proposed creating a subcommittee dedicated to addressing disproportionality. He stated he would like this Board to come back to its next meeting with a proposal to form this subcommittee. This subcommittee could help implement the following:
 - Developing a hiring plan to hire more African American social workers.
 - Instituting mandatory cultural competency training.
 - Crystal Irving asked what races are included in the data for the multicultural race. She also commented that she looks forward to mandatory cultural competency training for all staff.
 - Kim Giardina stated she would check on which races are included.

- Shane Harris stated that he is hopeful the new subcommittee to address disproportionality is well-rounded. He stated his interest in understanding the data better regarding relative placement of African American children to increase relative placement.
 - Kim Giardina stated there are a lot of factors that contribute to relative placement, some of which are linked to state regulations to become an approved home, like increased training requirements and background checks.
 - Sandra McBrayer stated that the new subcommittee on disproportionality could review the relative placement requirements to better understand challenges in this area.
- Shane Harris asked how CWS is addressing law enforcement interactions/removals with African American families.
 - Kim Giardina stated that mandated reporters report children of color at higher rates. She also stated that if law enforcement does remove a child CWS always conducts their own investigation.
- Several members of the public addressed the Advisory Board regarding this agenda item.
 - One member of the public stated her support for looking into the Resource Family Approval process to ensure there are not unnecessary barriers to place children with kinship caregivers.
 - One member of the public stated she would like a breakdown by ethnicity on children who have petitions filed. She also stated support for a citizen review board to review cases.
 - One member of the public stated her concern regarding her children being placed in foster care rather than in kinship care.
 - One member of the public stated she supports a community driven African American case review team to address issues of disproportionality.
 - One member of the public stated she supports quickly addressing disproportionality issues and that they should not take years to implement. She stated she supports keeping African American children with their families.
- Shane Harris requested CWS to include the source of all allegations as well as adding race/ethnicity to substantiated allegations. He also requested continuing the conversation on disproportionality.
 - One member of the public asked that all subcommittees address disproportionality.

9) Proposed Child Welfare Indicator for County Strategic Initiative- Living Safely

- Supervisor Fletcher stated that due to time constraints this item would be moved to the next Advisory Board meeting.

10) Advisory Board Member Updates

- No updates.

11) Adjournment

- Supervisor Fletcher announced that the June meeting was Sarah Pauter's last meeting serving on the Board. He thanked Sarah Pauter for all her work with the Board.
- Supervisor Cox adjourned the meeting at 12:16 PM.

Next Meeting:

- July 10, 2020

Distributed:

- Meeting Agenda
- Minutes of January 10, 2020 Meeting
- Summary of April 30, 2020 Subcommittee Meetings
- Public Communication Received
- Disproportionality PowerPoint
- EPI Summary from Operational Plan
- Subcommittee Recommendations Completed
- Board Letters
- Fostering Academic Success in Education (FASE) Overview
- Housing Our Youth Overview

Meeting minutes were submitted by Sarah Rafi. Please call Sarah Rafi at (619) 417-9114 if you have corrections or suggested revisions. She may also be contacted for agenda items or general information.



COUNTY OF SAN DIEGO

Child and Family Strengthening Advisory Board

Summary of Subcommittee Meetings

Subcommittees:

Workforce Development	9:00-10:30 am
Child and Family Services	11:00-12:30 pm
Organizational Structure	1:30-3:00 pm

Date: June 25, 2020

Location: Virtual via Zoom

Facilitators: Sandra McBrayer

Meeting Staff: Sarah Rafi, Jocelyn Nunez

Workforce Development Subcommittee Summary: 17 attendees took part in the Workforce Development Subcommittee

Sandra McBrayer opened the meeting and provided a brief overview of the agenda and Sarah Rafi reviewed the meeting materials. Sandra explained how the meeting was being conducted via the Zoom platform and provided attendees multiple ways to ask questions during the meeting. Sandra reminded the committee that the full Advisory Board asked this subcommittee to discuss the status of teleworking and CWS staff needs during the COVID-19 pandemic.

Kim Giardina, Director of Child Welfare Services, gave an overview of the CWS teleworking process and provided several updates. Kim shared that teleworking began in mid-March due to the onset of the pandemic. She stated that the majority of staff is teleworking, but some staff continues to work in the field to conduct investigations and/or home visits. Currently, CWS has state authority to determine whether an in-person or virtual visit with a family is best on a case-by-case basis. Kim stated that, due to a State Department of Social Services directive, as of July 1 CWS will no longer be allowed to conduct virtual visits except in two scenarios: when a family doesn't want visitors in the home due to health concerns or when a person in the home has symptoms of or tested positive for COVID-19. Regarding teleworking equipment, Kim stated the majority of staff has laptops and that CWS is working to ensure all staff has a laptop and cell phone. The goal is to provide all CWS staff with this technology by the end of September.

Kim stated that in assessing teleworking, CWS has seen many benefits due to their new call center software system. She stated that the new cloud-based system allows staff to take hotline calls anywhere as long as they have Internet access. Kim stated this has been a huge success, even with the reduction in hotline calls, as CWS is seeing fewer dropped calls and a significant reduction in wait times.

Participants asked several follow-up questions regarding teleworking. One member asked what happens if a family does not have the ability to do a virtual visit. Kim stated that all CWS offices have laptops set up in the lobby, enabling families to conduct their virtual visit in the office. Another member asked what

happens if a foster family is concerned about having face-to-face visits with the increase in COVID-19 cases. Kim replied that the current court order in San Diego has not changed; it says that a caseworker is to assess each case and determine if in person visits would be safe, any requests to change visitation would require notification to attorneys.

Another member stated her concern with 'body checks' occurring during regular visits. The member was concerned that CWS staff are requesting to check children's bodies, and that this is intrusive for children and care givers. Another member asked how CWS staff is handling interviews with foster parents without the child listening in. Kim stated that when doing virtual visits, the social worker will ask for the child to be away from the foster parents in a separate area.

Kim then moved on to the next agenda item and provided an update on CWS staff needs during the COVID-19 pandemic. Kim described the process of staff taking home equipment (chair, monitor, mouse, etc.) to be able to work ergonomically at home. She stated that this can be cumbersome for staff who work both in the office and at home. A member stated that staff is apprehensive because they are worried about scratching chairs while using them at home and other damage that might occur. A member stated that some CWS staff has purchased their own computers for work purposes and that some staff do not have the Internet bandwidth at home to successfully telework.

Valesha Bullock, Deputy Director of Child Welfare Services, stated that managers are working with staff to ensure they can check out equipment, but teleworking does pose some ergonomic challenges. The committee discussed the recent Board letter requesting additional pay for CWS during COVID 19 that did not pass from the Board of Supervisors. Sandra stated that this subcommittee can bring recommendations to the full Advisory Board for the Board of supervisors to consider. The committee recommended stipends or financial support to assist CWS staff with ergonomic teleworking equipment. Members indicated they agree that this recommendation makes sense and should go before the full Advisory Board.

There were several other comments submitted by members. One member stated her concern that non-school aged children, ages 2-5, may not have access to distance learning tools. Kim stated that iFoster provides free cell phones to foster youth, and that over 200 phones and laptops were distributed to families throughout the county. Sandra stated she would inquire with the County Office of Education and First 5 for additional resources. Another member stated her concern that CWS staff are not following social distancing while at work. Kim stated staff are encouraged to maintain physical distancing and must wear masks when within 6 feet. Cleaning porters come three times a day in addition to overnight cleaning. Managers also require all staff to wipe down common areas such as the copy machine, coffee pot, etc. Kim confirmed that County cars are cleaned after use and there is a County car cleaning service.

The subcommittee discussed several next steps. Sandra stated that the Glossary of Terms will be brought to the next full advisory meeting. She also stated that she is hoping to secure a trainer from Race Matter for the August subcommittee meetings to provide training on racial equity/racial impact statements.

Kim and Sandra stated they will provide an update on the following items at the next subcommittee meeting: whether 'body checks' are occurring during visits, the recommendation for funding staff teleworking to the full Advisory Board, and an update on what resources are available to support tele-visits for young, non-school aged children.

The subcommittee agreed to recommend at the next full Advisory Board for stipends and/or financial support to assist CWS staff with ergonomic teleworking equipment as well as support to workers in the field with laundry detergent and other cleaning supplies.

Child and Family Services Subcommittee Summary: 36 attendees took part in the Child and Family Services Subcommittee

Sandra McBrayer opened the meeting and provided a brief overview of the agenda and Sarah Rafi reviewed the meeting materials. Sandra explained the purpose of the meeting being virtual via the Zoom platform and provided attendees multiple ways to ask questions during the meeting. Sandra introduced that the goal of the meeting was to hear from Child Welfare Services (CWS) on State requirements for resource family approval (RFA), focusing on relative care.

Kim Giardina, Director of Child Welfare Services, gave a brief background on the resource family approval process. Valesha Bullock, Deputy Director of Child Welfare Services, provided more information on the current process and some of the challenges families' experience. She stated that prior to 2017, there was a foster care licensing process and a separate relative approval licensing process. In 2017, the state merged these processes into one for all families, including relatives and non-relatives, to streamline the process as a whole. The State's goal was to eliminate the duplication of existing processes to allow for seamless transitions to permanency. Valesha stated challenges with the RFA process are discussed monthly with the State and regionally with other southern California counties. Kim also stated that every year counties discuss challenges regarding the RFA process and bring issues to the state via associations to advocate for legislative changes.

A member asked how long approvals are currently taking and wanted to learn more about the challenges with completing the RFA process. Valesha described the emergency RFA process, the standard RFA process, the nuances of the two, and explained their respective timeline requirements (no timelines for standard versus 90 days for emergency). Prior to COVID-19, the standard case average was 111 days and the emergency case average was 94 days. Valesha stated that some of the challenges in completing the process timely include families having pools that are not yet fenced and background checks that are lengthy due to an applicant's history. She also stated that in some cases, there are certain crimes that prohibit a family from completing the process and being approved. The subcommittee discussed other barriers to completing the RFA process.

A member asked what State agency oversees the RFA process. Valesha stated it is the California Department of Social Services. Another member asked what occurs when multiple relatives would like to have an RFA completed for the same child. Valesha stated that in this case, a child and family team would work together to determine who would be the best person(s) to go through the emergency RFA process.

A member stated that there is a concern that individuals who have an open CWS case would disqualify their relatives from completing the RFA process as they would be a frequent visitor in the home. Several members had follow-up questions regarding this situation. Valesha stated that CWS works with families on a case-by-case basis and follows all state written directives. Several members of the subcommittee wanted to know if there is a way to look at who gets approved and who gets denied by race. Kim stated that CWS does not currently collect data on denials, but that CWS is in the process of converting to a new software system that should hopefully better assist with capturing this data. Sandra also asked if there is data on the number of relatives that complete the RFA process, Valesha stated that currently about 5% of relative applicants do not complete the RFA process. Another member shared her personal experience with the relative placement process, when she was not able to take relative children due to financial reasons. She encouraged CWS to consider better support for relatives financially so they can care for children.

The subcommittee discussed several next steps. Sandra stated that the Glossary of Terms will be brought to the next full advisory meeting. She also stated that she is hoping to secure a trainer from Race Matter for the August subcommittee meetings to provide training on racial equity/racial impact statements.

Kim stated CWS will provide an update on additional family member contact hindering placement and any

updates regarding data on denied placements at the next subcommittee meeting.

The subcommittee agreed to recommend the formation of a new subcommittee on race and equity at the next full Advisory Board meeting.

Organizational Structure Subcommittee Summary: 24 attendees took part in the Organizational Structure Subcommittee

Sandra McBrayer opened the meeting and provided a brief overview of the agenda and Sarah Rafi reviewed the meeting materials. Sandra explained the purpose of the meeting being virtual via the Zoom platform and provided attendees multiple ways to ask questions during the meeting.

Sandra introduced that the goal of the meeting was to hear about Child Welfare Services' (CWS's) past and current organizational structure. Kim Giardina, Director of Child Welfare Services, provided background regarding the organizational recommendations that came from the working group and the idea behind implementing the of Chief of Practice positions. Kim described the previous organizational chart (March 2020) and explained how CWS was structured under the regional model. In this chart, the CWS director and three other regional directors shared the responsibility for CWS operations. Kim explained that this regional structure was formed to ensure that regional directors would be responsive to their unique communities. Kim described that under the March 2020 organizational chart, the Chiefs of Practice aligned under the CWS assistant director.

Beginning in April 2020, due to COVID-19, the Health and Human Services Agency (HHSA) shifted to an interim organizational structure that changed the alignment of programs within HHSA. With the interim organizational structure all CWS staff is aligned under its director. This allows CWS to ensure consistent communication to all CWS staff and allows the director to have oversight over the entire CWS system. One member commented that this new organizational structure has allowed for better communication between his foster family agency and CWS and that it seems to have improved operations greatly. The member asked if this structure would remain after the pandemic and Kim responded that because COVID-19 does not seem to be subsiding, this structure will remain in place for the near future. She also stated that staff will be gathering metrics (workforce, retention, etc.) to see the impacts of the change so leadership can make the determination whether this new model should remain. Kim added that CWS staff has not been reassigned due to the organizational chart changes and that the reorganization did not incur costs.

The subcommittee discussed bringing to the full Advisory Board a formal recommendation that the new structure should remain. Members agreed that the current organizational structure be recommended for approval to the full Advisory Board. Another member stated that CWS social workers prefer this structure as it provides better accountability and consistency in reporting. Another member echoed that this new structure appears to streamline reporting; communication will benefit the community at large. Another member stated that she would like this structure to stay if it is working well and that she is excited to see this progress on the recommendations.

One member asked if the role of the Chiefs of Practice has changed in the new structure. Kim stated that the intent and the role of the Chiefs has not changed. Another member asked if CWS plans to hire more social workers. Kim stated that there are plans to hire 5 cohorts of 30 people in this new fiscal year (July 2020-June 2021). Kim also stated that CWS is focusing on social worker retention by developing training units to thoughtfully develop new social workers. Kim added that the implementation of these training units is an outcome of the working group recommendations.

Regarding the planned hiring that Kim described, one member asked how the county's hiring freeze will affect CWS. Kim stated that the hiring freeze will not affect the hiring she described. One member stated that San Diego is a very expensive place to live and asked if higher wages for social workers is being

Agenda Item #4

considered. Kim stated salaries are determined by the labor negotiation process between the union and the Board of Supervisors; CWS has no control over salaries. Another member asked if social worker caseloads can be reduced and Kim responded that CWS received 125 new positions in the past year and that all the positions have been filled. Kim added that throughout the coming year CWS will be able to see the impact on caseloads due to the additional staff.

Another member was concerned that using the word “Chief” is cultural appropriation and is not appropriate. Kim replied that Chief of Agency Operations is a title within HHSA and that staff have also inquired if the name can be changed. Sandra mentioned that this concern could be reviewed by the new County of San Diego Human Relations Committee and possibly the additional subcommittee on disproportionality that has been proposed. Members discussed that Advisory Board members can bring this up at the next full Advisory Board meeting. One member asked for clarification on the role of Director of Practice. Kim clarified that this was a dual role within the Assistant Director position.

The subcommittee discussed several next steps. Sandra stated that the Glossary of Terms will be brought to the next full advisory meeting. She also stated that she is hoping to secure a trainer from Race Matter for the August subcommittee meetings to provide training on racial equity/racial impact statements. Advisory Board member Melissa Villagomez stated she would bring up the concern regarding the “Chief” classification being inappropriate at the next full Advisory Board meeting.

The subcommittees agreed to recommend full support for the implementation of the current organizational structure to the Advisory Board at its next meeting.



HOUSING OUR YOUTH (HOY) PRESENTATION OVERVIEW: CHILD & FAMILY STRENGTHENING ADVISORY BOARD

July 10, 2020





LIVE WELL SAN DIEGO

Building
Better
Health

Living
Safely

Thriving

AGENDA



- Background & Purpose
- Program Overview
- Questions/Feedback From Industry Day

Background & Purpose



Background - Housing Our Youth

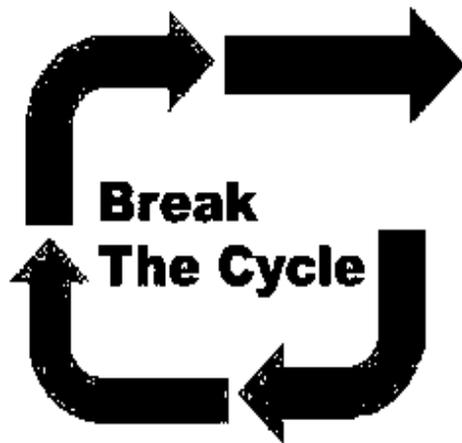
- Combined:
 - Supervisor Cox's vision to support homeless youth;
 - Builds on work of Coordinated Community Plan to End Youth Homelessness

Background & Purpose



Purpose – Housing Our Youth

Something more than just another case management and housing program...



Overview



Who is eligible?

Youth up to and including 24 years of age, who are homeless or at-risk of homelessness AND any of the following:

- former foster youth who are pregnant, parenting, or both
- former foster youth generally
- at-risk youth, such as those who are at-risk of commercial sexual exploitation or human trafficking



What could the program look like?

Sustainable housing PLUS...some ideas might be...

- Paid Work Experience
- Transportation Resources
- Paid Childcare – not just a referral
- Flexible Financial Support for emergencies and other stuff that life brings

Questionnaire



Youth Focused Questions

- What services do you feel you need the most to help you have stability and success in a home or apartment?
- Have you visited a drop-in or day center for people experiencing homelessness to seek services? If so, what services did you use (for example: food, counseling, clothing, showers, laundry, bus tokens, personal hygiene supplies)?
- Has there ever been a reason why you did not want to go to a shelter or a housing program for services? If so, please explain why.
- What traits or behaviors are important to you in working with adults who offer support?

Questionnaire



LIVE WELL
SAN DIEGO

Youth Focused Questions

- What barriers have you encountered that stopped you from being successful in school and/or employment?
- Has there ever been a service that you needed that did not exist or was not available to you at the time of request? What was it?
- Where do you find information about services or housing available for people experiencing homelessness?

Questionnaire



Community Organization Questions

- As a community partner what has been your biggest challenge in serving youth or young adults experiencing homelessness?
- Does your organization have a youth advisory/action board or group comprised of youth who have experienced homelessness? If so, how do you use the information and perspectives fostered from these groups to inform your programs?
- What aspects of partnerships or relationships with housing providers have led to the best housing outcomes in your experience?

Thank you



Contact Information:

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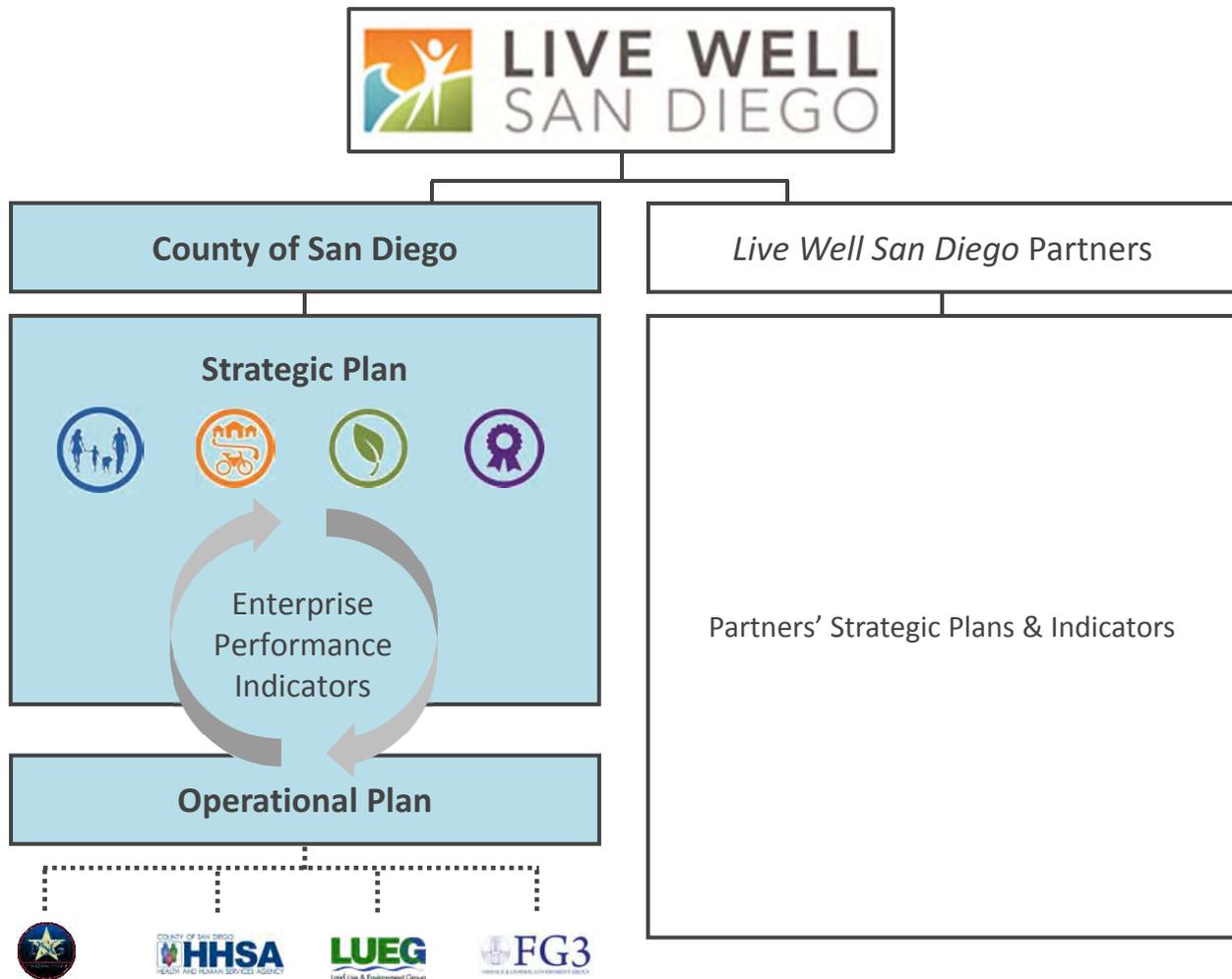


Enterprise Performance Indicators

Background

The County of San Diego (“County”) is continuously improving its strategic planning processes. Starting in 2015, the County’s Strategic Plan was updated to include Audacious Visions and Enterprise Wide Goals. To further enhance the alignment with the Operational Plan, the Strategic Plan was revised in the following year. In 2017, Enterprise Performance Indicators (EPIs) were developed to measure the County’s success in achieving the Audacious Vision and capture regional contributions.

All of this comes together graphically in the diagram below. At the top is *Live Well San Diego*, a vision for a region that is Building Better Health, Living Safely and Thriving. The County along with the *Live Well San Diego* partners work collectively to contribute to this vision. At the County, the Strategic Plan is a roadmap for achieving the vision, and the EPIs will measure the progress and collective impact of business groups on the Strategic Plan. The Operational Plan supports the strategic planning process, and all the business groups contribute to the Operational Plan with measures that connect all the way to the Strategic Plan and EPIs.



Performance Indicators

Enterprise Performance Indicators (EPIs) are intended to measure the County’s progress toward the Audacious Visions set in the County’s Strategic Plan. The EPIs demonstrate both how the County specifically is performing, and how multiple individuals, organizations, and governments are coming together to create a collective impact. These outcome-based measures are divided into the four Strategic Initiatives, and the definitions for the EPIs follow below. For additional information, please visit: <https://data.sandiegocounty.gov/performance>.

Building Better Health (BBH)

- **Life Expectancy:** Average number of years a baby born today is expected to live in the San Diego Region
- **Healthy Independence:** Percentage of the population sufficiently healthy to live independently (not including those who reside in nursing homes or other institutions) in the San Diego Region

Living Safely (LS)

- **Crime Rate:** Crimes per 1,000 people (including violent and property crimes) in the San Diego Region
- **Accidental Death:** Number and rate per 100,000 of deaths through motor vehicle deaths, drug overdoses, falls, drownings and all other accidents each year in the San Diego Region
- **Household Disaster Preparedness*:** Percent of households that have taken significant preparedness steps in the San Diego Region
- **All Children, Youth and Older Adults are Protected from Abuse*:** Analysis for this indicator is still under development

Sustainable Environments/Thriving (SE/T)

- **Transportation*:** Access to quality roads, walkable community, and public transit
- **Access to Community Spaces:** Percent of households that have adequate access to community space in the San Diego Region
- **Air Quality:** Percent of days air quality rated as healthy in the San Diego Region
- **Open Space Preservation:** Number of acres of open space preserved in the San Diego Region
- **Housing Affordability:** Percent of the population spending less than a third of household income on housing in the San Diego Region
- **Unemployment Rate:** Percent of the total labor force that is unemployed (ages 16 and over) in the San Diego Region
- **Consumer Assurance*:** Confidence in timely, accurate, and quality delivery of goods and services in the San Diego Region
- **Volunteerism & Community Participation*:** Analysis for this indicator is still under development

Operational Excellence (OE)

- **Customer Service:** Average rating on responses received to Countywide customer service survey
- **Fiscal Stability as measured by the County’s Credit Rating:** Assessment of the County’s creditworthiness in general terms
- **Employee Engagement*:** Average rating on responses received to Countywide employee engagement survey

**Indicators that are still in development*





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Community Support Services

Child Abuse Prevention Coordinating Council (CAPCC)

The Child Abuse Prevention Coordinating Council (CAPCC) was developed to coordinate the community's efforts to prevent and respond to child abuse. CAPCC provided a forum for interagency cooperation and coordination in the prevention, detection, treatment, and legal processing of child abuse cases.

Child and Family Strengthening Advisory Board (CFSAB)

The Child and Family Strengthening Advisory Board of San Diego County was created to enhance the ability of the County to prevent and respond to child abuse and neglect. The Advisory Board has absorbed the duties of the Child Abuse Prevention Coordinating Council and will work closely with the Polinsky Children's Center Advisory Board and the San Diego Foster Care Services Committee. The Advisory Board has broad oversight over the County's child welfare system.

Cultural Broker

Cultural brokering is the act of bridging, linking, or mediating between groups or persons of different cultural backgrounds for the purpose of reducing conflict or producing change (Jezewski, 1990). A cultural broker is defined as a go-between, one who advocates on behalf of another individual or group (Jezewski & Sotnik, 2001).

Foster, Adoptive, and Kinship Care Education (FAKCE) Program

The Foster, Adoptive and Kinship Care Education (FAKCE) Program is a program through the California Community College Chancellor's office and is facilitated through Grossmont Community College. FAKCE provides pre-approval and post-approval training and education classes for Resource Parents in San Diego County.

First 5 Commission of San Diego

Through a variety of initiatives including home visiting, healthy development services, and supporting high quality early learning the First 5 San Diego promotes the health and well-being of young children during their most critical years of development, from the prenatal stage through five years of age. The goal is to help ensure that every child in San Diego County enters school ready to succeed. First 5 San Diego provides San Diego's youngest children with healthy development screenings, dental care, high-quality early learning, and parenting/family support services. Visit the First 5 San Diego website for more information: www.first5sandiego.org

Juvenile Justice Comprehensive Strategy Task Force (JJCSTF)

The Juvenile Justice Comprehensive Strategy Task Force (JJCSTF) works in partnership with the Juvenile Justice Coordinating Council (JJCC) of San Diego County and serves as a platform to address emerging issues with at-risk youth in the juvenile justice system. JJCSTF maximizes partnerships and resources on behalf of San Diego County's youth, and provides input into a comprehensive multi-agency plan that identifies resources and strategies for providing an effective continuum of responses for the prevention, intervention, supervision, treatment, and incarceration of juvenile offenders, including strategies to develop and implement local



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out-of-home placement options for the offender.

Juvenile Justice Coordinating Council (JJCC)

The Juvenile Justice Coordinating Council (JJCC) of San Diego County develops and implements a continuation of county-based responses to juvenile crime and to set priorities for the use of grant funds. The JJCC also develops a comprehensive multi-agency plan that identifies resources and strategies for providing an effective continuum of responses for the prevention, intervention, supervision, treatment, and incarceration of juvenile offenders, including strategies to develop and implement local out-of-home placement options for the offender.

Office of the Ombudsman (OOO)

The Office of the Ombudsman of the Child Welfare Services is an internal unit that conducts independent reviews of complaints concerning policies or practices. Complaints can be lodged by members of the public, community organizations or agencies.

San Diego County Office of Education (SDCOE)

The San Diego County Office of Education (SDCOE) serves San Diego County's most vulnerable students, and supports school leaders, teachers, and students across the county. They support nearly 780 schools and more than 500,000 students, including the 3,150 children that are educated through Juvenile Court and Community Schools. SDCOE provides a variety of services for the 42 school districts, 124 charter schools, and five community college districts in the county.

San Diego State University (SDSU) Academy of Professional Excellence

The Academy for Professional Excellence is a project of the San Diego State University School of Social Work and provides workforce development and learning experiences for a variety of social service organizations. Child Welfare Services partners with the Academy's Child Welfare Development Services (CWDS) branch for the provision of state core curriculum for workers and supervisors, coaching, advanced training, technical assistance, and other workforce development services.

Youth Development and Community Support Services

The San Diego County Probation Department bifurcated into two distinct divisions, in 2019, one for adult and one for youth. The Youth Development and Community Support Services branch of the department is solely focused on providing probation services to youth in the county's juvenile institutions and in the community.

Facilities

East Mesa Juvenile Detention Facility (EMJDF)

East Mesa Juvenile Detention Facility houses both pre-adjudicated and post-adjudicated juvenile males between the ages of 12 to 21 years old. Located in East Otay Mesa, north of Brown Field, it has a Board of Corrections maximum capacity of 290. EMJDF opened for operation in June 2004.



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Emergency Screening Unit (ESU)

The Emergency Screening Unit provides emergency psychiatric evaluations and crisis stabilization, and when indicated, facilitates admission to psychiatric inpatient care for Medi-Cal and unfunded to children and adolescents up to age 18.

Foster Family Agency (FFA)

The agency is a public or private organization, organized and operated on a nonprofit basis that provides services and supports to foster homes for foster children in need of specialized care.

Foster Family Agency Homes

A FFA certified foster home provides specialized care to children who need more therapeutic care than what is normally provided in a licensed foster home.

Girls Rehabilitation Facility (GRF)

The Girls Rehabilitation Facility (GRF) is a secure residential commitment facility located in Kearny Mesa. The facility provides intensive, highly structured rehabilitative programming for juvenile females between the ages of 13 to 18 years old.

Juvenile Hall (JH)

Juvenile Hall is a maximum-security, juvenile detention facility located in Kearny Mesa. This facility houses male and female youth, ages 12 to 18, awaiting Juvenile Court and placement. The average length of stay is less than a month.

Polinsky Children’s Center (PCC)

The A.B. and Jessie Polinsky Children's Center is a 24-hour facility for the temporary emergency shelter of children who must be separated from their families due to abuse, neglect, or when parents cannot provide care.

San Pasqual Academy (SPA)

San Pasqual Academy, a first-in-the-nation residential education campus designed specifically for foster youth, serves as a placement option for dependents of the Juvenile Court, 12-17 years old, and Non-Minor Dependents (NMDs) up to age 19 years old.

Short Term Residential Treatment Programs (STRTP)

Formerly known as a group home, STRTPs are residential facilities operated by a private organization that provides short-term 24-hour care and supervision to children using an integrated program of specialized and intensive care and support, services and supports, and treatment.

Urban Camp

Urban Camp is 24-hour, minimum-security facility for post- adjudicated youth. Youth are typically sentenced to these programs for several months or up to a year.



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Federal Regulations

Child Welfare Services CA Automated Response and Engagement System (CWS CARES)

This is the new statewide database system that will replace the current case management system, CWS/CMS. CWS CARES will enhance access and tracking for child welfare workers to better ensure safety, well-being, and permanency of children at risk of abuse and neglect.

California Law Enforcement Telecommunication Systems (CLETS)

The California Law Enforcement Telecommunication Systems (CLETS) is a computer system that searches criminal history nationwide for all jurisdictions reporting to it.

Family First Prevention Services Act (FFPSA)

The Family First Prevention Services Act was signed into law as part of the Bipartisan Budget Act on February 9, 2018. This act reforms the federal child welfare financing streams, Title IV-E and Title IV-B of the Social Security Act, to provide services to families who are at risk of entering the child welfare system. The bill aims to prevent children from entering foster care by allowing federal reimbursement for mental health services, substance use treatment, and in-home parenting skill training. It also seeks to improve the well-being of children already in foster by incentivizing states to reduce placement of children in congregate care.

Kinship Guardianship Assistance Payment (KIN-GAP) Program

The Kinship Guardian Assistance Payment (Kin-GAP) Program was established to promote permanency for foster children living with an approved relative caregiver by offering guardianship through the juvenile court when dependency is dismissed. The Kin-GAP Program offers financial assistance and other support services such as Medi-Cal for a child who is placed with an approved relative legal guardian. The payment amount cannot exceed the amount the child/youth would have received in foster care. Factors such as the child's needs and the relative guardian's circumstances, along with the continuation of any other applicable rates (such as the specialized care increment, teen parent rate) received while in foster care, are factored into the Kin-GAP negotiated agreement payment. A relative caregiver's participation in Kin-GAP is strictly voluntary and not mandated by any regulation or statute. Each family's situation is unique; therefore, the decision regarding a child's permanent plan must be mutual between the county or tribe, the relative, and the child (when age appropriate) in order to ensure that the permanency option chosen will be successful.

Title IV-E Waiver

The California Well-Being Project provided participating counties with the flexibility to invest existing resources more effectively in proven and innovative approaches that ensure the safety of children and the success of families. This flexibility enabled the opportunity to reinvest resources into more cost-efficient approaches that achieve better outcomes. Project goals were focused on the following areas: improve the array of services and supports; engage families; increase the child safety; improve child and family well-being and decrease recidivism and delinquency for youth on probation. The waiver ended on September 30, 2020.



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Legal Services

Children’s Legal Services (CLS)/Dependency Legal Services (DLS)

The Juvenile Court routinely appoints an attorney to represent children who are the subject of a WIC 300 petition. In San Diego County, Children’s Legal Services (CLS) represents the minors and Non-minor Dependents and Dependency Legal Services of San Diego (DLS) represents the parent(s)/guardian(s) in these hearings.

County Counsel (CC)

The role of County Counsel is to provide legal advice and representation to the County of San Diego and Child Welfare Services (CWS) in all dependency matters, and to consult with CWS staff, screen petitions and provide case reviews.

Court Appointed Special Advocate (CASA)

Voices for Children is the non-profit organization that operates the only CASA program in San Diego County. CASAs are trained and supervised volunteers are appointed by the Court to advocate for dependent and delinquent children’s best interests and to “ensure each dependent child’s right to a safe, permanent home.”

Delinquency (Juvenile Justice)

Juvenile Justice Delinquency begins when a minor is charged with breaking the law. If the court finds the allegations (charges) to be true, the minor is declared a “ward” of the court and can be placed on probation with terms and conditions that are designated to hold the minor accountable for his or her behavior and enable the minor to become law-abiding and productive member of the community. The court must balance the interests of public safety and protection, the importance of victim restitution, and the best interests of the minor when deciding what conditions of probation to impose and where to place the minor if removal from the home is necessary.

Dependency (Child Welfare)

Juvenile Dependency actions involve alleged abuse or neglect of a child by a parent or caregiver. The goal of dependency proceedings is to protect children and preserve or reunify families whenever possible. The court must decide whether the allegations of child abuse or neglect are true and whether the child should be removed from the home and made a “dependent” of the court. When it is not in the child’s best interest to return the child to his or her parents, the goal is to provide a permanent placement for the child with a relative, guardian, resource family, or adoptive parent.

Juvenile Court

A court of law responsible for legal supervision of children under the age of 18 in dependency or up to 21 in certain cases in delinquency.



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Justice Electronic Library System (JELS)

A system that electronically distributes Court Reports and other documents to the Court, the Court Unit, CC, DLS, CLS and the CASA program. The system is secure and confidential. JELS receives data daily from the Juvenile Court’s Juvenile Dependency (JDEP) computer system, which enables JELS to match data in CWS reports to JDEP data, such as hearing dates and attorney and CASA assignments, and to generate Minute Orders.

WIC 300

WIC refers to the Welfare & Institutions Code of law. This is the code the Court uses to determine if a child will be made a dependent child of the court due to physical abuse, neglect, emotional abuse, sexual abuse, severe physical abuse, death, no parent/guardian, freed child, and cruelty.

WIC 601

WIC 601 is the section of the law used for any youth between 12 years of age and throughout 17 years of age, who persistently or habitually refuses to obey the reasonable and proper orders or directions of his or her parents, guardian, or custodian, or who is beyond the control of that person, or who is a minor between 12 years and 17 years of age when he or she violated any ordinance or any city or county of this state establishing a curfew based solely on age, in order to adjudge the minor to be a ward of the court.

WIC 602

WIC 602 is the section of the law used for any youth between 12 years of age and throughout 17 years of age who are alleged to have committed criminal acts such as a felony crime or misdemeanor such as assault or drunk driving. The youth may be declared a ward of the Juvenile Court and supervised by Juvenile Probation.

State Regulations

California Department of Social Services (CDSS)

The California Department of Social Services (CDSS) is one of 16 departments in the California Health and Human Services Agency. CDSS’ mission is to “provide aid, services, and protection to needy children and adults. At the same time, the Department strives to strengthen and encourage individual responsibility and independence for families.” CDSS has a Children and Family Services Division which includes several branches related to provision of child welfare services across the state.

Child Abuse Central Index (CACI)

The California Department of Justice (DOJ) administers the CACI, a statewide database used by state and local agencies to protect the health and safety of California children. The purpose of CACI is to aid in the investigation and prevention of child abuse and neglect.



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Children's Trust Fund (CTF)

The State Children's Trust Fund (SCTF) was established as a separate fund in the state's treasury for the purpose of child abuse and neglect prevention. This funding comes from income tax voluntary donations, a percentage of birth certificate fees, and a portion of specialty license plate revenue. These funds support three programs: **Strategies 2.0**. Strategies 2.0 is a collaborative effort between the state, the Southern Regional Training Academy, and the federal government to create a statewide prevention capacity-building network. Together the three funded organizations enhance the capacity of family resource centers and family strengthening organizations to more effectively provide child abuse prevention services and support better outcomes for children and families. The **Department of General Services** provides materials to advertise special Kids Plate automobile license plates. Lastly, the **Public Awareness Campaigns** highlight child safety concerns such as Abusive Head Trauma/Shaken Baby Syndrome, Safe Surrender Baby Law, Safe Sleep and Child Abuse Prevention Month.

The County of San Diego has its own Children's Trust Fund (CTF) established with revenue from birth certificate fees, grants, gifts, or bequests from private sources, which are used for child abuse and neglect prevention and intervention programs. The CFSAB oversees the County of San Diego's CTF and determines how to spend that money on child abuse prevention efforts.

Dual Status

A Dual Status youth is one who has experienced maltreatment and engaged in delinquent behavior and is simultaneously receiving services at any level (e.g., informal probation, diversion, voluntary cases), from both the child welfare and juvenile justice systems (probation).

Extended Foster Care (EFC)

California's EFC program, created due to Assembly Bill 12, allows eligible youth in the child welfare and probation systems to remain in foster care until age 21. Youth may leave extended foster care and later choose to re-enter the program up to age 21. To remain eligible for EFC, youth must meet at least one of five participation criteria. Additionally, AB 12 extended Kin Guardianship Assistance Payments (Kin-GAP) and Adoption Assistance Payments (AAP) up to age 21 for youth who meet certain eligibility requirements.

Family Urgent Response System (FURS)

A statewide 24/7 hotline that will be established for caregivers and foster youth who are experiencing emotional, behavioral, or other difficulties and need immediate help. This is scheduled to launch in 2021.

Juvenile Justice Crime Prevention Act

The Juvenile Justice Crime Prevention Act (JJCPA) was created by the Schiff-Cárdenas Crime Prevention Act of 2000 (AB 1913) to provide a stable funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk youth. Each year, funding through JJCPA is allocated to every county in the state of California on a per capita basis. Funding is generated from the state's Vehicle License Fee Fund, and any shortfall in that revenue source is made up by State Sales Tax revenue



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Quality Parenting Initiative (QPI)

Quality Parenting Initiative (QPI) is an approach to strengthening efforts on a statewide basis for the recruitment and retention of quality caregivers. This is done through a collaborative process to rebrand foster parenting by articulating expectations, working with biological families, acquiring additional training, and working in partnership with agencies.

Terminology

Adverse Childhood Experiences (ACEs)

Adverse childhood experiences, or ACEs, are traumatic events that occur in childhood (0-17 years), for example: experiencing violence, abuse, or neglect, witnessing violence in the home or community, or having a family member attempt or die by suicide. Also included are aspects of the child's environment that can undermine their sense of safety, stability, and bonding. ACEs are linked to chronic health problems, mental illness, and substance misuse in adulthood. ACEs can also negatively impact education and job opportunities.

Case Plan

A written document created with the family to support the family and children. The content of the case plan is a result of the assessment of the circumstances that brought the family to the attention of CWS or Probation. The case plan is a plan of action to resolve those issues and achieve a standard of minimal sufficient level of care, and/or complete the terms of probation.

Child Abuse Hotline

The Hotline is contacted when a member of the community has a concern regarding potential abuse or neglect of a child. Upon notification of the concern, the Hotline social worker does an immediate assessment of the referral. If the child is determined to be at risk, a social worker is assigned to investigate. Hotline staff are available 24 hours per day. To make a report, please call 858-560-2191 or 800-344-9000.

Child and Family Team (CFT)

A Child and Family Team (CFT) is a group that includes the child/youth, family members, trusted adults, and caring professionals who work together in achieving goals for positive change and improving child safety, permanency, and well-being. CFT meetings are held to develop plans to meet the child/youth's goals and the family's goals.

Commercial Sexually Exploited Children (CSEC)

Commercial Sexually Exploited Children (CSEC) is a form of human trafficking, which is the recruitment, harboring, transportation, or sale of a person within national or sale of person within national or across international borders through force, fraud, coercion. CSEC is also sexual abuse by an adult involving a child, any person under 18, in exchange for cash or something of value, or promise or threat to the child or another person.



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Council on Creating Change for Foster Youth

A monthly council meeting between the CWS director and former foster youth that addresses challenges facing youth in foster care to ensure that their voice is included to make informed decisions in our system that support safety permanency and well-being for youth in foster care.

Cultural Competence (Cultural Responsiveness)

Cultural competence refers to the process by which individuals and systems respond respectfully and effectively to people of all cultures, languages, classes, races, ethnic backgrounds, religions, spiritual traditions, immigration status, and other diversity factors in a manner that recognizes, affirms, and values the worth of individuals, families, and communities and protects and preserves the dignity of each. Operationally defined, cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of services, thereby producing better outcomes.

Equity

Refers to the quality of being fair and impartial; treating people equitably based on their individual needs and requirements with freedom from bias or favoritism. Equity refers to fair outcomes, and unbiased treatment, and equitable opportunities for all individuals.

Evidence Based Practices

Evidence-Based Practices are approaches to prevention or treatment that are validated by some form of documented scientific evidence. This includes findings established through controlled clinical studies, but other methods of establishing evidence are valid as well.

Evidence-Informed and Promising Practices

Evidence-informed practices use the best available research and practice knowledge to guide program design and implementation. This informed practice allows for innovation while incorporating the lessons learned from the existing research literature. Ideally, evidence-based and evidence-informed programs and practices should be responsive to families' cultural backgrounds, community values, and individual preferences.

Promising practices refers to practices and programs that include measureable results and report successful outcomes; however, there is not yet enough research evidence to prove that this program or progress will be effective across a wide range of people and settings.

Forensic Interview

A Forensic Interview is conducted at one of the County's accredited Child Advocacy Centers (Rady Children's Hospital Chadwick Center for Children and Families or Palomar Health Child Abuse Program) by a professionally trained forensic interviewer to obtain as complete and accurate a report as possible from an alleged victim/witness that will support accurate and fair decision making in the criminal justice and child welfare settings.



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Implicit Bias

Refers to the attitudes, stereotypes and beliefs that affect our understanding, actions and decisions, in an unconscious way. Implicit bias occurs automatically and unintentionally however, it affects judgements, decisions, and behaviors both favorably and unfavorably.

Non minor Dependent (NMD)

A person who is 18, 19 or 20 years of age and is participating in extended foster care under dependency, transition, or delinquency jurisdiction.

Open Case Investigations (OCI)

A specialized unit of social workers who investigate allegations of suspected abuse or neglect of a child who is already in an open child welfare case.

Reducing Racial and Ethnic Disparities (RRED)

Refers to efforts to reduce racial and ethnic disparities within the child welfare and justice systems by eliminating bias and reducing the overrepresentation of youth of color from coming into contact with the child welfare and juvenile justice systems.

Relative Homes

Relative homes are kinship caregivers who receive priority for placement when children are separated from their parents.

Resource Family (formerly known as Foster Family)

Any individual, couple, or family who wants to provide care to related or unrelated child(ren) who are under the jurisdiction of the Juvenile Court, or otherwise in the care of a county child welfare agency or probation department. They care for and embrace children of diverse cultures, backgrounds, and abilities. They provide children in need with love, care, and a sense of belonging until the child can reunify with their families or reach permanency. Resource Parents understand the importance of Quality Parenting Initiative (QPI) and contribute as a professional member of the child's team.

Respite Services

Supportive services provided to substitute caregivers to provide a break, allowing them to meet their own needs, such as visits to the doctor or training.

Review, Assess, Direct (RAD) Team

A team of CWS staff who are tasked with consultation, shared responsibility of intake decisions and utilization of a partnership with 2-1-1 San Diego, who will provide community-based services to families.

Safety Enhanced Together (SET)

A framework for guiding child welfare practice. SET is guided by six vision statements that focus on foundational relationships, collaborative partnerships, growth and development of youth and



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helping to develop their lifelong relationships, shared responsibility with community partners, a strong relationship with the legal system, and a positive workplace culture.

San Diego Risk and Resiliency Check-up II (SDRRC II)

The San Diego Risk and Resiliency Checklist-II (SDRRC-II) is an actuarial tool built to measure an individual youth's risk and protective factors related to their functioning. The tool is purpose-built to provide Officers and case management partners, such as community-based organizations, with the risk level and needs assessment tools to assist in providing appropriate case plans for treatment and rehabilitation for youth and families.

Transitional Age Youth (TAY)

Youth between the ages of 16 and 24 who are in transition from state custody or foster care.

Trauma Informed Care

An organizational structure and treatment framework that involves understanding, recognizing and responding to the effects of all trauma types. Trauma informed care also emphasizes physical, psychological and emotional safety for both the family and the caseworkers, and helps survivors rebuild a sense of control and empowerment.

Voluntary Services

The provision of non-court supervised, time limited protective services to families whose children are or may soon be in danger of abuse, neglect or exploitation when the child can safely remain in the home and the family is willing to accept and participate in services.