

CHILDREN, YOUTH AND FAMILIES (CYF) BEHAVIORAL HEALTH SYSTEM OF CARE COUNCIL

MEETING AGENDA

February 14, 2022

9 to 10:30 a.m.

Zoom link for meeting registration: https://us06web.zoom.us/join/zt0kf-qtz0sH9V9F_rllhkb7iEjwkXaGAH0

- I. Welcome** (Jaime Tate-Symons) 5 minutes
- Welcome Joel San Juan as an Alternate of the Behavioral Health Advisory Board (BHAB) Council Seat
 - Thank you to Rebecca Hernandez for serving as member and alternate representing BHAB
 - Welcome Stephanie Escobar as an Alternate of the First 5 San Diego Council Seat
 - Thank you to Dulce Cahue-Aguilar for serving as alternate representing First 5 San Diego
 - Welcome Veronica Hernandez as member representing the Family Sector-Youth
 - Family Sector Council Seat Vacancies (Sten Walker) – Handout – **Page 5**
- II. Review of Meeting Summary** (Sten Walker) 5 minutes
- January 8, 2022, Meeting Summary - Handout - **Pages 6-10**
 - Action Items from January 8, 2022 - See Meeting Summary for action items - **Page 8**
- III. Business Items** (Yael Koenig) 15 minutes

Board Letters (BL)/ Board Actions
<p>January 11, 2022 - Board Letters</p> <ul style="list-style-type: none"> • Item 02: Appointments of Board Members to Boards, Commissions and Committees and attachments-Handouts – Pages 11-12 • Item 07: A Resolution Approving the San Diego County Board of Education 2020 Census Redistricting Plan • Item 09: Received Reimagined General Management System and the Strategic Plan and Adopt New County Mission, Vision and Values – Handouts – Pages 13-17 • Item 15: Approve the Budget Equity Assessment Tool – Handouts – Pages 18-21 <p>January 25, 2022 - Board Letters:</p> <ul style="list-style-type: none"> • Item 06: Authorize Competitive Solicitation for Transitional Housing Program, and Application for and Acceptance of Funding for the Transitional Housing Program and Housing Navigators Program and Adopt Resolutions Authorizing Application and Acceptance of Allocation Awards • Item 08: Authorize Competitive Procurement of Supplemental Security Income (SSI) Advocacy Services [Funding Sources: Social Services Administrative Revenue, Realignment, Mental Health Services Act (MHSA), Housing and Disability Advocacy Program (HDAP), and Existing General Purpose Revenue] • Item 09: Appointment of San Diego County Child Care and Development Planning Council (CCDPC) Members, Approval of the 2021/2025 Needs Assessment Report and Accompanying Child Care Plan and Approval of the CCDPC By-Laws Changes • Item 12: Amendments to the Compensation Ordinance and Administrative Code (1/25/2022 – First Reading; 2/8/2022 – Second Reading) – Handout – Pages 22-23 • Item 18: County Actions to Enhance Human Trafficking Prevention and Coordination – Handout – Pages 24-26 • Item 19: Receive Report on the San Pasqual Academy and Approve Actions on San Pasqual Academy Campus Operations, attachment, and PowerPoint presentation – Handouts -Pages 27-46 <p>February 8, 2022 - Board Letters:</p> <ul style="list-style-type: none"> • Item 01: Adopt the Revised San Diego County Board of Supervisors Policy A-128, Comprehensive Homeless Policy • Item 11: Preliminary Report and Recommendations on Data-Driven Approaches to Public Safety, Treatment and Service Expansions, and Advancing Equity Through Alternatives to Incarceration – Handouts – Pages 47-61 • Item 14: Receive an Update on and Approve Actions Related to Compassionate Emergency Solutions and Pathways to Housing for People Experiencing Homelessness • Item 15: Receive the First 5 San Diego 2021 Annual Report – Handout – Page 62 <p>Link to the report: https://first5sandiego.org/about-us/reports/</p> <p>Board Letters that may be particularly of interest to the CYF Council are listed above. Due to size, only highlighted Board Letters are included in the packet, however, all Board Letters can be found at the Clerk of Board of Supervisors (BOS) Meeting Agendas, Board Letters and Access to the BOS meetings: https://www.sandiegocounty.gov/cob/bosa/index.html</p>
Information
<ul style="list-style-type: none"> • 2021-22 Adopted Operational Plan Executive Summary – Handout – Pages 63-68 Links: https://www.sandiegocounty.gov/content/dam/sdc/budget/2021-budget/Executive%20Summary_10.12_FINAL.pdf https://www.sandiegocounty.gov/cao/docs/stratplan.pdf https://www.sandiegocounty.gov/content/sdc/openbudget.html.html • County Behavioral Health Director's Association (CBHDA) Governor's Newsom's FY 2022-23 January State Budget Proposal – Handout- Pages 69-82 Link to the California State Proposed Budget for 2022-23: https://www.ebudget.ca.gov/ • New Youth Transition Campus Completed - Handout – Page 83

- **Behavioral Health Services Director's Reports** - February 2022 - Handouts - **Pages 84-86**
Link to BHAB Webpage:
https://www.sandiegocounty.gov/content/sdc/hhsa/programs/bhs/mental_health_services_act/bhab.html
- **Screening to Care Initiative** – Handout – **Page 87**
- **Brain XP What is Depression?** and **Coping Skills List for Teens Struggling with Depression** – Handouts – **Pages 88-89**

Follow-Up Items from January 8, 2022, CYF Council Meeting

1. George Scolari offered to do a California Advancing and Innovating Medi-Cal (CalAIM) presentation at a future meeting
2. Annual Mental Health External Quality Review (EQR) - Virtual Review occurred on January 11-13, 2022 with link to final report will be provided when available
3. February 14, 2022 Council update presentations by Private Sector, Cultural Competency Resource Team (CCRT), Outcomes Sub-Committee, Early Childhood Sub-Committee, and CYF SOC Training Academy

IV. Mental Health Services Act (MHSA) Update (Danyte Mockus-Valenzuela)

5 minutes

- May is Mental Health Month
- Take Action for Mental Health – CalMHSA Campaign – Handout – **Page 90**
Link: <https://takeaction4mh.com/>

V. Hot Topic: Mid Fiscal Year Sub-Committees/Sectors Updates (Yael Koenig)

- February 2022 **Meeting Packet (Part 2 of 2)** Includes ALL Sector / Subcommittee Presentations
- Please refer to January 2022 Meeting Packet for ALL Sector / Subcommittee Written Reports

55 minutes

Four Sectors	Council Sub-Committees and Other Relevant Groups	
	Executive (Co-Chairs and Sub-Committees Co-Chairs)	
Public Sector Presented 1.10.22 Pages 2-6 Yael Koenig & Dr. Laura Vleugels	Early Childhood Pages 19-21 Ginger Bial & Aisha Pope	Health Plans Presented 1.10.22 Pages 31-33 George Scolari
Education Sector Presented 1.10.22 Pages 7-9 Heather Nemour & Violeta Mora	CADRE-CYF Presented 1.10.22 Pages 22-23 Marisa Varond & Julie McPherson	TAY Council Presented 1.10.22 Pages 34-36 Mark Bartlett & Laura Tancredi-Baese
Private Sector Pages 10-15 Marisa Varond – ADSPA Cathryn Nacario - MHCA	Training Academy Pages 24-26 Rose Woods	Outcomes Pages 37-39 Eileen Quinn-O'Malley & Emily Trask
Family/Youth Sector Presented 1.10.22 Pages 16-18 Sten Walker	Cultural Competency Pages 27-30 Rosa Ana Lozada	Fee For Service Dr. Sherry Casper

VI. Announcements (Sten Walker)

5 minutes

- **Polling Question** - Darwin Espejo
- **Brain XP Day 2022** on April 28, 2022. Youth interested in participating with an artistic performance, send e-mail to: brainxpproject@gmail.com by February 18, 2022 – Handout - **Page 91**
- **Family Urgent Response System (FURS) Youth Survey**. Chance to win a gift card if responding by February 24, 2022
- Handout – **Page 92**
Click here to the survey: <https://www.surveymonkey.com/r/F2DY39K> Link to FURS: <https://www.cal-furs.org/>
- **Birth of Brilliance Virtual Conference and Cultural Fair**: February 24-25, 2022 - Handouts – **Pages 93-94**
Link to register: [Birth of Brilliance Virtual Conference 2022 \(ce-go.com\)](https://ce-go.com)
- **Child Labor Trafficking Virtual Training** presented by the Child and Family Policy Institute of California and San Diego County Office of Education (SDCOE) on March 8, 2022, from 10 to Noon. – Handout – **Page 95**
Registration at: https://sdcoe.k12oms.org/event_register.php?id=214638
- **19th Annual Early Years Conference**: Social Justice in Early Learning and Care - March 11-12, 2022, presented by SDCOE
Link to register: https://sdcoe.k12oms.org/event_register.php?id=212992
- **7th Annual Critical Issues in Child and Adolescent Mental Health (CICAMH) Hybrid Conference** - March 11, 2022 - Handout - **Page 96**
Register at: <https://app.ce-go.com/cicamh2022>
- **Youth Mental Health Well Being Virtual Celebration and Resource Fair** on May 6, 2022 - Handout- **Page 97**

Next Executive Sub-Committee Meeting (Zoom):

Date: February 24, 2022

Time: 11:30 a.m. to Noon

Next Council Meeting:

Date: Monday, March 14, 2022

Time: 9:00 to 10:30 a.m.

Sub-Committees/Sectors/Workgroups Meetings Information is located at the end of the meeting summary. For Council materials go to:

https://www.sandiegocounty.gov/content/sdc/hhsa/programs/bhs/mental_health_services_children/CYFBHSCouncil.html

**County of San Diego
Children, Youth and Families Behavioral Health
System of Care Council
Vision, Mission, and Principles**

Council Vision:

Wellness for children, youth and families throughout their lifespan.

Council Mission:

Advance systems and services to ensure that children and youth are healthy, safe, lawful, successful in school and in their transition to adulthood, while living in nurturing homes with families.

Council Principles:

1. **Collaboration of four sectors:** Coordination and shared responsibility between child/youth/family, public agencies, private organizations and education.
2. **Integrated:** Services and supports are coordinated, comprehensive, accessible, and efficient.
3. **Child, Youth, and Family Driven:** Child, youth, and family voice, choice, and lived experience are sought, valued and prioritized in service delivery, program design and policy development.
4. **Individualized:** Services and supports are customized to fit the unique strengths and needs of children, youth and families.
5. **Strength-based:** Services and supports identify and utilize knowledge, skills, and assets of children, youth, families and their community.
6. **Community-based:** Services are accessible to children, youth and families and strengthen their connections to natural supports and local resources.
7. **Outcome driven:** Outcomes are measured and evaluated to monitor progress and to improve services and satisfaction.
8. **Culturally Competent:** Services and supports respect diverse beliefs, identities, cultures, preference, and represent linguistic diversity of those served.
9. **Trauma Informed:** Services and supports recognize the impact of trauma and chronic stress, respond with compassion, and commit to the prevention of re-traumatization and the promotion of self-care, resiliency, and safety.
10. **Persistence:** Goals are achieved through action, coordination and perseverance regardless of challenges and barriers.

May 1, 2018



LIVEWELLSD.ORG



LIVE WELL
SAN DIEGO

BEHAVIORAL HEALTH SERVICES CHILDREN, YOUTH & FAMILIES FRAMEWORK

VISION

Children and youth are healthy, safe, lawful, successful in school and in their transition to adulthood, while living in nurturing homes with families.

PRINCIPLES

Collaborative, Integrated, Child, Youth & Family Driven, Individualized, Strength-based, Community-based, Outcome & Data Driven, Culturally Competent, Trauma Informed, Persistence

PRIORITIES

Ensure a full continuum of care through family-centered and youth-informed services that are compassionate and sensitive to the unique developmental needs of children and youth.

Strengthen partnerships with children/youth's circle of influence to create a supportive environment.

Provide services that empower children and youth to build a healthy sense of self and have confidence to make sound decisions so they thrive in an ever-changing world.

Live Well San Diego-Areas of Influence



Standard of Living

- Economic & Nutrition Security
- Timely Access to Healthcare Inclusive of Behavioral Health Services
- Employment Readiness



Community

- Access to Parks, Playgrounds and Recreation Centers
- Usable Transportation
- Safe Neighborhoods & Schools
- Affordable Stable Housing
- Access to Extracurricular Activities

HEALTH FACTORS



Health

- Daily Physical Activity
- Limited & Supervised Screen Time
- Affordable Healthy Food
- Zero Sugary Beverages, Drink More Water
- No Substance Use
- No Tobacco Use
- Up to Date Immunizations
- Connection to a Health Home



Social

- Supportive Families
- Nurturing Communities
- Connection to Natural Supports
- Positive Social Interactions



Knowledge

- Quality Education
- Quality Preschool For All
- Good School Attendance
- School Success
- No Suspensions or Expulsions
- Obtain a High School Diploma
- Access to Higher Education & Vocational Programs



USE YOUR VOICE!

The County of San Diego Children, Youth and Families Behavioral Health System of Care Council is seeking out community members to share their lived experience to further increase equity in the behavioral health system in San Diego.

Currently seeking:

- A parent or caregiver to a youth who received Public Health System services
- Individuals (up to age 26) who received services from one of the following: **Special Education, Behavioral Health Services, Child Welfare Services, or Juvenile Justice Services**

To learn more please email cyfliaison@namisd.org.

CHILDREN, YOUTH AND FAMILIES (CYF) BEHAVIORAL HEALTH SYSTEM OF CARE COUNCIL MEETING SUMMARY

January 10, 2022 | 9:00 to 10:30 AM
Virtual Meeting

ITEM	SUMMARY AND ACTION ITEMS
I. Welcome (Jaime Tate-Symons) <ul style="list-style-type: none"> Welcome Sten Walker as Co-chair and Representative of Family and Youth Liaison Council Seat Thank you to Suzette Southfox for serving as Council Co-chair and Representative of Family and Youth Liaison 	<ul style="list-style-type: none"> Jaime Tate-Symons welcomed the Council
II. Review of Meeting Summary (Jaime Tate-Symons) <ul style="list-style-type: none"> November 8, 2021, Meeting Summary - Handout - Pages 5-11 Action Items from November 8, 2021 - See Meeting Summary for action items - Page 8 	<ul style="list-style-type: none"> Jaime Tate-Symons reviewed the meeting summary
III. Business Items (Yael Koenig) <p><u>November 10, 2021 -Special Meeting Board Letter</u></p> <ul style="list-style-type: none"> Item 01: Adopting Changes to the Board of Supervisors Rules of Procedure to Protect Freedom of Speech and Promote Equitable Public Engagement <p><u>November 16, 2021 - Board Letters:</u></p> <ul style="list-style-type: none"> Item 05: Authorize Competitive Solicitations, Single Source Procurements, and Amendments to Extend Existing Behavioral Health Services Contracts and attachment - Handouts - Pages 12-23 Item 06: An Ordinance Amending Provisions in the San Diego County Administrative Code Relating to the County of San Diego Behavioral Health Advisory Board and Approval of Behavioral Health Advisory Board Bylaws Item 07: Authorize A-87 Exception to Competitive Procurement For Contracts with Indian Health Council, Inc. an Southern Indian Health Council, Inc. For Services to Native American Communities Item 09: Resolution Designating Dates and Times for Regular Meetings of the Board of Supervisors in 2022 Item 11: Authorize Continuance of Teleconferenced Public Meetings Item 19: Develop a United Nations Convention on the Elimination of All Forms of Against Women (UN CEDAW) Ordinance and a Gender Equity Strategy for San Diego County Item 20: Noticed Public Hearing Truth Act Community Forum Regarding Immigration and Customs Enforcement Access to Individuals During 2020 <p><u>December 7, 2021 - Board Letters:</u></p> <ul style="list-style-type: none"> Item 01: Exploring the Expansion of the San Diego County Behavioral Health Court Probation Program - Handout - Pages 24-26 Item 02: Probation – FY 2021-22 Community Corrections Partnership Plan and attachment: Community Corrections Partnership Plan FY 2021/22 - Handouts - Pages 27-41 Item 10: Authorization to Accept Community Services Block Grant Funding and Authorization to Apply for Funding Opportunities for Equitable Community Programs and Services and attachment: 2022/2023 Community Needs Assessment and Community Action Plan Cover page - Handouts - Pages 42-45 Item 14: 2022 Legislative Program and attachments A, B, and C Handouts – Pages 46-58 Item 20: Receive Report of the San Pasqual Academy and Take Action on San Pasqual Academy Options, Attachment: Re-envisioning San Pasqual Academy, and Minute Order: Action was withdrawn at the request of the Chief Administrative Officer Handouts - Pages 59-73 Item 21: Update on Mobile Crisis Response Teams and PowerPoint presentation Handouts - Pages 74-79 	<ul style="list-style-type: none"> Yael Koenig reviewed business, information, and follow up items, as well as presented recognition to Suzette Southfox who represented the Family/Youth Sector Aisha Pope reviewed the upcoming Birth of Brilliance Conference Dr. Anoop Karipput reviewed the upcoming 7th Annual Critical Issues in Child and Adolescent Mental Health (CICAMH) hybrid Conference Rose Woods reviewed the 2022 California Mental Health Advocates for Children and Youth (CMHACY) Scholarships Opportunity Rose Woods presented the CYF System of Care Principles Awards to UPAC Children's Mental Health Services LaTysa Flowers presented the CYF System of Care Principles Awards to Minola Clark Manson Request for information on the emergency shelters being established in the county (Alta Vista location in Chula Vista). Are there other locations opening? Any information that can be shared in appreciated. "The education community is just learning about these shelters and we want to be prepared to best serve our students". Dialogue pursued; Steven Wells, Russell Coronado, and Jamie Tate-Symons will connect as needed.

- **Item 22:** Update on Harmful Substance Use in San Diego County and PowerPoint presentation - Handouts - **Pages 80-94**

December 14, 2021 - Board Letter:

- **Item XX:** Authorize Continuance of Teleconferenced Public Meetings and Resolution - Handouts - **Pages 95-97**

Board Letters that may be particularly of interest to the CYF Council are listed above. Due to size, only highlighted Board Letters are included in the packet, however, all Board Letters can be found at the Clerk of Board of Supervisors (BOS) Meeting Agendas, Board Letters and Access to the BOS meetings: <https://www.sandiegocounty.gov/cob/bosa/index.html>

Information

- **CYF Services Directory** has been updated! Handout – **Pages 98-99**
Link: <https://www.sandiegocounty.gov/hhsa/programs/bhs/>
- June 2021 **Youth Services Survey (YSS) Summary** - Handouts - **Pages 100-101**
Link:
https://www.sandiegocounty.gov/content/sdc/hhsa/programs/bhs/technical_resource_library.html#5
- **U. S. Surgeon General Issues Advisory on Youth Mental Health Crisis** Further Exposed by COVID-19 Pandemic - December 7, 2021 - Handout- **Page 102**
- **Department of Justice – Drug Enforcement Administration** - Emoji Drug Code Decoded -Handout - **Pages 103-104**
- **Behavioral Health Services Director's Reports** - December 2021 and January 2022 - Handouts - **Pages 105-114**
Link to BHAB Webpage:
https://www.sandiegocounty.gov/content/sdc/hhsa/programs/bhs/mental_health_services_act/bhab.html
- **Annual Mental Health External Quality Review (EQR)**
Virtual Review-January 11-13, 2022
- **Birth of Brilliance Virtual Conference and Cultural Fair:** February 24-25, 2022 - Aisha Pope - Handouts – **Pages 115-117**
Link to register: [Birth of Brilliance Conference | San Diego Youth Services \(sdyouthservices.org\)](https://www.birthofbrilliance.org/sdyouthservices.org)
- **7th Annual Critical Issues in Child and Adolescent Mental Health (CICAMH)** Hybrid Conference - March 11, 2022 - Dr. Anoop Karippot - Handout - **Page 118**
Register at: <https://cicamh.com/>
- **2022 California Mental Health Advocates for Children and Youth (CMHACY) Scholarships** Opportunity - Rose Woods
Link: <https://forms.gle/rb6MAww1PKH4FjLK9>

Recognitions

- **CYF System of Care Principles Awards (Rose Woods)**
 - Organization Award: UPAC Children's Mental Health Services (Rose Woods)
 - Individual Award: Minola Clark Manson (LaTysa Flowers)

Follow Up Items from November 8, 2021, CYF Council Meeting

1. Telecare Mobile Crisis Response Teams (MCRT), Exodus MCRT, and Psychiatric Emergency Response Team (PERT) brochures attached - Handouts - **Pages 119 -124** (MCRT brochures were also emailed on November 9, 2021)
2. Link to Meeting of the Minds presentation / (need to sign in first) that offers more information about crisis response options in San Diego: [Mobile Crisis Response in San Diego County | Meeting of the Minds \(teachable.com\)](https://www.meetingoftheminds.com)
3. November 21, 2019 CYF Council Input for Continuum of Care Development link was provided in the November 8, 2021 meeting and can be located at:
<https://www.sandiegocounty.gov/content/dam/sdc/hhsa/programs/bhs/CYF/December%202019%20Council%20Packet.pdf> (pages 43-44)

IV. Mental Health Services Act (MHSA) Update (Dr. Danyte Mockus-Valenzuela)

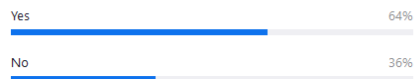
- May is Mental Health Month

- Yael Koenig announced the upcoming May is Mental Health Month

V. Hot Topic: Mid Fiscal Year Sub-Committees/Sectors Updates (Yael Koenig)
Handouts are included in part 2 of meeting packet-**Pages 125-150**
Polling Question 1 – Grisel Ortega-Vaca

Poll 1 - January 10, 2022 Council Meeting

1. Are you an active member of a subcommittee(s), meaning you have attended at least one meeting this Fiscal Year? (Single Choice) *



Four Sectors	Council Sub-Committees and Other Relevant Groups	
	Executive Pages 125-126 (Co-Chairs and Sub-Committees Co-Chairs)	
Public Sector Pages 127-128 Yael Koenig Dr. Laura Vleugels	Early Childhood Pages 136-137 Ginger Bial & Aisha Pope	Health Plans Pages 144-148 George Scolari
Education Sector Pages 129-131 Heather Nemour	CADRE-CYF Pages 138-139 Marisa Varond & Julie McPherson	TAY Council Page 149 Mark Bartlett & Laura Tancredi-Baese
Private Sector Pages 132-133 Minola Clark Manson	Training Academy Page 140 Rose Woods	Outcomes Page 150 Eileen Quinn-O'Malley & Emily Trask
Family/Youth Sector Pages 134-135 Sten Walker	Cultural Competency Pages 141-143 Rosa Ana Lozada	Fee For Service Dr. Sherry Casper

- The following Council Sub-Committees, Sectors and other relevant groups presented:
 - Public Sector
 - Education Sector
 - National Parent Helpline: 855-4AParent (427-2736); Monday through Friday Hours: 10 am to 7pm www.nationalparenthelpline.org
 - Brother Be Well <https://brotherbewell.com/about/overview/> scroll down to subscribe their blog
 - CADRE
 - CADRE 22 Training dates: 03/03/22, March 3, 2022
March 17, 2022
April 28, 2022
May 12, 2022
June 2, 2022
June 10, 2022
 - CADRE training registration forms have been emailed out, please sign up!
 - Health Plans
 - TAY Council
 - Family/Youth Sector
 - Please reach out to cyfliaison@namisd.org with any questions with regarding the trainings or events.

VI. Announcements (Jaime Tate-Symons)

- **Polling Question 2 – Grisel Ortega-Vaca**

Poll 2 - January 10, 2022 Council Meeting

1. On a scale of 1-5 (1 the lowest and 5 the highest), how would you rate the relevance and your interest with today's Council meeting? (Single Choice) *



VII. Action Items

1. George Scolari offered to do a California Advancing and Innovating Medi-Cal (CalAIM) presentation at a future meeting
2. Steven Wells representing CWS and Russel Coronado and Jamie Tate-Symons representing Education Sector will connect as needed to coordinate emergency shelter resources and education in the context of COVID
3. February 14, 2022 Council presentation by Private Sector, Cultural Competency Resource Team, Outcomes Sub-Committee, Early Childhood Sub-Committee, and Training Academy
4. Annual Mental Health External Quality Review (EQR) - Virtual Review occurred on January 11-13, 2022 with link to final report will be provided when available

Action Due/Status

1. Executive subcommittee to evaluate potential CalAIM presentation at a future Council meeting
2. No further action at this time
3. February 14, 2022 Council meeting

Next Meeting: Virtual Council's Meeting

Date: Monday, February 14, 2022

Time: 9 to 10:30 AM

+=Member in Attendance O=Absent E=Excused

CONSTITUENCY		MEMBER	STATUS	ALTERNATE	STATUS
PUBLIC SECTOR					
1	Behavioral Health Advisory Board (BHAB)	Bill Stewart	+	VACANT	
2	Behavioral Health Services (BHS)	Dr. Laura Vleugels	+	VACANT	+
3	Public Safety Group/ Probation	Lisa Sawin	+	Chrystal Sweet	+
4	Child Welfare Services (CWS)	Steve Wells	+	Norma Rincon	O
5	HHSA Regions	VACANT		Jennifer Sovay	O
6	Public Health	Dr. Thomas R. Coleman	+	Adrienne Yancey	O
7	Juvenile Court	H. Judge Ana España	O	Beth Brown	+
8	First 5 Commission	Alethea Arguilez (Attended by Lenette Javier)	+	Dulce Cahue-Aguilar	O
EDUCATION SECTOR					
9	Special Education Local Plan Area (SELPA)	Russell Coronado	+	VACANT	
10	Regular Education Pupil Personnel Services	Violeta Mora	+	Margaret Sedor	+
11	School Board	Barbara Ryan	+	VACANT	
12	Special Education	Yuka Sakamoto	O	Misty Bonta	O
PRIVATE SECTOR					
13	San Diego Regional Center (SDRC) for Developmentally Disabled	Peggie Webb	+	Therese Davis	O
14	Alcohol and Drug Service Provider Association (ADSPA)	Angela Rowe	+	John Laidlaw	O
15	Alcohol and Drug Service Provider Association (ADSPA)	Marisa Varond	+	Claudette Allen Butler	+
16	Mental Health Contractors Association	Julie McPherson	+	Minola Clark Manson	+
17	Mental Health Contractors Association (MHCA)	Laura Beadles	+	Golby Rahimi	+
18	Fee- For-Service (FFS) Network	Dr. Sherry Casper	+	Marcelo A. Podesta	+
19	Managed Care Health Plan	George Scolari	+	Kathleen Lang	+
20	Healthcare/ Pediatrician	Dr. Pradeep Gidwani	+	VACANT	
FAMILY AND YOUTH SECTOR					
21	Family and Youth Liaison	Sten Walker	+	Renee Cookson	O
22	Caregiver of child/youth served by the Public Health System	VACANT		Karilyn "Kari" Perry	+
23	Youth served by the Public Health System (up to age 26)	VACANT		Emma Eldredge	+
24	Youth served by the public health system (up to age 26)	Micaela Cunningham	+	VACANT	
SUB-COMMITTEES (Non-voting members unless a member of the Council)					
-	Executive Sub-Committee	Sten Walker / Jaime Tate Symons	+/+		
-	Cultural Competence Resource Team (CCRT)	Rosa Ana Lozada	E		
-	CYF CADRE	Julie McPherson/ Marisa Varond	+/+		
-	Early Childhood Sub-Committee	Aisha Pope/Ginger Bial	+/+		
-	Education Sub-Committee	Heather Nemour/Violeta Mora	+/+		
-	Family and Youth as Partners Sub-Committee	Sten Walker	+		
-	Outcomes Sub-Committee	Emily Trask/Eileen Quinn- O'Malley	E/+		
-	Training Sub-Committee	Rose Woods	+		

Zoom Listed Meeting Attendees: 102			
Aisha Pope	Edgar Sierra	LaTysa Flowers	Rosa Ana Lozada
Alec Rodney	Edith Mohler	Laura Beadles	Rose Woods
Alicia Castro	Eileen Quinn-O'Malley	Laura McClarin	Russell Coronado
Amanda Lance-Sexton	Elisabeth Winchell	Laura Vleugels	Sandra Mueller
Angela Rowe	Eliza Reis	Lenette Javier	Sarah Baldwin
Angela Solom	Elizabeth Dauz	Lesley Johnson	Seth Williams
Anoop Karippot	Emma Eldredge	Linda Justice	Shakara Thompson
Babbi Winegarden	Enzo Pastore	Linda Ketterer	Shannon Jackson
Barbara Ryan	Erick Mora	Lisa Sawin	Sherry Casper
Beth Brown	Fran Cooper	Marcelo Podesta	Shreya Sasaki
Bill Stewart	George Scolari	Mareeh Marquez	Stacey Musso
Bobbi Smylie	Golby Rahimi Saylor	Margaret Anello	Sten Walker
Bridget Lambert	Grisel Ortega-Vaca	Marisa Varond	Stephanie Gioia-Beckman
Carmen Pat	Heather Nemour	Martin Dare	Stephanie smith
Carolina Reyna	Jaime Tate-Symons	Meg Olinger	Steven Wells
Casie Johnson-Taylor	Jamie Martinez	Micaela Cunningham	Teresa Chapa
Celeste Hunter	Jamie Pellegrino	Michael Miller	Teresa Kang
Cheryl Rode	Janet Cacho	Michelle Hogan	Tim Nou
Christina Bruce	Jerelyn Bourdage	Mina Arthman	Tom Coleman
Chrystal Sweet	Joshua Zhang	Minola Clark Manson	Violeta Mora
Claire Riley	Julie McPherson	Pamela Hansen	Virginia Bial
Claudette Butler	Kameka Smith	Peggie Webb	Wendy Maramba
Darwin Espejo (Host)	Kari Perry	Pradeep Gidwani	Yael Koenig
Dasha Dahdouh	Katherine Demmler	Rebecca Raymond	UNKNOWN CALL IN PARTICIPANT
Denise Alvarez	Kathleen Lang	Renee Cookson	
Dr. Margaret A Sedor	Kortney Diesel	Roberto Suarez	

Sub-Committees/Sectors/Workgroups Meetings Information:

Due to COVID-19, most of the sub-committees' meetings are occurring virtually
Please reach out to the sector lead or Executive Subcommittee member to obtain location/link

Behavioral Health Advisory Board (BHAB) meeting: Meets the first Thursday of the month from 2:30 to 5:00 PM

Outcomes: Meets the first Tuesday of every other month from 11:30 AM to 12:30 PM

Early Childhood: Meets the second Monday of the month- from 11 AM to Noon

Education Advisory Ad Hoc: Meets as Needed

TAY Council: Meets the fourth Wednesday of the month 3 to 4:30 PM

CYF CADRE: Meets quarterly on the second Thursday of the month from 1:30 to 3:00 PM

CYF System of Care Training Academy: Meets on the first Wednesday of the month from 9 to 10 AM

CCRT: Meets the first Friday of the month from 10 to 11:30 AM

Family and Youth as Partners: Meets every third Thursday of the month from 1:30 to 3:00 PM

Private Sector: Ad Hoc/Meets as needed.



NATHAN FLETCHER
SUPERVISOR, FOURTH DISTRICT
SAN DIEGO COUNTY BOARD OF SUPERVISORS

AGENDA ITEM

DATE: January 11, 2022

02

TO: Board of Supervisors

SUBJECT

APPOINTMENTS OF BOARD MEMBERS TO BOARDS, COMMISSIONS AND COMMITTEES (DISTRICTS: ALL)

OVERVIEW

The Board of Supervisors annually appoints Board Members to the boards, commissions and committees listed in Attachment A.

RECOMMENDATION(S)

SUPERVISOR NATHAN FLETCHER

1. Appoint members of the Board of Supervisors to boards, commissions and committees as proposed in Attachment A.
2. Appoint Caroline Smith, Director, Office of Strategy and Intergovernmental Affairs, as the second alternate member on the Urban Counties of California.

EQUITY IMPACT STATEMENT

Today's action advances equity by ensuring that the representatives of the residents of San Diego County are adequately reflected on the various boards and commissions that serve our County.

FISCAL IMPACT

N/A

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

Annually, the Board of Supervisors must appoint members of the Board to serve on boards, commissions and committees. This proposal recommends that individual members of the Board of Supervisors be appointed to these boards, commissions and committees based on a Board Member's particular interest, expertise or leadership.

SUBJECT: APPOINTMENTS OF BOARD MEMBERS TO BOARDS, COMMISSIONS AND COMMITTEES (DISTRICTS: ALL)

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

These actions support the Regional Leadership discipline of the County of San Diego's 2022-27 Strategic Plan.

Respectfully submitted,

CHAIR NATHAN FLETCHER
Supervisor, Fourth District

ATTACHMENT(S)

Attachment A – Roster of Board of Supervisors Members Appointments to Boards, Commissions and Committees 2022

**ROSTER OF BOARD OF SUPERVISORS MEMBER
APPOINTMENTS TO BOARDS, COMMISSIONS, AND COMMITTEES
2022 PROPOSED**

COMMITTEE NAMES	APPOINTED
Board of Supervisors' Committees:	
Affordable Housing Solutions Ad Hoc Subcommittee	Lawson-Remer/Anderson
Child and Family Strengthening Advisory Board	Fletcher/Vargas
Climate Advisory Committee	Lawson-Remer/Vargas
COVID-19 Issues Ad Hoc Subcommittee	Fletcher/Vargas
County Administration Center Building Occupancy/Waterfront Park	Fletcher/Vargas
Fiscal Management & Budget Strategy Subcommittee	Fletcher/Lawson-Remer
Multiple Species Conservation Program Review/North County Multiple Species Conservation Program	Lawson-Remer/Desmond
Polinsky Children's Center/San Pasqual Academy	Fletcher/Vargas
San Onofre Nuclear Generating Station Fuel Removal	Desmond/Lawson-Remer
Schools Subcommittee	Lawson-Remer/Vargas
Summit on Aging	Lawson-Remer/Anderson
Transparency Subcommittee	Anderson/Vargas
Other Committees:	
California Identification System Remote	Anderson
California State Association of Counties (CSAC)	Vargas Anderson (Alternate)
City-County Reinvestment Task Force	Anderson
East County Advanced Water Purification JPA (Established 10/30/19, Sanitation Agenda Item No. 2)	Anderson Director, Department of Public Works (Alternate)
First 5 Commission (Chair)	Fletcher
Goodan Ranch Regional Park JPA Policy Committee	Anderson
Harry Griffen Regional Park JPA	Fletcher
Indian Gaming Local Benefit Committee	Anderson
Local Agency Formation Commission (LAFCO)*	Desmond/Anderson Vargas (Alternate)
Metro Wastewater JPA*	Anderson
Metropolitan Transit System Board*	Fletcher Vargas (Alternate)
Mission Trails Regional Park Task Force	Lawson-Remer/Anderson
National Association of Counties (NACo)	Vargas Desmond (Alternate)
North San Diego County Transit Development Board*	Desmond Lawson-Remer (Alternate)
Otay Valley Regional Park Policy Committee	Vargas
Rincon Shared Benefit Fund Selection Committee	Desmond

**ROSTER OF BOARD OF SUPERVISORS MEMBER
APPOINTMENTS TO BOARDS, COMMISSIONS, AND COMMITTEES**

COMMITTEE NAMES	APPOINTED
San Diego Association of Governments (SANDAG)*	Lawson-Remer (Seat 1) Anderson (Seat 2) Vargas (Alternate) Tally vote order: Lawson-Remer, Anderson, Vargas
<i>SANDAG Committees:</i>	
Bayshore Bikeway	Vargas
Borders Committee*	Anderson Vargas (Alternate)
Executive Committee*	Lawson-Remer Anderson (Alternate)
Public Safety Committee*	Anderson Lawson-Remer (Alternate)
Regional Planning Committee*	Lawson-Remer Vargas (Alternate)
Selection committee for the TransNet Independent Taxpayer Oversight Committee	Vargas Lawson-Remer
Shoreline Preservation Working Group	Lawson-Remer
Transportation Committee*	Vargas Lawson-Remer (1 st Alternate) Anderson (2 nd Alternate)
San Diego County Air Pollution Control District	Vargas/ Lawson-Remer
San Diego Regional Community Choice Energy Authority (San Diego Community Power JPA)	Lawson-Remer Vargas (Alternate)
San Diego County Juvenile Justice Coordinating Council	Fletcher
San Diego County Behavioral Health Advisory Board	Fletcher
San Diego County Regional Airport Authority*	Vargas
San Diego County Water Authority	Desmond (Non-Voting Member) Lawson-Remer (Alternate)
San Diego Regional Building Authority	Fletcher/Vargas
San Diego Regional Economic Development Corporation Trustee	Vargas
San Diego Workforce Partnership, Inc., Policy Board	Lawson-Remer / Anderson Desmond (Alternate)
San Dieguito River Park JPA	Lawson-Remer/Anderson
Santa Margarita River Watershed Management Program Policies Committee	Desmond
Solid Waste Hearing Panel	Desmond
Tobacco Securitization JPA – Sacramento	Fletcher
Tobacco Securitization JPA- San Diego	Fletcher/Vargas
Unified San Diego County Disaster Council (Chair)	Fletcher
Urban Counties of California	Vargas Anderson (1 st Alternate)

*Receives stipend.

Adopted _____



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: January 11, 2022

09

TO: Board of Supervisors

SUBJECT

RECEIVE REIMAGINED GENERAL MANAGEMENT SYSTEM AND THE STRATEGIC PLAN AND ADOPT NEW COUNTY MISSION, VISION AND VALUES (DISTRICTS: ALL)

OVERVIEW

For decades, the operations of the County of San Diego (County) have been shaped by a robust strategic planning process and utilization of an operational tool called the General Management System (GMS). Within an organization as large and complex as the County of San Diego, a cohesive approach to managing operations across the enterprise is essential to success. In addition to policy initiatives directed by the Board of Supervisors (Board), the County is responsible for hundreds of programs, some of them mandated by the State and Federal governments, that provide vital services and support to our region.

As the County looks toward the future, both as a government and a region, it is clear now is the time to build upon the successes of the past, identify opportunities for improvement in our current processes, and ensure our operations are aligned with the new policy initiatives and direction of the Board. It is imperative that the GMS, including the Vision, Mission Statement, and Values Statements, be aligned with the needs of our region and of our workforce. The County team of more than 17,000 individuals should see themselves, and the invaluable work they do, reflected in all elements of the GMS.

The recommendation before you today is to receive the Reimagined General Management System as well as the Strategic Initiatives that will guide the long-term Strategic Planning process, two year Operational Planning, and goal setting across all departments and their employees. Additionally, the Board is being asked to adopt the new Mission, Vision, and Values for our County, adopt associated change to Board Policy A-136 and direct staff to implement.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Receive the Reimagined General Management System and Strategic Plan.
2. Adopt the proposed Mission, Vision, and Values for the County of San Diego.
3. Approve revisions to Board Policy A-136, Use of County of San Diego General Management System for Administration of County Operations.

SUBJECT: RECEIVE REIMAGINED GENERAL MANAGEMENT SYSTEM AND THE STRATEGIC PLAN AND ADOPT NEW COUNTY MISSION, VISION AND VALUES (DISTRICTS: ALL)

4. Direct staff to implement the Reimagined GMS and Strategic Plan.

EQUITY IMPACT STATEMENT

The process for arriving at today's recommended changes was led by a team of staff experts from across County Business Groups and Departments who possess unique subject matter expertise and extensive operational knowledge, the members of the team are adept at thoughtful change management, as well as have been integral members of teams charged with implementing the new programs brought forward by the Board of Supervisors this year. By refreshing the Vision, Mission, Values, and supporting planning documents, the County has elevated equity to the forefront of our operations. Both the new Vision and Mission statements seek to involve and support the community and equity was added as a core value of the County. In addition, an Equity Strategic Initiative was added with goals that support the Initiative in the areas of health equity, housing, and economic opportunity.

FISCAL IMPACT

There is no fiscal impact associated with today's recommended action. Implementation of the proposed Mission, Vision, Values, General Management System model, and revised Strategic Initiatives will be performed by existing County staff.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

The History of the GMS

In 1998, the County of San Diego (County) Board of Supervisors (Board) adopted its General Management System (GMS) with the specific intent of bringing a new approach to address the financial and programmatic challenges the County faced. With a focus on instituting management disciplines and accountability, the County developed its first General Management System by adapting various private sector management models to a government environment. The GMS was revisited in 2007 and continued along with the adoption of Board Policy A-136, Use of County of San Diego General Management System for Administration of County Operations.

At the heart of the initial GMS are five overlapping components:

- Strategic Planning – used to outline the County's long-term strategic intent
- Operational Planning – prioritizes the County's goals and use of resources
- Monitoring and Control - describes how the County monitors progress on performance
- Functional Threading - ensures collaboration throughout the enterprise
- Motivation, Rewards and Recognition – a plan to recognize accomplishments at every level of the County

During the 2007 update to the GMS, the Board adopted the following Strategic Initiatives which are currently being used:

SUBJECT: RECEIVE REIMAGINED GENERAL MANAGEMENT SYSTEM AND THE STRATEGIC PLAN AND ADOPT NEW COUNTY MISSION, VISION AND VALUES (DISTRICTS: ALL)

- Healthy Families – ensure every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.
- Safe Communities – make San Diego the safest and most resilient community in the nation, where youth are protected, and the criminal justice system is balanced between accountability and rehabilitation.
- Sustainable Environments – strengthen the local economy through planning, development and infrastructure, protect San Diego’s natural and agricultural resources and promote opportunities for residents to engage in community life and civic activities.
- Operational Excellence – promote continuous improvement in the organization through problem solving, teamwork and leadership, focus on our customers’ needs and keep our employees positive and empowered.

Live Well

In addition to the Strategic Plan adopted by the Board, in 2010, the County of San Diego Board of Supervisors adopted the *Live Well San Diego* vision of a region that is Building Better Health, Living Safely, and Thriving. The Vision aligned the efforts of individuals, organizations, and government to help all San Diego County residents live well. In 2010, Live Well became the official Vision of the County: A region that is Building Better Health, Living Safely and Thriving; along with a corresponding Mission Statement: To efficiently provide public services that build strong and Live Well San Diego sustainable communities.

2021 Strategic Planning Process and the GMS Reimagined

The GMS, Strategic Plan and Live Well have served as critical components of how we conduct operations and serve the public for the last two decades. Moving into 2022, as we implement the priorities of our new Board including the Framework for the Future, the need to align our operational tools with our evolving programs and policies was clear. A Strategic Planning Team was created by the Chief Administrative Officer to work to reimagine these guiding documents and framework as well as develop a new County mission, vision and values statement that best reflects the demographics and service needs of our region.

The County’s 2021 Strategic Planning Team consisted of staff experts from across the enterprise who possess unique subject matter expertise as well as a extensive operational knowledge and have served as integral members of teams that have been implementing the new programs brought forward by the Board of Supervisors this year. Each team member has had direct experience with operationalizing at least one of the Board’s new initiatives and was able to translate that experience into a conversation that combined the operational needs of the organization and a focus on the future. The overall themes that came out of the robust discussions were the desire to be a government that listens to, partners with, and supports the community we serve, while sustainably planning for the future.

Together, the team drafted the following mission and vision statements for your Boards consideration:

SUBJECT: RECEIVE REIMAGINED GENERAL MANAGEMENT SYSTEM AND THE STRATEGIC PLAN AND ADOPT NEW COUNTY MISSION, VISION AND VALUES (DISTRICTS: ALL)

Mission Statement: A just, sustainable, and resilient future for all

Vision Statement: Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workforce

Additionally, the team reviewed and proposed a new set of values to be adopted by your Board:

- **Integrity** – Earn the public’s trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest standards of ethical conduct.
- **Equity** - Apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. Using data driven metrics, lived experiences and the voices of our community we weave equity through all policies and programs.
- **Access** – Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs
- **Belonging** – Foster a sense of belonging, not just inclusion, for the people we serve and for the employees of the County who provide those services on a daily basis.
- **Excellence** – Ensure exceptional service delivery to our customers by practicing fiscal prudence, encouraging innovation and leveraging best practices that promote continuous improvement to build strong, vibrant communities.
- **Sustainability** – Secure the future of our region, by placing sustainability at the forefront of our operations deeply embedded into our culture. Dedicate ourselves to meeting our residents’ current resource needs without compromising our ability to meet the needs of generations to come.

The original five components of the GMS have been renamed and revamped. They are:

- **Strategic Planning** – a five-year plan to detail what we are doing and where we are going for the community and our employees.
- **Operational Planning** – a two-year plan for prioritizing and allocating resources, both financial dollars and staff time, to the programs and services that will support the County’s goals and desired outcomes. Operational planning occurs annually and is in alignment with the Strategic Plan’s enterprise goals. Any challenges and changing economic conditions expected to impact the County in the coming years are considered to maintain long term solvency.
- **Evaluation and Accountability** – consistent, data-driven analysis of programs and services to provide the public with the outcomes they need, and the Board of Supervisors with the background and results to make appropriate policy decisions.
- **Collaboration** – working together across County departments to serve the community with the most effective, efficient, and accessible services.
- **Employee Investment and Engagement** – working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team.

**SUBJECT: RECEIVE REIMAGINED GENERAL MANAGEMENT SYSTEM AND
THE STRATEGIC PLAN AND ADOPT NEW COUNTY MISSION,
VISION AND VALUES (DISTRICTS: ALL)**

The first step of GMS continues to be Strategic Planning. The goals that the County of San Diego sets and the resources allocated must be consistent with the purpose of the organization and the continuous drive to create a higher level of excellence. The five-year Strategic Plan demonstrates to residents and employees who we are and where we want to go as an organization. By establishing a clear vision, the County can communicate the strategies it will use to carry out its mission. The mission reflects the County's commitment to understand and respond to the critical issues that affect county residents and visitors. The Strategic Plan defines County culture by embracing specific values that lead into our Strategic Indicators, which will shape our goals and desired outcomes. Each Strategic Indicator has associated audacious visions and, as part of operational planning, a set of goal statements will be developed, and departments will then align to their outcome metrics to support these indicators. These new Strategic Indicators, further explained in Attachment B, are:

- Sustainability
- Community
- Justice
- Equity
- Empower

Conclusion and Next Steps

Upon approval from the Board, the new GMS framework, Mission, Vision, Values, and Strategic Indicators will be rolled out enterprise wide. Implementation teams will assist departments align their outcome-based metrics with the goals that support the Strategic Indicators. In addition, implementation teams will conduct training sessions and incorporate feedback into the rollout as to thoughtfully move our organization through the updated GMS and Strategic Plan.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed actions support the future of the County of San Diego's Strategic Planning process by moving forward with updates to the GMS and Strategic Plan framework that will result in a just, sustainable, and resilient future for all.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

Attachment A – County of San Diego Reimagined General Management System
Attachment B – County of San Diego 2022-2027 Strategic Plan
Attachment C – Board Policy A-136, strikethrough version
Attachment D – Board Policy A-136, clean version



COUNTY OF SAN DIEGO

VISION

A just, sustainable, and resilient future for all

MISSION

Strengthen our communities with innovative, inclusive, and data-driven services through a skilled and supported workforce

VALUES

Integrity, Equity, Access, Belonging, Excellence and Sustainability.

THE GENERAL MANAGEMENT SYSTEM REIMAGINED

The County has reimagined its operational approach to planning and decision making by integrating the General Management System (GMS) with the strategic framework adopted by the Board of Supervisors.

It takes the GMS in a direction that is reflective of today's communities while preserving the core management principles of strategic planning, operational accountability, enterprise-wide collaboration, and employee connection.

At the core of the reimagined GMS is Community Engagement, based on the principle that all that we do should be for, and created in partnership with, the people we serve. The outer ring is included to reflect the core values of everything we do: integrity, equity, access, belonging, excellence and sustainability.

VALUES

In recognition that "The noblest motive is the public good," we are dedicated to:

INTEGRITY

Earn the public's trust through honest and fair behavior, exhibiting the courage to do the right thing for the right reason, and dedicating ourselves to the highest standards of ethical conduct.

EQUITY

Apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. Using data driven metrics, lived experiences and the voices of our community we weave equity through all policies and programs.

ACCESS

Build trust with the residents we serve through transparent communication and neighborhood engagement that is accessible in the languages, facilities and methods that meet their needs.

BELONGING

Foster a sense of belonging, not just inclusion, for the people we serve and for the employees of the County who provide those services on a daily basis.

EXCELLENCE

Ensure exceptional service delivery to our customers by practicing fiscal prudence, encouraging innovation and leveraging best practices that promote continuous improvement to build strong, vibrant communities.

SUSTAINABILITY

Secure the future of our region, by placing sustainability at the forefront of our operations deeply embedded into our culture. Dedicate ourselves to meeting our residents' current resource needs without compromising our ability to meet the needs of generations to come.



STRATEGIC INITIATIVES provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos, and extend across groups for all departments to see their work contributing to the overall success of the region.

SUSTAINABILITY:

Economy

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

Climate

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

Environment

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

Resiliency

- Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.

EQUITY:

Health

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

Housing

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

Economic Opportunity

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Advance opportunities for economic growth and development to all individuals and the community.

EMPOWER:

Workforce

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

Transparency and Accountability

- Maintain program and fiscal integrity through reports, disclosures, and audits.

Innovation

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



COMMUNITY:

Engagement

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

Safety

- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.

Quality of Life

- Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

Communications

- Create proactive communication that is accessible and transparent.
- Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.

Partnership

- Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

JUSTICE:

Safety

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

Restorative

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

Environmental

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

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COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: January 11, 2022

15

TO: Board of Supervisors

SUBJECT

APPROVE THE BUDGET EQUITY ASSESSMENT TOOL (DISTRICTS: ALL)

OVERVIEW

On April 6, 2021 (21), the Board of Supervisors (Board) directed the Chief Administrative Officer (CAO) to establish a countywide Budget Equity Assessment Tool (Equity Assessment Tool or Tool). The Tool is a questionnaire that will be completed by each County of San Diego (County) department as part of the annual budget process to help staff understand and make future allocation decisions based on the assessment of the County's funding as equitable, and the impacts of our budgetary decisions, especially in relation to communities most impacted by longstanding disparities of our region. The goal of the Tool is to help guide departments with critically analyzing their new budget requests to first identify inequitable policies, practices, procedures, and outcomes and then strategize on how to address them. Overall, by adding the Equity Assessment Tool to the budget development process, the County aims to eliminate disparities, improve outcomes for all, and ensure that new resources are allocated in an equitable manner and prioritized through an equity lens.

Based on the initial guidance provided by the Board and additional research conducted, the Office of Equity and Racial Justice (OERJ) developed a draft Budget Equity Assessment Tool. OERJ and the Office of Financial Planning (OFP) created and revised the first draft of the Tool through a collaborative process engaging the Board's Financial Framework subcommittee, County leadership and executive teams, budget and fiscal staff across the enterprise, representatives from Community Based Organizations, and community members. The Tool presented today reflects the feedback received from these multiple internal and external stakeholders and has four main components including the following: (1) applying an equity lens for all departments, (2) utilization of department specific equity data, (3) strengthening community engagement, and (4) ensuring accountability.

The Equity Assessment Tool, though, is just one component of operationalizing budget equity in the short and long term. Additional long-term goals that are not included in today's recommendations, are the development of an equity strategic plan and an equity strategic report. As the County begins to incorporate the Equity Assessment Tool into its operations and development of the 2022-23 budget, OERJ will take the lead on incrementally developing an equity strategic plan and report in future years.

SUBJECT: APPROVE THE BUDGET EQUITY ASSESSMENT TOOL (DISTRICTS: ALL)

Today's action requests the Board to approve the Budget Equity Assessment Tool for implementation during the Fiscal Year 2022-23 budget cycle and direct staff to incorporate it annually into Operational Plan development.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Approve the Budget Equity Assessment Tool.
2. Direct the Chief Administrative Officer to incorporate the Budget Equity Assessment Tool into the budget development process in future fiscal years and make amendments as needed to ensure better equity outcomes in the County's budget development process.

EQUITY IMPACT STATEMENT

The Office of Equity and Racial Justice (OERJ) and the Office of Financial Planning (OFP) anticipate that the implementation of the Budget Equity Assessment Tool (Tool) would result in more efficient budget allocation for impacted communities, reallocation of financial resources to where is needed the most, increased equitable funding allocations, and ultimately the elimination of inequalities and improvement of outcomes for all. It is anticipated that through a series of questions, the County of San Diego (County) departments will begin to not only assess, operationalize, and embed equity into the budget process, but also into their day-to-day decision-making and functioning. The Tool intentionally seeks to have a systemic and structural positive impact that can reach every resident in San Diego County. The components for the Tool are especially important to deliver these results. As part of the Tool's components, strategies, and instructions, departments will be required to utilize department specific equity data. They will need to provide qualitative and/or quantitative evidence to support their responses to the questionnaire. In the case that departments cannot provide evidence, it is required for them to further elaborate. Departments will also be asked about the ways that disaggregated demographic data and data on lived experience is utilized to prioritize and develop criteria for resource distribution. Another main component of the Tool is strengthening community engagement. As such, OERJ involved local Community Based Organization representatives, which at times have more direct accessibility and connection to the diverse communities of the region, and community members themselves in the creation of the Tool. The Tool aims to continue increasing community engagement by asking departments about their efforts in engaging the public and by promoting greater educational opportunities to the community about the County's budget process.

FISCAL IMPACT

There is no fiscal impact associated with today's recommendations. There may be future fiscal impacts associated with future recommendations. Any such recommendations would return to the Board for approval.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

SUBJECT: APPROVE THE BUDGET EQUITY ASSESSMENT TOOL (DISTRICTS: ALL)

BACKGROUND

Recent efforts by the Board of Supervisors (Board) have established the County of San Diego's (County) commitment to advance equity and work towards the elimination of the longstanding disparities that have impacted our communities and that were exacerbated by the COVID-19 pandemic. Understanding and determining how and where the County's financial resources are spent, as well as the impact of our budgetary decisions, is key to this work. The implementation of the Budget Equity Assessment Tool (Equity Assessment Tool or Tool) can provide an opportunity for County departments to assess if and how their budget allocations and requests would benefit or burden the most impacted communities in San Diego County. This Board letter outlines a brief history of the Budget Equity Assessment Tool, development of the Tool, stakeholder and community outreach, and details and proposed implementation of the Tool.

Several key actions have brought us to this point today. First, on April 6, 2021 (21), the Board directed the Chief Administrative Officer (CAO) to solicit feedback from District 1 Office, Office of Financial Planning (OFP), Office of Equity and Racial Justice (OERJ), other appropriate County departments, and the Transparency Advisory Committee and Fiscal Realignment Advisory Committee to develop a countywide Budget Equity Assessment Tool.

Following this initial direction from the Board, County staff developed a draft Tool based on research and best practices from other municipalities. The Government Alliance on Race and Equity (GARE) pioneered embedding equity into budget decisions, policymaking, program development, and evaluation processes. This research along with examples from Santa Clara County and the Cities of San Antonio, Seattle, and Portland served as the basis for the County's initial development of a preliminary Tool. After the preliminary Tool was developed, County staff presented the Tool to stakeholders for review and feedback at eleven different meetings, including two stakeholder meetings with representatives from regional Community Based Organizations (CBOs), two community forums open to the general public, and focus group sessions with each of the County's four business groups.

On October 1, 2021, the CAO provided the Board with a draft of the Budget Equity Assessment Tool via memorandum. Based on feedback County staff received and analyzed, a revised Budget Equity Assessment Tool is included as Attachment A for your Board's review and approval today. During the stakeholder meetings and community forums, OERJ and OFP provided an overview of the draft Tool, the County's Fiscal Years 2021-22 and 2022-23 Operational Plan and reviewed the draft questionnaire with participants. Participants had an opportunity to comment about each of the questions, the Tool and its implementation, and budget equity in more general terms. During the focus groups, staff from each County department reviewed the Tool in detail and worked through examples to brainstorm how staff would provide responses to the questionnaire, assess what additional information would be needed, and identify which department programs and services have an equity impact. A summary of the feedback received is included in Attachment B.

The Budget Equity Assessment Tool as proposed today has six questions and four main components including the following: (1) applying an equity lens for all departments, (2) utilization of department specific equity data, (3) strengthening community engagement, and (4) ensuring accountability. Beginning with a thorough analysis of departmental budget requests, the Tool aims to ensure the County allocates and prioritizes future resources in an equitable manner and through

SUBJECT: APPROVE THE BUDGET EQUITY ASSESSMENT TOOL (DISTRICTS: ALL)

an equity lens with particular attention to Black, Indigenous, and People of Color (BIPOC), low-income, and other communities historically and currently suffering from inequalities and inequities in the region. This final version of the Tool integrates initial guidance from the Board, best practices reflected in similar tools developed by other jurisdictions, municipalities, and organizations and feedback from various stakeholders. An organizational resource such as a Budget Equity Assessment Tool is not only necessary but takes time to fully implement. In addition, the Tool should be adaptable to changing community needs, emerging priorities and challenges faced by local government, and operational goals. OERJ and OFP will conduct ongoing review and revisions of the Tool, through an iterative process to ensure full implementation, relevance, and practicality with each of the County's four business groups. Both offices are collaborating on implementation and training strategies, which will include having at least two assigned contacts for each County business group to train Justice, Equity, Diversity, and Inclusion teams and provide ongoing support as needed.

The Equity Assessment Tool, though, is just one component of operationalizing budget equity in the short and long term. Additional long-term goals that are not included in today's recommendations, are the development of an equity strategic plan and an equity strategic report. As the County begins to incorporate the Equity Assessment Tool into its operations and development of the 2022-23 budget, OERJ will take the lead on incrementally developing an equity strategic plan and report in future years.

Today's action requests the Board to approve the Budget Equity Assessment Tool for implementation during the Fiscal Year 2022-23 budget cycle and incorporate it annually into budget development.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed actions support the County's 2021-2026 Strategic Plan objectives of Building Better Health, Operational Excellence, Living Safely and Sustainable Environments/Thriving Communities by ensuring that equity is at the forefront for all our services and programs and enhancing the County's ability to meet the needs of the most impacted communities in the region so everyone in the County has an opportunity to thrive.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

Attachment A – Budget Equity Assessment Tool
Attachment B – Summary of Feedback Received



County of San Diego Budget Equity Assessment Tool

Click [HERE](https://bosagenda.sandiegocounty.gov/cob/cosd/cob/doc?id=0901127e80e05215) for complete document:
<https://bosagenda.sandiegocounty.gov/cob/cosd/cob/doc?id=0901127e80e05215>



Summary of Feedback Received

Click [HERE](#) for complete document:

<https://bosagenda.sandiegocounty.gov/cob/cosd/cob/doc?id=0901127e80e05215>



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: January 25, 2022 and February 8, 2022

12

TO: Board of Supervisors

SUBJECT

AMENDMENTS TO THE COMPENSATION ORDINANCE AND ADMINISTRATIVE CODE (1/25/2022 – First Reading; 2/8/2022 – Second Reading) (DISTRICTS: ALL)

OVERVIEW

The proposed amendments to the San Diego County Compensation Ordinance are part of the ongoing efforts to manage and maintain a skilled, adaptable and diverse workforce dedicated to sustaining operational excellence and serving the public. This action amends the Compensation Ordinance by 1) establishing the Community Health Worker and Peer Support Specialist classifications in the Classified Service to support the Departments of Homeless Solutions and Equitable Communities and Behavioral Health Services respectively; and 2) amending Section 5.9.1 of the Compensation Ordinance, which adds Juneteenth as a County-observed holiday.

Today's recommendations also amend Administrative Code Section 57, which also adds Juneteenth as a County-observed holiday.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Approve the introduction of the Ordinances (first reading):

AN ORDINANCE AMENDING THE COMPENSATION ORDINANCE AND ESTABLISHING COMPENSATION.

AN ORDINANCE AMENDING THE ADMINISTRATIVE CODE SECTION 57.

2. If, on January 25, 2022, the Board takes action as recommended in item 1 then, on February 8, 2022 (second reading):

Submit ordinances for further Board consideration and adoption on February 8, 2022 (second reading).

3. If, on February 8, 2022, the Board takes action as recommended in item 2, the Chief Administrative Officer is directed to take any necessary action to conform applicable

SUBJECT: AMENDMENTS TO THE COMPENSATION ORDINANCE AND ADMINISTRATIVE CODE (1/25/2022 – First Reading; 2/8/2022 – Second Reading) (DISTRICTS: ALL)

County policies, rules, regulations and ordinances to the addition of Juneteenth as a County-observed holiday.

EQUITY IMPACT STATEMENT

The Department of Human Resources is committed to assuring equity is considered in classification and review work in order to provide and retain a skilled, adaptable, and diverse workforce for County departments. Today's recommendations provide for the appropriate classification of positions.

The Health & Human Services Agency has requested to add the Peer Support Specialist classification and Community Health Worker classification to provide additional linkages to County resources and case management services to ensure person-centered and trauma informed services are delivered in an equitable way to improve the individual's quality of life. Groups that will benefit from these services include vulnerable populations including economically disadvantaged communities, youth, immigrants, seniors, disabled, physically and mentally ill.

The requested action is strongly aligned to the initiatives in the County's 2022-2027 Strategic Plan and its vision for a just, sustainable, and resilient future for all. By creating these classifications, the County will enhance resources and develop programs to address the immediate needs of the County's underserved populations.

Today's recommendations will also add Juneteenth, a day that is celebrated to commemorate the end of slavery in the United States, as a County-observed holiday. If adopted by the County Board of Supervisors, the Chief Administrative Officer will take action to ensure that all applicable policies, rules, regulations, and ordinances of the County are amended, as necessary, to conform to the addition of Juneteenth as a County-observed holiday. Any necessary amendment to other County ordinances affected by this change will be presented to the Board for adoption as necessary.

FISCAL IMPACT

~~There is no fiscal impact associated with these recommendations. There will be no change in net General Fund cost and no additional staff years.~~ Funds for this request are included in the Fiscal Year 2021-22 Operational Plan. If approved, this request will result in an additional annual cost of approximately \$500,000 to establish a new County holiday. The funding source will be existing revenue within County departments. There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

On April 6, 2021 (6), the Board directed the Chief Administrative Officer to establish a Department of Homeless Solutions and Equitable Communities within Health & Human Services Agency to

SUBJECT: AMENDMENTS TO THE COMPENSATION ORDINANCE AND
ADMINISTRATIVE CODE (1/25/2022 – First Reading; 2/8/2022 – Second
Reading) (DISTRICTS: ALL)

achieve better coordination of existing and future County homeless activities and programs and to serve as a central point of contact and collaboration for outside partners to help vulnerable San Diegans and reduce homelessness in the region. Today's recommendations will amend the Compensation Ordinance by establishing the Community Health Worker classification. This new classification will be represented by SEIU and will support County initiatives and programs to address homelessness in San Diego County.

Today's recommendations also include changes to the Compensation Ordinance by establishing the Peer Support Specialist classification. This new classification will also be represented by SEIU and will support County initiatives and programs that deliver behavioral health services and support individuals and families in achieving their behavioral health goals. This is in alignment with best practices in terms of having those with lived experience working in the County's service delivery system.

Today, the Department of Human Resources also seeks approval to amend the Compensation Ordinance and Administrative Code to add Juneteenth as a County-observed holiday.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

These actions are aligned with the County of San Diego's 2022-2027 Strategic Plan Initiatives of Sustainability, Community, Justice, Equity, and Empower. Approval of the recommendation allows the County to develop, maintain, and attract a skilled, adaptable and diverse workforce dedicated to sustaining operational excellence and serving as enablers to these Strategic Initiatives.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

Executive Summary
Compensation Ordinance (Clean Version)
Administrative Code (Clean Version)
Summary of Proposed Ordinances
Compensation Ordinance (Strike-out Version)
Administrative Code (Strike-out Version)



NORA VARGAS
SUPERVISOR, FIRST DISTRICT
SAN DIEGO COUNTY BOARD OF SUPERVISORS

AGENDA ITEM

COUNTY OF SAN DIEGO
2022 JAN 14 AM 11:25
CLERK OF THE BOARD
OF SUPERVISORS

DATE: January 25, 2022

TO: Board of Supervisors

18

SUBJECT

COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING PREVENTION AND COORDINATION (DISTRICTS: ALL)

OVERVIEW

Human trafficking is a form of modern-day slavery, in which victims of human trafficking are subjected to force, fraud, or coercion for the purpose of commercial sex, debt bondage, or forced labor. Trafficking of persons occurs throughout the world, including in the United States and victims can include young children, teenagers, men, and women.

According to the FBI, in 2005 San Diego ranked among the 13 worst regions in the United States for child sex trafficking.¹ A 2016 study conducted by the University of San Diego and Point Loma Nazarene estimated that the illicit sex economy in San Diego County was \$810 million dollars, with an estimate of 3,000 to 8,000 survivors each year.² The study also revealed that the average age for a victim is 16 years old with many younger at 12, 13, 14 and 15 years of age. Furthermore, the study found that 80 percent of the victims are U.S. citizens and that 90 percent of schools studied across San Diego County had documented cases of human trafficking.

Today's actions demonstrate the County of San Diego's (County) continued commitment to combat human trafficking in our region and provide the critical services and support to survivors of human trafficking. These actions call for a strengthened partnership between the County's Public Safety Group and Health and Human Services Agency along with community partners to develop recommendations for establishing a peer support navigator program for survivors of human trafficking that can help navigate the services/programs available to them as they transition into independence. Additionally, it calls for developing recommendations to enhance efforts to provide an educational campaign to raise awareness about this critical issue. I urge your strong support.

¹ <https://www.ojp.gov/pdffiles1/nij/grants/249857.pdf>

² <https://www.ojp.gov/pdffiles1/nij/grants/249857.pdf>

SUBJECT: COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING PREVENTION AND COORDINATION (DISTRICTS: ALL)

RECOMMENDATION(S)

SUPERVISOR NORA VARGAS

1. Direct the Chief Administrative Officer to work with appropriate Public Safety Group departments such as the District Attorney's Office and Probation in coordination with Health and Human Service Agency departments, including, but not limited to Self Sufficiency Services, Behavioral Health Services, Child Welfare Services, Public Health Services to develop recommendations for establishing a peer support navigator program for survivors of human trafficking.
2. Direct the Chief Administrative Officer to develop recommendations for a strategy to coordinate victim-centered, culturally competent and trauma informed services including, housing, behavioral health services, family services, legal assistance, employment readiness and job placement, and other services deemed necessary or appropriate to provide the greatest opportunity for survivors of human trafficking to be free of exploitation and thrive.
3. Direct the Chief Administrative Officer to develop victim-centered, culturally competent and trauma informed recommendations for enhancing educational efforts to raise awareness to recognize the signs of human trafficking and work in partnership with stakeholders to spread the message.
4. Direct the Chief Administrative Officer to assess the current services and resources available and receive survivor, community and stakeholder input and engagement, in order to develop meaningful recommendations to address human trafficking.
5. Direct the Chief Administrative Officer to return to the Board of Supervisors within 180 days with any findings and final recommendations on enhancements and new strategies to implement in the areas mentioned in Recommendations 1 through 4, including program costs and funding sources.

EQUITY IMPACT STATEMENT

San Diego County is among one of the highest regions in the United States with human trafficking, with anywhere from 3,000 to 8,000 victims each year. Human trafficking victims can be of any age, race, ethnicity, sex, gender identity, sexual orientation, nationality, immigration status, cultural background, religion, socio-economic class, and education attainment level. In the United States, individuals vulnerable to human trafficking include children in the child welfare and juvenile justice systems, including foster care, runaway and homeless youth, racial or ethnic minorities, migrant laborers, LGBTQ+ individuals, and victims of intimate partner violence or other forms of domestic violence, to name a few.

Today's proposed action demonstrates the County of San Diego's (County) continued commitment to combat human trafficking in our region and provide the critical services and support to survivors of human trafficking as they transition to independence. Specifically, by working with the relevant County partners, such as Public Safety Group and Health and Human Services Agency, along with community-based organization partners, the County will provide a comprehensive family-centered focused approach to deliver wraparound services to survivors of human trafficking. This action will further strengthen and enhance outreach efforts especially around our youth population as a mechanism to raise awareness and help prevent human trafficking from occurring in our region.

SUBJECT: COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING
PREVENTION AND COORDINATION (DISTRICTS: ALL)

FISCAL IMPACT

There is no fiscal impact associated with the recommended actions to explore and develop strategies to strengthen efforts to combat human trafficking. When staff report back, fiscal impacts associated with recommendations of various strategies to implement will be identified for Board approval pending availability of funding.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

Human trafficking is a form of modern-day slavery, in which victims of human trafficking are subjected to force, fraud, or coercion for the purpose of commercial sex, debt bondage, or forced labor. Trafficking of persons occurs throughout the world, including in the United States and victims can include young children, teenagers, men, and women.

Under the Trafficking Victims Protection Act (TVPA) of 2000 “severe forms of trafficking in persons” includes both sex trafficking and labor trafficking, which are defined as follows:

Sex trafficking is the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purposes of a commercial sex act, in which the commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such an act has not attained 18 years of age (22 USC § 7102).

Labor trafficking is the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purposes of subjection to involuntary servitude, peonage, debt bondage, or slavery, (22 USC § 7102).

Among the most disproportionately targeted at-risk populations include individuals who have experienced or been exposed to other forms of violence (child abuse and maltreatment, interpersonal violence and sexual assault, community, and gang violence) and individuals disconnected from stable support networks (runaway and homeless youth, unaccompanied minors, etc.).

According to the FBI, in 2005 San Diego was ranked among the 13 worst regions in the U.S. for child sex trafficking. In these past 15 years, San Diego County has increased efforts to combat human trafficking and support survivors. A 2016 study conducted by the University of San Diego and Point Loma Nazarene estimated that the illicit sex economy in San Diego County was \$810 million dollars, with an estimate of 3,000 to 8,000 survivors each year. The study also revealed that the average age for a victim is 16 years old with many younger at 12, 13, 14 and 15 years of age. The study found that 80 percent of the victims are US citizens and that 90 percent of schools studied across the county had documented cases of human trafficking. Furthermore,

SUBJECT: COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING
PREVENTION AND COORDINATION (DISTRICTS: ALL)

the report revealed that gangs have taken to sex trafficking as one of their criminal activities due to the large profit and difficulty in detecting the crime and identifying victims.

Human trafficking is of particular concern and poses a big threat because it is the second most profitable illegal industry, second only to the drug trade. While drugs are sold in one transaction, human beings can be sold repeatedly, putting already vulnerable individuals at risk of entering a dangerous cycle of exploitation where costs are low, and profits are extremely high.

The County of San Diego (County) through its numerous efforts has been working diligently to combat human trafficking and help meet the needs of human trafficking survivors. Crimes revolving around human and labor trafficking tend to occur outside of normal business hours, requiring tailored interventions and staff accessibility on a 24/7/365 days a year basis to facilitate immediate access for survivors. The District Attorney’s Office through the Sex Crimes and Human Trafficking Division which is composed of a highly trained and specialized team of Deputy District Attorneys, District Attorney Investigators, paralegals, and secretaries, has been dedicated to just prosecution of perpetrators of sexual assault and human trafficking crimes. Earlier this year, the District Attorney’s Office also established a new Workplace Justice Unit. Working closely with the Labor Commission’s Office, this new unit will focus on prosecuting criminal business practices such as wage theft and labor trafficking. Additionally, the North County Family Justice Center will open in early 2022 to provide an array of wraparound services for human trafficking survivors including therapy, legal services, case management, housing navigation, food assistance, and workforce preparation.

The San Diego County Probation Department (Probation) supports young people, who are simultaneously human trafficking survivors and supervised by Probation for other matters, through participation in the Resiliency Is Strength and Empowerment (RISE) collaborative court. RISE is supported by dedicated probation officers working with a dedicated juvenile court judge, deputy district attorney, deputy public defender, Behavioral Health Services (BHS) staff, Child Welfare Services (CWS) staff, and soon, a dedicated, license-eligible clinician, to offer a therapeutic, trauma-informed approach to helping human trafficking survivors supervised by Probation. Additionally, the Board of Supervisors established the Human Trafficking and Commercial Sexual Exploitation of Children (CSEC) Advisory Council that is tasked with identifying and forwarding best practices for combatting human trafficking and with making recommendations to the Board of Supervisors regarding countywide anti-trafficking policies.

The Sheriff’s Department also contributes significant investigative resources towards the San Diego Human Trafficking Task Force, a multi-agency task force specializing in monitoring and investigating human trafficking related incidents, to identify and apprehend suspects who traffic and/or abuse victims, while simultaneously working to recover victims and direct them to services.

The County also has services/resources in place to help meet the needs of survivors such as the Trafficking and Crime Victim Assistance program, which provides Medi-Cal coverage, monetary and food assistance. The ICARE program through BHS and CWS offers therapeutic care for youth who have been sexually exploited, as well as providing a Drop-in Center as a safe, confidential place where the youth can learn adaptive skills, build resiliency, and find

SUBJECT: COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING
PREVENTION AND COORDINATION (DISTRICTS: ALL)

community. CWS has also launched the CSEC Response Team (CRT) Protocol that would enable a social worker, a peer advocate, and law enforcement to provide an immediate joint response when a youth is identified as being trafficked.

In terms of prevention, CWS and the District Attorney's Office partnered in 2016 to bring the Ugly Truth campaign to San Diego County. The campaign advertisements were displayed in English and Spanish at national events such as Comic Con and the Major League Baseball All-Star Game. Additionally, in 2018 and 2019, CWS partnered with the DA's office and Abolitionist Mom, an anti-human trafficking organization, to help promote awareness among youth through the campaign, Disrupt Sex Trafficking. Most recently, CWS, with the support of the Child and Family Strengthening Advisory Board, sponsored Summer Movies in The Park, where the Disrupt Sex Trafficking advertisements ran before movies in parks across the County from June through October 2021.

CWS has implemented further prevention practices including early identification and linkage to targeted services for youth who are at risk of experiencing human trafficking. With early identification, all youth who are suspected to be victims of child abuse and/or maltreatment ages 12 and up are screened with a validated tool to assess risk level of being trafficked. If the risk level for a youth is high, a multidisciplinary team consisting of CWS, BHS, Public Health Services, Probation, the Juvenile Court, law enforcement, and additional community partners collaborate to identify supports and services that would address the specific factors that put a child at risk.

While San Diego is at the forefront in the fight against human trafficking, our county continues to face challenges, which have been further exacerbated by the COVID-19 pandemic. This in turn has placed already vulnerable populations at even higher risk of becoming victims. While our economic and social sector was gravely impacted by the pandemic and came to a standstill, unfortunately, for human trafficking this illicit industry continued to operate and even flourish. In the first half of 2020, the National Center for Missing and Exploited Children reported 90% increase in the number of reports it received. Also, the San Diego Regional Internet Crimes Against Children Task Force reported triple and quadruple numbers starting in April 2020 and continuing throughout 2020. Just in 2021 alone, the San Diego Human Trafficking Task Force, coordinated eight large scale demand reduction operations throughout San Diego County. Additionally, with the closure of schools there was a 51% reduction, between calendar year 2019 and 2020, of reports to the County Child Abuse Hotline from school site professionals and teachers.

It is imperative that the County reaffirms its commitment to combat human trafficking in our region and provide the critical wraparound services needed to support survivors of human trafficking and their families. To do so, today's recommendations call for a strengthened partnership between the County's Public Safety Group and the Health and Human Services Agency along with community partners to develop recommendations for establishing a peer support navigator program for survivors of human trafficking that can help navigate the services/programs available to them as they transition into independence. A peer support navigator program will work with appropriate departments from PSG, HHSA and community partners with the goal of achieving consistency for every survivor in need of services. Survivors

SUBJECT: COUNTY ACTIONS TO ENHANCE HUMAN TRAFFICKING
PREVENTION AND COORDINATION (DISTRICTS: ALL)

often have several social workers, probation officers, and advocates, each of whom the victim has to relay their story, which can induce trauma and create a challenge to build trust between survivors and the people and programs offering them support.

Consistency and engagement are the key to success with services. A peer support navigator program should strive for consistency and work for the betterment of the survivor. In order to achieve this goal, the peer support navigator program will serve as a liaison and will work with survivors directly. Furthermore, the creation of a strategy to coordinate wraparound services including, housing, behavioral health, legal assistance, employment readiness, among other services will provide the greatest opportunity to ensure that survivors are able to thrive.

With children being one of the most vulnerable populations at risk of human trafficking, it is important that the County enhance current efforts for an educational campaign countywide and raise awareness about human trafficking among both youth and parents, to prevent human trafficking. As a starting point to this educational campaign, the County should continue its work with the San Diego County Office of Education to ensure that the evidence based, age appropriate, human trafficking prevention education program is provided at all schools across the county.

I urge your strong support.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed actions support the Building Better Health and Living Safely initiatives in the County of San Diego's 2021-2026 Strategic Plan, as well as the County's Live Well San Diego vision by the County of San Diego reaffirming its commitment to combat human trafficking and provide the critical services and support to survivors of human trafficking as they transition to independence in a manner that is compassionate, respectful, and sensitive to the human trafficking survivors' needs.

Respectfully submitted,



NORA VARGAS
Supervisor, First District

ATTACHMENT(S)
N/A



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

SUBJECT: RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND
APPROVE ACTIONS ON SAN PASQUAL ACADEMY CAMPUS
OPERATIONS (DISTRICTS: ALL)

operate the Academy through June 30, 2022. Consequently, all of the Academy operations and services would terminate effective July 1, 2022.

More recently, on December 3, 2021, the Superior Court of California, County of San Diego, issued a preliminary injunction restraining and enjoining the State from terminating the license for the group home located at the Academy, provided that it continues to comply with the licensing standards currently in existence. Furthermore, on December 23, 2021, CDSS lifted a condition in the MOU restricting new placements at the Academy.

Over the last several years, CWS has engaged in strategic planning to determine how best to utilize the Academy campus to address the changing needs of our community, as well as the changing statutory framework, while building upon the Academy's success. Recent events provide legal support for maintaining existing programming at the Academy, but the County also has the opportunity to maximize the use and capacity of the Academy campus by expanding it to include a continuum of placements ranging from resource family homes to more structured settings for youth with higher needs, along with appropriate services and supports. This reimagined campus will extend the successful outcomes of the Academy to a wider population of youth in foster care.

Today's actions request the Board to receive the report titled "*Re-envisioning San Pasqual Academy*", approve continued operations at the Academy, as needed, to support the transition to a continuum of care multipurpose campus, authorize a competitive solicitation for Resource Family Homes and a Group Home at the campus, authorize a competitive solicitation for Specialty Mental Health Services at the campus, direct the CAO to develop a plan for utilizing the Academy campus as a continuum of care multipurpose campus to serve youth in foster care upon receipt of further guidance from the State and federal governments regarding licensing standards and revenue sources, and direct the CAO to continue to explore options for a mixed-use campus for a combination of youth populations to include youth in foster care, youth at risk of entering foster care, unaccompanied minors and youth interacting with the juvenile justice system; and to develop a plan for implementation.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Receive the report titled "*Re-envisioning San Pasqual Academy*".
2. Approve continued operations at the Academy, as needed, to support the transition to a continuum of care multipurpose campus.
3. In accordance with Section 401, Article XXIII of the County Administrative Code, authorize the Director, Department of Purchasing and Contracting, to issue a competitive solicitation for Resource Family Homes and a Group Home at the campus, and upon successful negotiations and determination of a fair and reasonable price, award a contract for an initial term of up to three (3) years, with five (5) one-year options, and up to an additional six months, if needed; and to amend the contract to reflect changes in program service requirements or funding, subject to the availability of funds and the approval of the Agency Director, Health and Human Services Agency.
4. In accordance with Section 401, Article XXIII of the County Administrative Code, authorize the Director, Department of Purchasing and Contracting, to issue a competitive

DATE: January 25, 2022

19

TO: Board of Supervisors

SUBJECT

RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND APPROVE ACTIONS
ON SAN PASQUAL ACADEMY CAMPUS OPERATIONS (DISTRICTS: ALL)

OVERVIEW

San Pasqual Academy (the Academy) opened in 2001 and is a first-in-the-nation residential education campus designed to meet the unique needs of adolescent youth in the foster care system and to prepare them for self-sufficiency upon exiting care. Through a partnership of public and private agencies such as New Alternatives, Inc., San Diego County Office of Education, Access Inc. through the support of the San Diego Workforce Partnership, and the County of San Diego (County) Health and Human Services Agency (HHSA), Child Welfare Services (CWS), youth are provided with residential, education, work readiness and child welfare case management services.

With the enactment of Assembly Bill 403, also known as the Continuum of Care Reform Act (CCR), in 2015, California placed a new emphasis on utilizing home-based settings with resource families for youth in foster care and limiting a youth's placement in congregate care settings, such as the Academy. In addition, the federal Family First Prevention Services Act (FFPSA), passed in 2018 and requiring full implementation by October 1, 2021, limited the availability of federal funding for placement in congregate settings. As a result of multiple discussions on how to preserve the Academy's unique program as permitted through the parameters of these new laws, the California Department of Social Services (CDSS) approved a three-year Pilot Project for the Academy for the period of December 1, 2018 through December 31, 2021.

On February 8, 2021, CWS was notified by CDSS that the Academy's Pilot Project and supporting Memorandum of Understanding (MOU) to continue the Academy's on-going operation would terminate effective October 1, 2021 rather than December 31, 2021. It was stated that this was because the Academy's current educationally based residential program is not an allowable model for foster care under FFPSA and CCR. Then, on March 16, 2021 (12), the San Diego County Board of Supervisors (Board) directed the Chief Administrative Officer (CAO) to request an extension from CDSS for the current MOU for the Academy through June 30, 2022. Subsequently, on May 3, 2021, CDSS replied with an offer to grant an extension to the term of the MOU, to coincide with the end of the 2021-22 school year subject to several conditions. On May 18, 2021 (30), the Board directed the CAO to enter into an agreement with CDSS for an extension through June 30, 2022. Accordingly, on July 13, 2021 (6), the Board authorized the extension of the contract to

SUBJECT: RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND
APPROVE ACTIONS ON SAN PASQUAL ACADEMY CAMPUS
OPERATIONS (DISTRICTS: ALL)

solicitation for Specialty Mental Health Services for the Group Home at the campus, and upon successful negotiations and determination of a fair and reasonable price, award a contract for an initial term of up to three (3) years, with five (5) one-year options, and up to an additional six months, if needed; and to amend the contract to reflect changes in program service requirements or funding, subject to the availability of funds and the approval of the Agency Director, Health and Human Services Agency.

5. Direct the Chief Administrative Officer to develop a plan for utilizing the campus as a continuum of care multipurpose campus to serve youth in foster care upon receipt of further guidance from the State of California and the federal government regarding licensing standards and revenue sources; and return to the San Diego County Board of Supervisors to bring forward recommendations for implementation and resource needs.
6. Direct the Chief Administrative Officer to continue to explore options for a mixed-use campus for a combination of youth populations to include youth in foster care, youth at risk of entering foster care, unaccompanied minors and youth interacting with the juvenile justice system; and to develop a plan for implementation.

EQUITY IMPACT STATEMENT

San Pasqual Academy (the Academy) opened in 2001 to meet the unique needs of adolescent youth in the foster care system (and subgroups within) through a residential education environment that promotes independence and self-sufficiency while focusing on completing high school, preparing for the world of work, practicing independent living skills and developing relational permanency. Through a unique partnership of public and private agencies, youth in foster care ages 12-17 years and non-minor dependents (NMDs) up to age 19 are provided with a seamless delivery of residential, education, work readiness and child welfare case management services. The collaboration increases efforts to maximize racially equitable community outcomes by ensuring all youth at the Academy have increased access to health and wellness opportunities, develop life-long connections, and broaden educational horizons.

Over the last five years, federal and State legislation have significantly shifted the statutory requirements for keeping children safely with families, resulting in sweeping legislative changes that identify home-based settings with resource families as the best placement option for youth and reduce the reliance on and use of congregate care. In light of these changes, and the presenting opportunity to maximize the use and capacity of the Academy campus, efforts began around envisioning a multi-serving Academy with expanded capacity to benefit as many youth in foster care as possible and provide a robust continuum of services, care coordination, placements and supports to meet the diverse needs of this population.

With an equity and empowerment lens, the County of San Diego Health and Human Services Agency, Child Welfare Services (CWS) initiated a participatory process to identify important services and suggested uses for the Academy in partnership with The Children's Initiative and Harder+Company Community Research. This partnership allowed an independent third party to engage with individuals most impacted by the Academy operations in order to obtain an objective assessment of youth's experiences at the Academy. The partnership also provided opportunities and a platform for youth, stakeholders and community partners to provide input and develop proposals for the next phase of planning and decision making that will provide maximum positive

SUBJECT: RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND
APPROVE ACTIONS ON SAN PASQUAL ACADEMY CAMPUS
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community impact. In August and September 2021, seven key stakeholder focus groups were completed with former foster youth, partners of the Academy, community partners and the Child and Family Strengthening Advisory Board of San Diego County, the Foster Alumni and Youth Community Empowerment Subcommittee (FAYCES), relative caregivers and resource families, Foster Family Agencies, Short-Term Residential Therapeutic Program (STRTP) providers, Transitional Housing providers, CWS staff, and legal and county partners.

Input gathered for proposed services, placements and supports at the Academy have the capacity to support diverse populations, positively impact communities, and advance racial equity work in San Diego County. CWS will maintain a participatory approach and continue to engage the community and strategically plan for inclusive outreach through the various phases and processes of the Academy's program operations and service expansion.

FISCAL IMPACT

Funds for recommendations #2 through #4 are included in the Fiscal Year (FY) 2021-23 Operational Plan in Health and Human Services Agency (HHSA). If approved, there will be no change in costs and revenues in FY 2021-22 and estimated costs and revenue of \$15 million in FY 2022-23 to continue current operations at the Academy, inclusive of an ongoing Group Home and a new Resource Family Homes component. The funding sources include Social Services Administrative Revenues, federal Short-Doyle Medi-Cal, Realignment and General Purpose Revenue. HHSA will utilize one-time realignment funding to bridge the loss of federal Title IV-E revenue for Group Home costs while looking to incorporate and utilize any new federal and State funding available with the implementation of the Family First Prevention Services Act as plans for the campus are further developed. There will be no immediate change in net General Fund costs and staff years.

Recommendations #1, #5, and #6 do not have a fiscal impact. Any further implementation plans resulting from work completed under recommendations #5 and #6 to further maximize use of the campus would be brought back to the Board for approval with identified costs and resource needs.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

This item was presented to the Child and Family Strengthening Advisory Board as an informational item on January 14, 2022.

BACKGROUND

San Pasqual Academy (the Academy) opened in 2001 and is a first-in-the-nation residential education campus designed to meet the unique needs of adolescent youth in the foster care system and to prepare them for self-sufficiency upon exiting care. Through a partnership of public and private agencies such as New Alternatives, Inc., San Diego County Office of Education, Access Inc. through the support of the San Diego Workforce Partnership, and the County of San Diego (County) Health and Human Services Agency (HHSA), Child Welfare Services (CWS), youth are

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provided with residential, education, work readiness and child welfare case management services. Over the last five years, federal and State legislation have significantly shifted the statutory requirements for keeping children safely with families, resulting in sweeping legislative changes that identify home-based settings with resource families as the best placement option for youth and reduce the reliance on and use of congregate care. As a result of these statutory changes focused on keeping children with their families and preventing child maltreatment, CWS has experienced a 39% reduction in the number of youth in foster care and a 69% reduction in the use of congregate care over the past 10 years. Additionally, as CWS continues to deepen prevention and family strengthening efforts, fewer youth are entering into the child welfare system. The youth who cannot be safely maintained in their homes with their biological families and enter foster care have often been exposed to severe complex trauma and present with significant mental and behavioral health needs that require more acute and intensive care and interventions.

With the enactment of Assembly Bill 403, also known as the Continuum of Care Reform Act (CCR), in 2015, California placed a new emphasis on utilizing home-based settings with resource families for youth in foster care and limiting a youth's placement in congregate care settings, such as the Academy. In addition, the federal Family First Prevention Services Act (FFPSA), passed in 2018 and requiring full implementation by October 1, 2021, limited the availability of federal funding for placement in congregate settings. As a result of multiple discussions on how to preserve the Academy's unique program as permitted through the parameters of these new laws, the California Department of Social Services (CDSS) approved a three-year Pilot Project for the Academy for the period of December 1, 2018 through December 31, 2021.

Prior Action Taken

On February 8, 2021, CWS was notified by CDSS that the Academy's Pilot Project and supporting Memorandum of Understanding (MOU) to continue the Academy's on-going operation would terminate effective October 1, 2021 rather than December 31, 2021. It was stated that this was because the Academy's current educationally based residential program is not an allowable model for foster care under FFPSA and CCR. Then, on March 16, 2021 (12), the San Diego County Board of Supervisors (Board) directed the Chief Administrative Officer (CAO) to request an extension from CDSS for the current MOU for the Academy through June 30, 2022. Subsequently, on May 3, 2021, CDSS replied with an offer to grant an extension to the term of the MOU, to coincide with the end of the 2021-22 school year subject to several conditions. On May 18, 2021 (30), the Board directed the CAO to enter into an agreement with CDSS for an extension through June 30, 2022. Accordingly, on July 13, 2021 (6), the Board authorized the extension of the contract to operate the Academy through June 30, 2022. Consequently, all of the Academy operations and services would terminate effective July 1, 2022.

On May 18, 2021 (30), the Board also directed the CAO to have appropriate staff available to meet with all interested partners of the Academy including New Alternatives, CWS staff, San Diego County Office of Education, and Access Inc. through the support of the Workforce Partnership on ways to expand the use of the Academy campus. Additionally, CDSS' approval of the MOU extension required CWS to continue to engage youth, stakeholders, and the community to explore other potential uses for the Academy campus. In August and September 2021, CWS partnered with The Children's Initiative and Harder+Company Community Research (Harder+Company) to

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conduct seven key stakeholder focus groups and engage communities impacted by the Academy operations to contribute input on options and proposals for the Academy campus. Focus groups were completed with former foster youth, partners of the Academy, community partners and the Child and Family Strengthening Advisory Board of San Diego County, the Foster Alumni and Youth Community Empowerment Subcommittee (FAYCES), relative caregivers and resource families, Foster Family Agencies, Short-Term Residential Therapeutic Program (STRTP) providers, Transitional Housing providers, CWS staff, and legal and county partners. As a result of engaging stakeholders most impacted by the Academy's operations, a report was completed summarizing the community input gathered with an emphasis on common and divergent themes and ideas for potential uses of the Academy campus. Today's action requests the Board to receive the report titled "*Re-envisioning San Pasqual Academy*".

More recently, on December 3, 2021, the Superior Court of California, County of San Diego, issued a preliminary injunction restraining and enjoining the State from terminating New Alternatives' group home license for the group home located at the Academy, provided that New Alternatives continues to comply with the licensing standards currently in existence. The injunction shall remain in effect until final resolution of the litigation or other court order. As stated by the Superior Court, the intent of the preliminary injunction is to leave in place the currently existing licensing for the Academy so that if the appropriate decision-makers wish to continue operating the Academy, then the Academy may continue to operate. Furthermore, on December 23, 2021 CDSS lifted a condition in the MOU restricting new placements at the Academy.

Current Operations at the Academy

On June 1, 2021, prior to the restriction of new placements at the Academy, there were 72 youth placed at the Academy and since that date:

- 29 youth transitioned to a home-based setting (family, relative, resource family), out of county college housing, transitional housing programs, supervised independent living placements, or required detention at the A.B. and Jessie Polinsky Children's Center (PCC) or Juvenile Hall due to behavioral concerns; and
- 14 youth graduated high school.

As of January 1, 2022, 43 youth are placed at the Academy and of that number, 11 are anticipated to graduate high school in June 2022.

The Academy Campus Re-envisioned

Feedback from the focus groups, as summarized in the "*Re-envisioning San Pasqual Academy*" report, includes a strong emphasis on maintaining the campus to serve as many youth in foster care as possible. Focus groups identified services to maintain regardless of the subpopulation served on campus and include, but are not limited to family connections, visitation, ongoing family finding, mental health services, and peer and grandparent mentorship. Additionally, former foster youth identified core considerations when re-envisioning the future of the campus from the youth perspective and include, but are not limited to:

- Explore multiple options to maximize the number of foster youth populations that can benefit from the Academy's expansive space and campus infrastructure;

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- Maintain the unique variety of supports and services on campus;
- Keep siblings together and continue serving multiple generations so alumni have a place to get support; and
- Continue the home-like feel and consistent relationships.

Stakeholders also considered and provided recommendations for other potential youth populations to be served on campus such as unaccompanied minors and youth involved with the juvenile justice system, if it were to be utilized for populations other than foster youth. Today's action requests the Board to direct the CAO to continue to explore options for a mixed-use campus for a combination of youth populations to include youth in foster care, youth at risk of entering foster care, unaccompanied minors and youth interacting with the juvenile justice system, and to develop a plan for implementation.

Supporting a Continuum of Care

To align with federal and State requirements for reducing the use of congregate care and maximize the number of youth in foster care served, while meeting their unique and diverse needs, a continuum of placement types have the potential to coexist on the Academy campus. These placement types include temporary shelter care, home-based care, transitional housing, congregate care and intensive crisis settings.

Temporary Shelter Care Facilities (TSCF) provide 24-hour non-medical care for up to 10 calendar days for children and youth under 18 years of age who can no longer safely remain with their family of origin due to abuse, neglect and/or abandonment. Polinsky Children's Center (PCC) is a County-operated short-term emergency shelter administered by CWS. PCC is a licensed TSCF as of August 3, 2018 and provides physical and mental health services, medication support, and crisis services to all youth entering the facility and throughout their length of stay. In Calendar Year 2021, 195 unduplicated youth entered PCC from North San Diego County alone. The inclusion of a TSCF as a component of the Academy expansion will allow youth residing in North San Diego County needing emergency shelter to remain in close proximity to their families, communities and natural support systems. There may be limited federal revenue for the TSCF component.

Resource family homes are home-based family care settings and provide a lower-level placement option for foster youth in out-of-home care. As such, they are the preferred placement option for foster youth under both FFPSA and CCR, as compared to congregate settings. Resource parents are trained and approved to provide both temporary and permanent care to youth. Resource parents can also be specifically trained and certified to provide intensive services above a standard resource home to youth who have a higher level of need and can be safely cared for in a home-based setting. Including resource family homes as a component of the Academy expansion, with the goal of transitioning the current Group Home model to resource parents, will provide opportunities for youth to step down from higher levels of care and placement into a less restrictive home-based family-like setting that can accommodate sibling placements. There is anticipated federal revenue and potential State revenue for the resource family homes component.

An STRTP is a licensed and accredited residential facility that provides specialized intensive and therapeutic 24-hour care, supervision and intervention to youth. Under FFPSA, there is concern

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that an STRTP with more than 16 beds will be classified as an Institution for Mental Disease and will no longer be eligible for Medicaid funding. Consequently, some facilities may need to reduce their capacity to 16 beds or less. CWS currently contracts with nine STRTP providers, four of which have more than 16 beds. Adding STRTP beds as a component to the Academy would allow CWS to maintain the capacity to serve youth in San Diego County who need the treatment provided in this higher level of care program. There is anticipated federal revenue and potential State revenue for the STRTP component.

One demonstrated area of need in San Diego County in recent years is to provide intensive crisis programs inclusive of short-term crisis stabilization, highly individualized therapeutic intervention, and specialized programming for youth experiencing mental health crises that may or may not require inpatient treatment. Intensive crisis programs, such as the Children's Crisis Residential Program, will build the County's capacity to provide a high-quality continuum of care to meet the needs of all youth, including those with complex or specialized needs. The revenue sources for the Children's Crisis Residential Program have not yet been identified by CDSS, and CDSS has not yet issued final regulations for the Children's Crisis Residential Program licensing category.

Supports and Mentoring

The focus groups identified the alumni supports and extracurricular activities at the Academy as an essential part of what has been important to the success of the Academy. CWS provides multiple transitional housing programs (THP) designed to support independence and the various transitional needs of non-minor dependents in foster care and former youth ages 18-24 years. The inclusion of a THP component that will also provide alumni housing support maintains the connection for youth who lived on campus while receiving the supports and services they need to advance their goal of self-sufficiency and successfully transition into adulthood. At this time, there is no anticipated federal revenue or State revenue for the THP component.

The San Pasqual Academy Neighbors (SPAN) Program has also long been an important contributor to the Academy's success. Under the SPAN program, older adults live on the Academy campus and provide mentoring and support to the youth in exchange for reduced rent. Maintaining the SPAN program as part of the reimagined Academy campus will expand access to this unique intergenerational support to a broader population of youth in foster care. At this time, there is no anticipated federal revenue or State revenue for the SPAN component.

Meeting Current Needs and Preparing for the Future

The vision for the expansion of placement options and services along the continuum of care will increase foster youth access to services in an educational/vocational setting, support youth needing emergency and temporary care and offer a lower level of care in a resource family home with capacity to accommodate siblings, transitional housing, a higher level of care and treatment such as an STRTP, and Intensive Crisis Programs in more acute treatment settings. Through a collaboration with the County's Behavioral Health Services, specialty mental health services will be provided to youth on campus to support their wellbeing through an array of complementing programming.

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Full implementation of a multipurpose campus with a continuum of placement, services and supports and diverse programming will require time and a staged approach to support the additional planning and outreach with the community, a comprehensive fiscal analysis, identification of funding streams, establishment of regulations, and licensing and procurement processes. The proposed initial stage will include:

- Approximately 80 beds under the existing educationally based residential program (Group Home);
- Up to 36 beds for Resource Family Homes;
- 14 cottages for the SPAN Program; and
- Alumni Housing

Maintaining the existing Group Home programming on campus aligns with the preliminary injunction and will support trauma-informed transitions for youth remaining on campus, with minimal impact to their wellbeing, as the campus transitions to a continuum of care multipurpose campus. The current Residential Education Program ensures the County provides placement stability to youth currently placed at the Academy, while working toward a transition to utilizing Resource Family Homes. There is no anticipated federal revenue or State revenue for the Group Home Residential program. Today's action requests the Board to approve continued operations at the Academy, as needed, to support the transition to a continuum of care multipurpose campus; authorize a competitive solicitation for Resource Family Homes and a Group Home at the campus; and authorize a competitive solicitation for Specialty Mental Health Services at the campus.

The capacity of the educationally based residential program, diverse components of the continuum of care placement and programming and provision of a variety of supports and services are contingent on the procurement and licensing process and recruitment outcomes. The continuum of treatment, services and placement options upholds the uniqueness of the Academy and will continue to provide youth in foster care with the environment, resources, and services that the Academy youth and alumni benefited from.

HHSA will return to Board with future components once updated regulations are released and anticipated legislation enacted specifically pertaining to IMD and Children's Crisis Residential Program and their available revenue sources. The additional time will allow for comprehensive planning, development, and identification of potential funding streams for a more comprehensive leveraging of funds, and to ensure the ability of the programs to effectively serve youth and promote positive outcomes. Today's action requests the Board to direct the CAO to develop a plan for utilizing the Academy campus as a continuum of care multipurpose campus to serve youth in foster care upon receipt of further guidance from the State and federal governments regarding licensing standards and revenue sources.

Over the last several years, CWS has engaged in strategic planning to determine how best to utilize the Academy campus to address the changing needs of our community, as well as the changing statutory framework, while building upon the Academy's success. Recent events provide legal support for maintaining existing programming at the Academy, but the County also has the opportunity to maximize the use and the capacity of the Academy campus by expanding it to

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include a continuum of placements ranging from resource family homes to more structured settings for youth with higher needs, along with appropriate services and supports. This reimagined campus will extend the successful outcomes of the Academy to a wider population of youth in foster care and maintain a sense of uniqueness and inclusive community for San Diego residents.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed actions supports the Equity and Community initiatives of the County of San Diego's (County) 2022-2027 Strategic Plan, as well as the County's *Live Well San Diego* vision and the Framework for our Future by providing comprehensive services and supports focused on improving equitable outcomes for children and youth interacting with the child welfare system and ensuring transparency, open government and a participatory approach to best serve the needs of our diverse communities.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

Attachment A: *Re-Envisioning San Pasqual Academy* Report

October 2021

Re-Envisioning San Pasqual Academy

Stakeholder Focus Groups Summary

This report summarizes the feedback of seven key stakeholder groups on re-envisioning the San Pasqual Academy campus.

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Introduction

San Pasqual Academy (SPA) opened in 2001 in Escondido, California, and is first-in-the-nation residential education campus designed specifically for foster youth. SPA serves as a placement option for dependents of the Juvenile Court between 12-17 years old, and Non-Minor Dependents (NMDs) up to age 19 years old. On-site services are provided through a public-private partnership between the County of San Diego, New Alternatives, Inc., San Diego County Office of Education, and Access, Inc.

After the passing of AB403 requiring changes to the use of congregate care in California, SPA was approved by the California Department of Social Services as a three-year pilot project in 2018. It provides a stable, long-term placement with linkages to transitional housing and post-emancipation services. The Academy offers a comprehensive support system for the youth, using a trauma-informed care lens, including individualized education, independent living skills, work readiness training, therapeutic services, extra-curricular and enrichment activities, family connections and relational permanency.¹

Over the last five years, federal and state legislation have significantly shifted the statutory requirements for keeping children safely with families, resulting in sweeping legislative changes that identify home-based settings with resource families as the best placement option for youth and requiring the reduction in use of congregate care.

In February 2021, San Diego County Child Welfare Services (CWS) was notified by the California Department of Social Services that the SPA three-year pilot project and supporting Memorandum of Understanding to continue SPA's operation would terminate effective October 1, 2021. Additionally, there will no longer be federal Title IV-E funding authority to operate SPA, because it does not meet the requirements to be a therapeutic placement setting outlined in the federal requirements under the Family First Prevention Services Act (FFPSA).

In the Spring of 2021, San Diego County requested and was granted an extension to allow SPA to function in its current capacity until June 2022. As that end date approaches, and the use of SPA will have to change, San Diego CWS and Board of Supervisors are gathering input as to the potential next iteration of the SPA campus.

- Re-Envisioning San Pasqual Academy

ATTACHMENT A

Purpose of this Report

Harder+Company Community Research (Harder+Company) works with public sector, philanthropic, and nonprofit clients throughout California to reveal new insights about the nature and impact of their work. We have specific expertise in facilitating conversations with diverse stakeholder groups to come to shared understandings and work towards common goals.

The Children's Initiative engaged Harder+Company in July 2021 to conduct focus groups with seven key stakeholder groups to gather their feedback on potential future uses of the San Pasqual Academy (SPA) campus and produce a report synthesizing this feedback for San Diego County Child Welfare Services (CWS) and The San Diego County Board of Supervisors (BOS).

Our goal in producing this report is to authentically convey the opinions, experiences and ideas of the key stakeholder groups that participated in focus groups and to provide CWS and the BOS with timely information from which to make decisions about the future of the SPA campus.

Overview of the Feedback Gathering Process

Harder+Company conducted virtual focus groups via Zoom with seven key stakeholder groups that were invited to participate in the feedback process by The Children's Initiative. The focus groups each lasted between 1.5 and 2.5 hours and were facilitated by a team of 3-4 Harder+Company staff. Each focus group had between 8-25 participants; across all groups about 85 total stakeholders participated. The stakeholder groups included:

- Relative and Resource Families
- San Pasqual Academy Partners
- FFA, STRTP and Transitional Housing providers
- Community Partners and the Children and Family Strengthening Advisory Board (CFSAB)
- County and Legal Partners
- Child Welfare Services (CWS)
- San Pasqual Academy Alumni (2 groups)

Focus group participants were asked to share their ideas for the future use of SPA as well as environment, service, and other considerations if SPA was to be used as one of four qualified settings under the Families First Prevention Services Act (FFPSA):

- A qualified residential treatment program (Q RTP) for foster youth;
- A setting specializing in providing prenatal, post-partum, or parenting supports for youth;
- A supervised setting for youth who have attained 18 years of age and are living independently;
- A setting providing high-quality residential care and supportive services to children and youth who have been found to be, or are at risk of becoming, sex trafficking victims.

The sessions concluded with participants prioritizing their suggested uses of the SPA campus.

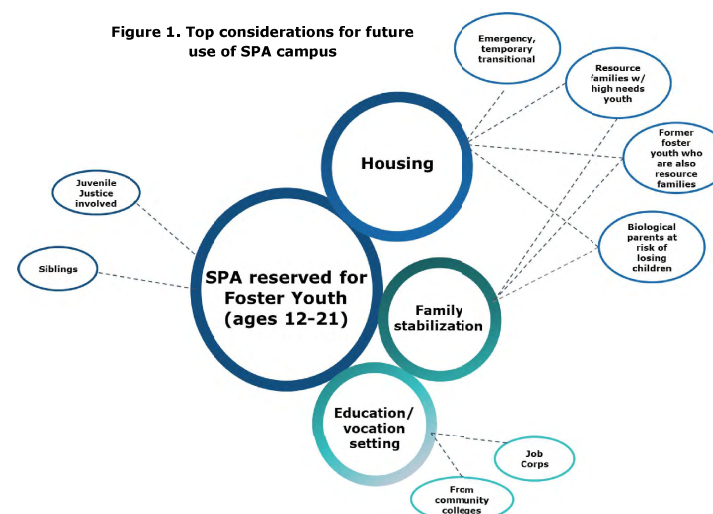
Following the completion of all focus groups, we analyzed the data. In our analysis of the focus group conversations, we looked for common and divergent themes and ideas both within and across groups. For more detail on the focus group process, see Appendix A.

¹ [Child Welfare Services: San Pasqual Academy](#)

The following report provides a high-level overview of key takeaways including the most mentioned uses of SPA, highlights from each stakeholder focus group, and key services for each of the four federally qualified populations. The report provides a qualitative overview of the perspectives and experiences of SPA Alumni and concludes with key considerations for decision makers as they determine the future of the SPA campus. Details of the focus groups from which results were culled for this report are presented in Appendix B.

Top Line Highlights

Across all stakeholder groups who participated in focus groups, there was overwhelming agreement that the San Pasqual Academy (SPA) campus should be prioritized to benefit as many foster youth as possible. The opportunity to leverage the housing on campus was a consideration for many stakeholder groups. Other common ideas across groups were the use of SPA for family stabilization and using SPA as an educational/vocational site. Figure 1 below illustrates the four, top mentioned suggestions across focus groups with their relative importance indicated by the size of their circle. The smaller, outer circles include additional context about the key highlight as well as the interplay and potential synergy between highlights. See Appendix B for a summary of results by stakeholder group.



There was mixed feedback from stakeholder groups about whether it was a good idea to have multiple subpopulations of foster youth on the campus at the same time (e.g. survivors of sex trafficking, parenting foster youth, 18+ foster youth and foster youth in a QRTP setting). Some expressed concerns about having these populations living together on the same campus and for the ability of one campus to meet their diverse needs. Others, including some of the SPA alumni, saw it as artificial to think of these groups as separate or different when there is actually significant overlap between them. Some SPA alumni were concerned that separating these groups on campus would detract from the sense of community that was so important at SPA.

Service Considerations at SPA

Regardless of the population of foster youth San Pasqual Academy (SPA) will serve in the future, stakeholders named universally important services that should be offered on campus. Services such as high-quality education, mentorship, mental health services, substance abuse counseling, and family finding engagement were all cited as especially important.

Across all focus groups, participants shared that the environment at SPA should retain a home-like setting that does not have a clinical or institutional feel. Focus group participants shared details about the home-like setting on campus, from having actual family or resource families onsite, to ensuring that there are opportunities for family-like outings.

Participants also expressed overwhelming agreement on a set of standard services that should be provided regardless of the subpopulation, though the participants shared different details of these services:



Education services. The size of the SPA campus is optimal for being a dedicated education setting or vocational training site. The isolated location is also free from distractions so that students can stay focused. Onsite high-quality education or coordination with teachers at the off-site schools that serve the foster youth must be offered. Suggestions include college preparation, vocational coaching and career planning.



Mentorship services. High-quality mentorship from peers or older, parent or grandparent-like figures have been a significant support for SPA alumni. Mentor experiences offer support and expert guidance about independent living and life outside of the child welfare system. Stakeholders see mentorship as a key service component at SPA in the future.



Mental health services. Foster youth should have accessible, onsite mental health support from highly-qualified professionals that are trained in trauma-informed care. SPA Partners and Relative and Resource Families suggested that youth should also have access to therapists that are independent from the onsite mental health team. While high-quality mental health services should be available for any population of foster youth at SPA, they were cited as particularly important for youth in a qualified residential treatment program (QRTP). In addition, wellness services (e.g., yoga and meditation) and somatic and nonclinical therapy (e.g., equine and art therapy), were also suggested.



Substance use counseling. Counseling for substance use should be offered for any foster youth populations at the SPA campus, as it is a condition that many different sub-populations of foster youth face. Extra consideration should be taken to ensure that foster youth are offered substance use counseling that is trauma-informed and culturally competent.



Healthcare services. Onsite or 24/7 access to medical providers should be provided to all foster youth. This is especially important for pre-natal or postpartum youth and QRTP subpopulations.



Access to family. Services that facilitate access to visits with a foster youth's family to maintain connections and that supports family-finding for foster youth were considered paramount for all potential future foster youth populations at SPA.



Independent living skills. All foster youth populations could benefit from services that teach independent living skills, but this service was especially identified as necessary for the 18 and older population. Many participants cited financial literacy, vocational training, and conflict resolution as part of a skillset important for all populations. Other examples include cooking classes and rental assistance.



Transportation services. While ideal for an educational setting, the location and isolation of the SPA campus came up as a barrier in nearly all focus groups. It is a particular challenge for groups of foster youth that would need their own vehicles to get to and from work or that need to be close to services or family in San Diego's urban center. There is also concern that families without transportation would struggle to visit foster youth located at the site.

Qualified Settings under FFPSA

While the previous section describes universal service recommendations for any foster youth population that may occupy San Pasqual Academy (SPA) in the future, there were also special considerations for the four qualified settings under FFPSA. Table 1 below shows additional services and considerations that were cited for each potential qualified setting.

Table 1. Special services by FFPSA qualified setting

Qualified Settings	Services Needed
Qualified Residential Treatment Program (QRTP) for foster youth	<ul style="list-style-type: none"> • Collaborations with schools, clinicians, and emergency responders
Setting specializing in providing prenatal, post-partum, or parenting supports for youth	<ul style="list-style-type: none"> • Onsite childcare • Parenting classes • Relationship coaches • A parenting or peer coach who mentors moms throughout the prenatal, post-partum and parenting stages • Private living spaces • Place to practice healthy family dynamics by letting partners live together; allowing mothers and fathers to raise children together and co-parent
A supervised setting in which a youth who has reached 18 years of age is living independently	<ul style="list-style-type: none"> • Vehicle or transportation stipend/assistance • Career, technical education, certificate programs. These services are not currently funded by the County and could be enhanced with appropriate funding
A setting providing high-quality residential care and supportive services to children and youth who have been found to be, or are at risk of becoming, sex trafficking survivors	<ul style="list-style-type: none"> • On campus security • Collaboration with law enforcement • Mentorship programs (with former CSEC)

If SPA had to be used for populations other than foster youth, stakeholders recommended populations such as unaccompanied minors and youth in the juvenile justice system. They also considered adult populations in need of housing and services, like families experiencing homeless, refugees, veterans, and families at risk of entering the dependency system. SPA is also ideal for family retreats, vocational training or educational purposes.

Foster Youth Voice: Centering the Lived Experience of Foster Youth in SPA's Future

Twenty years ago, San Pasqual Academy (SPA) was established with the direct feedback of foster youth. Now, as the County considers the future of SPA, the voice and experience of foster youth is again of critical importance. Our study included two points of contact with former foster youth to ensure their experiences are fully considered in the County's decision for the future use of SPA. While the current study strove to hear from, represent, and balance the voice of various stakeholders who have insights for SPA's future, it is critical that the County fully consider, if not center, its decisions on the experience of foster youth. This section highlights former foster youth experiences at SPA and insights of what should be considered for the potential culture, environment, physical space, and services on campus to best serve foster youth in the future.

Before we present the results, it is first important to acknowledge SPA Alumni's frustration and disappointment with the state and federal legal decisions that define who can benefit from SPA:

"I think a lot of kids within each of those [federally legislated subpopulations] are already at SPA. That's what I don't understand. I haven't had the opportunity to wrap my brain around the concept of the whole why SPA's disappearing. 'It's short-term, long-term....' blah, blah, blah whatever it is. The fact is, is it becomes of home for a lot of these individuals."

SPA Alumni uniformly felt that SPA should continue to serve foster youth. While a few responded to the question about "what other uses could the SPA campus serve" with ideas of a retreat center for nonprofits, a training center for social workers, and even renting out the NFL sized football field to a sports team to bring in revenue, they were largely disheartened and upset that SPA is changing. "It just feels like it's regressing" one foster youth mourned, "when this kind of care is giving us some sort of chance, some sort of normalization to us, not to grow up so institutionalized."

Foster Youth Experience at SPA

While the FFPSPA legislation does not allow SPA to continue in its current form and format, former foster youth identified five core features that should be integrated into future use of SPA. These observations are of utmost importance in part because alumni have the benefit of hindsight- being able to pinpoint the most and least helpful elements of their time at SPA.

- **The home environment.** The SPA campus homes, with house parents, and other youth, were regularly noted as a critical feature of their experience. Homes replicated a true home experience and when coupled with a caring house parent, and made an indelible, positive impression on youth. Thinking back on their house parent, on participant shared:

"She was a very mother-like figure towards me. She was very on top of us, which was good. It gave us structure and how to keep our rooms clean and how to do chores. How to wash the dishes and do our laundry, and stuff like that."

Foster youth noted the importance of a stable, positive, adult role model in their lives in the context of homes on the campus.

- **The unique and lasting quality of the SPA community.** SPA also was noted as having the unique opportunity to build a community amongst foster youth with shared experiences. Many noted that the youth on the campus became "like a family" to one another and provided an inner circle of support that can only come from those who have lived similar experiences.

"Everything was close and all your friends that you had around you were going through the same thing that you were going through. You didn't have to 'fake it until you made it.' Because they were all foster kids and going through the same thing- losing parents

or getting taken away from your parents. That was also what made us closer, 'cause you didn't have to fake it."

"We all get along, or you don't get along. But in the end, we're all like family. If somebody passes away, who's there? We are. We're all there for each other because we grew up together. We all have this same experience. We all know what 'it' is. So I just feel like [SPA] became like just a different definition of family, but we're all family."

The carryover of these close ties from SPA into adulthood was palpable in the focus groups. SPA Alumni members share a common bond through shared experience, keeping in touch long after they left the SPA campus. This tie has provided a unique strength and center of support even to this day.

- **Keep siblings together.** Participants with siblings were vocal about the importance of SPA in keeping them together. Resource families do not always have the space to accommodate siblings, and as a result, they can be separated causing additional loss and trauma. Former foster youth said that while they may not always have been in the same house as their siblings at SPA, they saw them regularly on campus and were able to maintain that critical relationship in an uncertain time of their lives.
- **Retain the low barrier to service model.** Many former foster youth noted that having services centralized on the SPA campus provided ongoing, timely access to needed services. Therapy, social services, health and education were all in one place, which reduced barriers to services for youth in crisis or experiencing trauma.

"I could go see my county social worker and also take a five-minute walk and see my clinician. There was also a nurse's office or station... I personally have diabetes, so I always needed healthcare resources. I could walk up there at any time. It was just like really easy and accessible. I found like that really beneficial for my development."

"If I needed anything I could go and be able to talk about it, or get things settled instead of waiting. 'Okay, well I got to wait this month' or 'Oh, my social worker didn't show, up now I got to wait next month. Hopefully they come.' That type of uncertainty wasn't there. Just having that support and that dependency."

"You didn't feel like you had to go hunting for [help] or call your social workers or your therapists and be like on the phone for hours... You feel like everything is kind of at your fingertips, which is a lot easier than accessibility anywhere else...even with a foster parent."

The "SPA blanket" as one participant called it, helped them to feel safe, cared for, and supported.

- **Maintain the unique variety of supports and services on the SPA campus.** Former foster youth often noted the importance of the breadth of services and supports available to them on the campus. Computer labs, gyms, and a broad variety of other enrichment activities provided an exploratory, supportive environment foster youth to be exposed to, try out and then develop different skills and self-improvements.

"Just having everything so central was very, very beneficial. School was right there. We worked on campus. We live on campus, having our social worker right on campus. [...] I think there's something for everyone [...] If I was back with my parents or another foster parent, I may not have had the opportunity to have access to those resources."

If I was back where my, with my parents or another foster parent, I may not have the opportunity to have that access to those resources. So readily and feasible in the sense of like safety or accessibility. "

" they provide a lot for kids to succeed, but it's really up to the kid if they want to succeed because they do offer so much to you, but it's really up [to you]".

The five elements above provided both broad and deep support to former foster youth. It nurtured a sense of normalcy while also expanding horizons through no-barrier access to services, a community of peers, and a variety of enrichments that would not have been possible under other circumstances. Together, these unique benefits of SPA were frequently summed up by SPA Alumni in one word – "safety":

"There's a lot of bad stuff, a lot of negative stuff out there. And being able to go in to a safe environment [was important because...when I came out,] I was protected [from the bad stuff and if I didn't have that]...it could've led me on a whole different path."

Future of SPA

SPA Alumni expressed a range of responses regarding how to best support foster youth in the four FFPSA qualified settings, from concerns about mixing the different subpopulations (in particular, those who have been sex trafficked), to concerns about artificially separating subpopulations at the expense of promoting a sense of community, to noting "it's probably experts who are better equipped to provide advice for something like that." Many SPA Alumni said they didn't see the FFPSA-identified subpopulations as mutually exclusive. In fact, they were one of the few groups we convened who talked about foster youth's overlapping identities, noting that one foster youth could potentially be associated with all four FFPSA-identified subpopulations. Thus, the questions we posed about what would serve each specific subpopulation provided limited specific insights.

On the other hand, SPA Alumni were unified that SPA should continue in some form to provide foster youth the environment, resources, and services that they benefited from. In addition to the previously identified positive experiences from when they lived at SPA, they noted a number of additional future considerations that should be taken into account when re-envisioning how the SPA campus can support future foster youth:

- **Look for multiple benefit options.** The SPA campus is unique in the expanse of space, its houses, and the general campus infrastructure. Former foster youth suggested that this could benefit various foster youth populations and have multiple, beneficial impacts. For example, in the high-priced San Diego housing market, these houses could be provided to foster families to house themselves and the children in their care. This could be of even further benefit to the foster care population if these foster families were former foster youth – many who do not have resources to purchase housing but can draw upon their lived experience to support current foster youth.
- **Ensure it serves multiple generations of foster youth.** For many former foster youth, SPA is their childhood home. Providing alumni housing and keeping space for them to return is important to their sense of self and their connection to others. "I think that especially during college and even afterwards," one youth shared, "SPA gave me the opportunity to kind of have a place like home to come back to." They would like to see SPA support future foster youth, but also remain open to them to return and connect. One foster youth cautioned the County to be careful of renaming/repurposing the site because it negates their history and connection to that important childhood experience.
- **Consider the orientation of contractors in the model.** Former foster youth from different cohorts at SPA noted the central importance of house parents and caring adults. At some point in SPA's development, a contractor was brought on that instituted "shift work" approach to the adults who youth rely on instead of stable house parents. Several former foster youth identified the transactional quality of this support, noting that the adults were not consistent, often did not know their names and preferences, and did not build a trusting relationship. Rotating adults also meant that reports from

external schools were not given to house parents with relationships but rather to service directors. As a result, small incidents became bigger "clinical" incidents. In general, former foster youth felt that the personal, home-like experience turned into one that felt more "institutionalized."

- **Integrate connections to pierce the "SPA bubble."** The remote location of the site, accompanied by the comprehensive services of the campus, resulted in what many considered a very safe, but also isolated, experience. SPA Alumni suggested making stronger connections to the outside community. This will require additional focus on transportation options to and from the campus.
- **Provide education that prepares youth for college.** Several former foster youth shared that the education on campus did not prepare them for college. For example, one SPA Alumni noted that every day they discussed "resiliency" but "that doesn't teach you math." Others noted an overemphasis on trauma-informed care that sometimes manifested as a lack of accountability, such that teachers would excuse students' poor performance or lack of follow through. They suggested a model with more similarity to other traditional school experiences would better prepare them for the potential of college.
- **Incorporate job and career training.** Many former foster youth recommended stronger job training focus to train them for more independence when they leave. Trade schools, Job Corps, and pathways to colleges were all noted. Training programs could also happen off site, thereby piercing the SPA bubble and providing more experience with "the real world."

The County has a wealth of experience to continue to draw upon as it develops the future of SPA. The SPA Alumni expressed an eagerness to continue to provide input.

Considerations and Recommendations

After having gathered and synthesized the feedback from seven key stakeholder groups about the potential future uses of SPA, we offer the following observations and considerations as the County moves forward in its decision-making process.

- **The location and structure of the SPA campus lends itself to key uses.** The campus' housing, educational facilities and sports facilities are well established and a valuable infrastructure to build upon. While the remote location can be a barrier, it can also be optimal to housing, educational or vocational uses that benefit from less distraction. Stakeholders shared that if SPA was no longer used for foster youth, it could be used for emergency, temporary or transitional housing for unaccompanied minors, refugees or homeless populations. As an educational or vocational setting, SPA could be used for students with complex IEP's or behavioral needs, or a job training or community college setting. Stakeholders shared ideas of partnerships with other agencies that could transform SPA into one of these settings.
- **Community environment of SPA is a key strength.** Stakeholders noted that the family-like environment that was created at SPA is among its best attributes and likely connected to the positive outcomes of SPA Alumni. The home-like environment promotes a sense of community and belonging, and any future use of SPA should make sure that programming and staff are optimized to create this environment.
- **Continue to include youth in plans to re-envision the campus** SPA Alumni have direct lived experience to inform the best use of the SPA campus. After conducting focus groups with them, the evaluation team recommends that this community remain engaged and be a primary source for input when it comes to the future of the SPA site and recommendations for programming.

- **Use data to inform future decisions.** Stakeholders had varying levels of familiarity with the service gaps and the current needs of the foster youth population. Some knew precisely how many beds and/or homes were available for specific populations in San Diego County, while in others did not. The lack of precise data was a source of frustration for some stakeholders as they tried to identify which foster youth populations had the biggest need for SPA's resources. As the county re-imagines the SPA campus, bring data and stakeholders together.
- **Integrate stakeholder groups for additional feedback.** Our research aggregated the information, knowledge, experiences and opinions from individual stakeholder groups. During this process, groups often referred to each other to fill their own knowledge gaps. As an enhancement to ensuring that up-to-date data are available for all decision-makers, future efforts to engage stakeholders in discussing the future of SPA should include a process to allow stakeholder groups are able to collaborate in real-time. This will facilitate the integration of data and information that may be siloed in area of expertise that specific stakeholders have. A cross-stakeholder working group is an optimal intervention.

Appendix A: Methodological Details

Harder+Company conducted virtual focus groups via Zoom with seven key stakeholder groups that were invited to participate in the feedback process by The Children's Initiative. The focus groups lasted between 1.5 and 2.5 hours and were facilitated by a team of 3-4 Harder+Company staff. Each focus group had between 8-25 participants; across all groups approximately 89 stakeholders participated. The stakeholder groups were as follows:

- *Relative and Resource Families:* Included non-relative and relative foster parents, resource parent mentors, representatives from YMCA Kinship Program and Youth and Family Services, and Grossmont College Foster, Adoptive and Kinship Care Education Program.
- *San Pasqual Academy Partners:* Included SPA Advisory Board Members (e.g. representatives from San Diego County Office of Education and New Alternatives, who currently provide services at SPA), local community school district representatives and members of The Friends of San Pasqual Academy.
- *FFA, STRTP and Transitional Housing providers:* Included representatives from transitional housing programs such as YMCA, Casa de Amparo, North County Lifeline, San Diego Youth Services; representatives from Foster Family Agencies such as New Alternatives, Walden Family Services, Angels, and Koinonia; and representatives from STRTPs, such as Fred Finch Youth Center, Center for Positive Changes, Varsity, and New Haven.
- *Community Partners and the Children and Family Strengthening Advisory Board (CFSAB):* Included representatives from Just in Time, San Diego Regional Center, Promises2Kids, SAY San Diego, San Diego Workforce Partnership, Mental Health America, Supervisor Nathan Fletcher's Office, Children's Advocacy Institute, Singleton Law and Intesa Communications.
- *County and Legal Partners:* Included representatives from San Diego County Counsel, Children's Legal Services of San Diego, Voices for Children, San Diego County Probation, San Diego County Aging and Independence Services, San Diego County Health and Human Services Agency, and Parks and Recreation Department. Two juvenile court judges did not participate in the focus group but submitted feedback via email.
- *Child Welfare Services (CWS):* Included protective service workers, protective services supervisors, and other San Diego County CWS staff.
- *San Pasqual Academy Alumni (2 groups):* This group included former foster youth, most of whom had lived at San Pasqual Academy as dependent minors.

A representative from The Children's Initiative was present at each focus group, except for one. A CWS manager was also present at each focus group, except for one, and presented an overview of the recent changes in state and federal legislation that required SPA to close. The CWS representative also presented four scenarios, under the Family First Prevention Services Act (FFPSA), for which federal foster care maintenance payments are permitted for foster youth placed in childcare institutions. These scenarios are:

- A qualified residential treatment program (Q RTP).
- A setting specializing in providing prenatal, post-partum, or parenting supports for youth.
- A youth who has attained 18 years of age, a supervised setting in which the youth is living independently.
- A setting providing high-quality residential care and supportive services to children and youth who have been found to be, or are at risk of becoming, sex trafficking victims.

Focus group participants were instructed that they would be asked to consider these four possible scenarios when thinking about and sharing ideas for future uses of the SPA campus.

In all groups with more than 8 attendees, we broke participants out into smaller groups of 4-5 people for facilitated conversations about their ideas for potential future uses of the SPA campus. Participants shared their ideas verbally, using an anonymous virtual whiteboard, and through the Zoom chat function. Questions asked in the small groups included:

What are the ideas about the future use of SPA that you are bringing to this meeting?

If the SPA campus was to be used as a **QRTP for foster youth**:

What is needed to create a supportive environment?
What services should be present?
What other considerations should be made?

If the SPA campus was to be used for foster youth who are **pregnant or parenting**:

What is needed to create a supportive environment?
What services should be present?
What other considerations should be made?

If the SPA campus was to be used for foster youth who are **survivors of sex trafficking or at risk of being sex trafficked**:

What is needed to create a supportive environment?
What services should be present?
What other considerations should be made?

If the SPA campus was to be used for former foster youth **18+ years and older who are living independently**.

What is needed to create a supportive environment?
What services should be present?
What other considerations should be made?

What might be the other uses of the San Pasqual site for foster youth populations or other populations in the community that we haven't yet discussed? Think of the communities you serve and their needs – is there something about the SPA campus that can help meet their needs?

What use(s) of the San Pasqual campus that has been discussed today would you prioritize?

The focus group prompts and conversation during the second SPA Alumni focus group were different than the other groups and centered more on alumni's lived experience at SPA and the qualities and features of SPA they found served them well and did not serve them well.

Following the completion of all focus groups, we proceeded to analyze the data. In our analysis of the focus group conversations, we looked for common and divergent themes and ideas both within and across groups.

Appendix B: Focus Group Finding Details by Stakeholder Group

Stakeholder Group	Priority Populations Identified
Relative and Resource Families	<ul style="list-style-type: none"> • Retain SPA for foster youth: Relative and Resource families overwhelmingly believed that the SPA campus should remain with the current population (high school-age, foster youth) and expand either services or age ranges to accommodate youth in the 4 FFPSA qualified settings. There were concerns about mixing age-groups, thus most of the recommendations were geared towards high-school aged youth up to age 21. • There are many different opinions on the exactly how current services at SPA could be expanded, with additional ideas of the SPA campus being good for youth in the juvenile justice population. Expanding the educational services offered or creating new educational or vocational programming at SPA was among the top recommendations, from offering more Career Training and Employment programs to adding vocational training from community colleges. As long as many foster youth could access these offerings, it would be priority use for SPA. • While expansion of current services and education or vocational training were the key themes, if SPA was to be used for populations outside of foster youth, the ideal use for the campus would be for housing - whether emergency, temporary or transitional.
SPA Partners	<ul style="list-style-type: none"> • SPA partners feel that the campus should remain in use for foster youth and the current participants. It is large enough to house several populations of foster youth and offer specialized services. When these services are combined with very good staffing there seem to be exceptional outcomes for participants. Most of the best uses to meet needs are centered around a combination of the campus size and geography – when the isolated location is optimal for a population for safety or distraction purposes, the location is challenging for transportation, access to potentially needed medical services, providing security in the case of CSEC youth.
Foster Family Agency (FFA), Short Term Residential Therapeutic Program (STRTP), and Transitional Housing	<ul style="list-style-type: none"> • When considering the future use of SPA for foster youth, these stakeholders favored SPA to be for housing for resource families with higher needs foster youth. Parents could live onsite and gain access to federal funds for supports and rather than services being concentrated onsite, services would come to SPA. There were many concerns about housing different foster youth populations on the same campus, citing concerns with mixing age groups and risk/needs levels. • Ultimately, stakeholders want to see which of the foster youth priority populations are the most at-need and identify service gaps to determine the future use of SPA. This group has knowledge on vacancies in programs such as a STRTP and felt they lacked information on the supply and demand projections for the current and future foster youth populations that qualify to use SPA. As participants shared this, they voiced concern that recommendations could be overwritten by new legislation, thus the group considered many of populations and uses of SPA. • Other uses for SPA include many different types of housing, from low-cost family housing, to housing for non-minor dependents and non-foster children adults, to general affordable housing, FFA homes, housing as a family treatment center for CWS families and immigration center housing. This group questioned placing multiple populations on one site and asked if the property could either be subdivided and sold or transformed into a community college with housing. No matter which uses are selected, consideration should be taken to identify the housing-need and needs that benefit from the remote location rather than being

	hindered by it. They also suggested using braided funding for programs to leverage the remote location.
Community Partners and Children and Families Strengthening Advisory Board (CFSAB)	<ul style="list-style-type: none"> Community partners and CFSAB shared that the current foster youth, QRTF and foster youth 18+ are the priority populations for SPA though there were many other ideas for uses from this group. They advised that if SPA is to remain in use for any foster care sub-population, research should take place on what worked and what hasn't at SPA instead of re-designing the model and that youth should be able to participate in the selection of the services they receive. If SPA is to remain for any foster youth populations, it should continue to be a safe space for foster youth and siblings that centers community-building. Other uses of the SPA campus included housing for biological parents at risk of losing children to foster care or housing for foster families. SPA could also be used for housing veterans or homeless families, or it can be converted to an educational setting. This group suggested that SPA alumni be asking for input prior to decisions being made. SPA alumni input is summarized below.
Legal and County Staff	<ul style="list-style-type: none"> Legal and County staff participants identified foster youth needing STRTP as a priority population and use for SPA, sharing that the site would be too large for QRTF. There was also ideation on if SPA could focus on filling gaps for youth in the juvenile justice system, somewhat similar to Polinsky Children's Center. There was interest in ensuring that the housing facilities at SPA are used for family of foster youth, families at risk of entering the child welfare system or parents with children in need of substance abuse treatment. Regardless of the use or youth population, this group wants to ensure that intergenerational peer or mentorship is part of services. These partners are aware of many populations in need that could benefit from the SPA campus. Refugees, homeless or unaccompanied minors, youth in the welfare system who age-out but do not qualify for SDRC or low-functioning individuals who do not qualify for San Diego Regional Center (SDRC) clients are amongst the most at-need who could benefit from the SPA campus. If not used for foster youth, the campus could be used for housing and support services, these stakeholders also favored the conversion of SPA to an educational or vocational setting.
Child Welfare Services staff	<ul style="list-style-type: none"> County Child Welfare Services staff agreed that the priority population for SPA should be teens and that the site should be used for housing. For foster youth, SPA could be a residential placement option for teens and sibling groups that do not want a foster home, for youth who do not meet STRTP but cannot access resource homes, or SPA could be used for special sub-populations such as dual diagnosis youth in need of substance abuse treatment or LBGTQ+. They also shared that currently there is a shortage of resource homes. Other ideas for SPA usage aside from foster youth and housing involved using the campus for an educational or vocational training setting such as a school for students with complex IEP's or behavioral needs or a job corps program. It could also be a day treatment center for youth in the child welfare system.
SPA Alumni	<ul style="list-style-type: none"> Many SPA Alumni felt strongly that SPA should remain as is, for the current foster youth who live there and that it could expand to be a place for all foster youth. They asked that decision makers reconsider the approach that only four foster youth sub-populations could stay eligible to reside at SPA, most feel it's an artificial separation as an individual foster youth could identify with multiple categories. There are some SPA alumni that did consider there could be significant enough differences between the four sub-populations that mixing them could be traumatizing. If SPA needs to be repurposed, it could become homes for foster parents, especially those that are also former foster youth and that SPA should maintain the home-like environment. They asked that keeping

	siblings together be paramount and that SPA residents still have easy access to the breadth of services offered and that youth have the right to be engaged in choices with their care.
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ITEM 19: RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND APPROVE ACTION ON SAN PASQUAL ACADEMY CAMPUS OPERATIONS

Nick Macchione, Agency Director, Health and Human Services Agency
Kimberly Giardina, DSW, Director, Child Welfare Services Health and Human Services Agency
January 25, 2022



THE ACADEMY



LIVE WELL
SAN DIEGO



PRIOR ACTION TAKEN



February 8, 2021

- CWS was notified that the Academy Pilot Project and supporting MOU would terminate effective October 1, 2021 and there will no longer be federal Title IV-E funding to operate the Academy.

March 16, 2021

- The Board directed the CAO to request an extension for the MOU through June 30, 2022.

May 3, 2021

- CDSS offered an extension to the term of the MOU through June 30, 2022 subject to several conditions.

May 18, 2021

- The Board directed the CAO to enter into an agreement with CDSS for the MOU extension and meet with stakeholders to identify ways to expand the use of Academy campus.

December 3,
2021

- San Diego Superior Court issued a preliminary injunction restraining and enjoining the State from terminating the license for the Group Home located at the Academy.

CURRENT ACADEMY OPERATIONS



On June 1, 2021, there were 72 youth placed at the Academy and since that date:

29 Transitions

- Home-Based Environment
- Out of County College Housing
- Transitional Housing Programs
- Supervised Independent Living Placements
- Polinsky Children's Center or Juvenile Hall

14 Youth Graduated High School

43 Youth are placed at the Academy as of January 1, 2022

THE ACADEMY CAMPUS RE-ENVISIONED



LIVE WELL
SAN DIEGO

Key Stakeholder Focus Groups convened to contribute input on the suggested use of the Academy campus and included:

- Former Foster Youth
- Academy Partners
- Community Partners, the Child and Family Strengthening Advisory Board and the Foster Alumni and Youth Community Empowerment Subcommittee
- Relative and Resource Families
- Foster Family Agency, Short-Term Residential Therapeutic Program (STRTP) and Transitional Housing Program (THP) Partners
- Child Welfare Services Staff
- County and Legal Partners

FOCUS GROUP FEEDBACK



LIVE WELL
SAN DIEGO

Focus groups provided the following input:

- **Qualities that should be maintained:**
 - Keep the campus serving foster youth
 - Education services on and off-site
 - Mentoring from peers and grandparents
 - Family connections, visitation, and ongoing family finding
- **Recommended services and enhancements:**
 - More college and career prep and independent living skills services
 - Access to onsite mental health and substance abuse services and off-site services when needed
 - On-site health care services
 - Enhanced transportation services to support youth opportunities to go off site
- **Suggestions for other potential populations:**
 - Unaccompanied minors
 - Youth involved with juvenile justice
 - Families experiencing homelessness
 - Refugees
 - Veterans
 - Families at risk of entering the dependency system

YOUTH VOICE AND PERSPECTIVE



LIVE WELL
SAN DIEGO

Youth provided the following input:

- **Core Features that should be sustained:**
 - Preserve the home-like environment
 - Maintain the sense of community and alumni connections
 - Keep siblings together
 - Centralize services
 - Maintain the variety of supports and services
- **Future Considerations:**
 - Explore multiple options to benefit as many foster youth populations
 - Serve multiple generations of foster youth
 - Maintain the home-like experience and consistent relationships
 - Build stronger community connections
 - Enhance student preparation for college
 - Emphasize vocational training and career readiness

SUPPORTING A CONTINUUM OF CARE



LIVE WELL
SAN DIEGO

MULTIPURPOSE CAMPUS FOR FOSTER YOUTH POPULATION



Temporary Shelter
Care Facility



Resource Family
Homes



Short-Term
Residential
Therapeutic Program



Intensive Crisis
Programs



Transitional Housing
Program



Alumni Housing



San Pasqual Academy
Neighbors (SPAN) Program

PROPOSED INITIAL STAGE



LIVE WELL
SAN DIEGO



Group
Home
(Residential
Education
Program)

Resource
Family
Homes

San
Pasqual
Academy
Neighbors
(SPAN)
Program

Alumni
Housing

The capacity of the programs, services and supports are contingent on the procurement and licensing process and recruitment outcomes.

RECOMMENDATIONS



LIVE WELL
SAN DIEGO

- **RECOMMENDATION #1:** Receive the report titled “*Re-envisioning San Pasqual Academy*”.
- **RECOMMENDATION #2:** Approval to continue operations at the Academy, as needed, to support the transition to a continuum of care multipurpose campus.
- **RECOMMENDATION #3:** Authorization to issue a competitive solicitation for Resource Family Homes and a Group Home at the campus.
- **RECOMMENDATION #4:** Authorization to issue a competitive solicitation for Specialty Mental Health Services for the Group Home at the campus.

RECOMMENDATIONS



- **RECOMMENDATION #5:** Direct the CAO to develop a plan for utilizing the campus as multipurpose campus to serve youth in foster care upon receipt of further guidance from the State of California and the federal government regarding licensing standards and revenue sources; and return to the Board to to bring forward recommendations for implementation and resource needs.
- **RECOMMENDATION #6:** Direct the CAO to continue to explore options for a mixed-use campus for a combination of youth populations to include youth in foster care, youth at risk of entering foster care, unaccompanied minors and youth interacting with the juvenile justice system; and to develop a plan for implementation.

ACKNOWLEDGEMENT





ITEM 19: RECEIVE REPORT ON THE SAN PASQUAL ACADEMY AND APPROVE ACTION ON SAN PASQUAL ACADEMY CAMPUS OPERATIONS

Nick Macchione, Agency Director, Health and Human Services Agency
Kimberly Giardina, DSW, Director, Child Welfare Services Health and Human Services Agency
January 25, 2022





COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

SUBJECT: PRELIMINARY REPORT AND RECOMMENDATIONS ON DATA-DRIVEN APPROACHES TO PUBLIC SAFETY, TREATMENT AND SERVICE EXPANSIONS, AND ADVANCING EQUITY THROUGH ALTERNATIVES TO INCARCERATION (DISTRICTS: ALL)

DATE: February 8, 2022

11

TO: Board of Supervisors

SUBJECT

PRELIMINARY REPORT AND RECOMMENDATIONS ON DATA-DRIVEN APPROACHES TO PUBLIC SAFETY, TREATMENT AND SERVICE EXPANSIONS, AND ADVANCING EQUITY THROUGH ALTERNATIVES TO INCARCERATION (DISTRICTS: ALL)

OVERVIEW

On October 19, 2021 (3), the Board of Supervisors (Board) directed a series of actions focused on creating alternatives to incarceration, with an emphasis on data and stakeholder input to develop recommendations to enhance public safety, advance equity, and reduce incarceration of people who do not pose a public safety threat by providing community-based rehabilitative services and supports in lieu of custody. The October 19, 2021 (3), agenda item observed that jail populations during the COVID-19 public health emergency had dropped by more than 25 percent. The Board Letter directed specific activities, described research questions, requested broad stakeholder engagement, and set forth reporting timelines through early 2023 to develop data-driven analysis of jail populations, policies enacted in response to COVID-19 affecting these populations, information on public safety outcomes, and comprehensive recommendations and fiscal analysis for short, mid, and long-term actions to reduce San Diego County jail populations safely and permanently. The Board direction identified actions to be led by the County Chief Administrative Office and actions to be conducted by an independent contracted consultant.

In response, the County's Public Safety Group convened a first group of stakeholders to develop immediate analysis and a first set of recommendations for services that support alternatives to incarceration that can be included in the Fiscal Years 2022-24 CAO Recommended Operational Plan. Stakeholders include County and City of San Diego criminal justice agencies and Health and Human Services Agency partners who collaborated in a series of workgroups over the past few months. These initial recommendations were also reviewed by community members who provided insightful and diverse input in an evening forum on January 19, 2022. Input from that meeting and from future community meetings will be essential to developing additional recommendations. The initial recommendations presented in a Preliminary Report include short and mid-term proposals to support alternatives to incarceration and connections to services for people with drug, alcohol, and public conduct-related non-violent misdemeanor charges. Jail bookings related to these misdemeanor offenses have decreased significantly during the COVID-19 emergency, and the

proposals described today are designed to safely maintain the current lower numbers of jail bookings and create new service connections for vulnerable community members.

Today's request is to receive a Preliminary Report on Data-Driven Alternatives to Incarceration, and to approve referring the proposals for services developed by stakeholders for inclusion in the Fiscal Years 2022-24 CAO Recommended Operational Plan. These proposals include enhancing the capabilities of the sobering services program to serve higher acuity clients and provide successful care transitions and exploring the further integration of substance use and mental health services including sobering services in current and future crisis stabilization units (CSUs).

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

1. Receive a Preliminary Report on Data-Driven Alternatives to Incarceration.
2. Authorize the Chief Administrative Officer to enhance the capabilities of sobering services in the Central region to serve higher acuity clients and provide successful care transitions. Refer funding for sobering services capabilities to the Fiscal Years 2022-24 CAO Recommended Operational Plan.
3. Authorize the Chief Administrative Officer to explore further integration of substance use and mental health services including sobering services in current and future crisis stabilization units and include any recommendations in the scheduled returns to the Board regarding Data-Driven Alternatives to Incarceration.

EQUITY IMPACT STATEMENT

Nationally, social determinants lead to disproportionate arrest and incarceration of people of color and those who are poor, mentally ill, struggling with addiction, disabled or homeless. The same is true in San Diego County, where people of color are disproportionately incarcerated, as are those with behavioral health conditions and those experiencing homelessness. For example, in 2021 black individuals composed 20 percent of the average daily jail population, according to jail data, while only 5 percent of San Diego County residents are black, according to Census data. Likewise, for example, the 2020 Point in Time (PIT) Count estimated 25 percent of individuals in jail had been homeless at the time of arrest, while homeless individuals represent only a small fraction of San Diego County's residents. The 2020 PIT Count also found 7 of 10 unsheltered individuals interviewed in the community had been to jail at some point.

Today's proposals focus on creating alternatives to incarceration through services that address social determinants associated with justice system involvement. The proposals are designed to advance fairness and equity and create better outcomes for underserved and diverse communities disproportionately impacted by the justice system and reduce justice involvement, incarceration, recidivism, and longstanding disproportionalities. Proposed services will be evaluated for their effectiveness in engendering short and long-term positive outcomes with attention to cultural responsiveness and accessibility among the County's diverse populations, especially those disproportionately impacted by justice involvement. Information on demographics and geographic area will be collected, reviewed, and reported to continually inform the design,

SUBJECT: PRELIMINARY REPORT AND RECOMMENDATIONS ON DATA-DRIVEN APPROACHES TO PUBLIC SAFETY, TREATMENT AND SERVICE EXPANSIONS, AND ADVANCING EQUITY THROUGH ALTERNATIVES TO INCARCERATION (DISTRICTS: ALL)

effectiveness, and equity of these services. Throughout this project, community stakeholders will be engaged in the review of data and outcome measures to provide diverse perspectives and inform ongoing implementation. This includes an initial public, community listening forum that was hosted by the Public Safety Group Executive Office on January 19, 2022, and internal County stakeholder workshops.

FISCAL IMPACT

There is no current year fiscal impact associated with the today's request. Funds for Recommendation #2 will be included in the Fiscal Years 2022-24 CAO Recommended Operational Plan and will be supported by 2011 Public Safety Realignment, Community Corrections Subaccount. There will be no change in net General Fund cost and no additional staff years. Staff will return to the Board with possible actions according to the schedule directed by the Board regarding Data-Driven Alternatives to Incarceration and seek approval for financial impacts associated with any future Board recommendations.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

As directed by the Board of Supervisors on October 19, 2021 (3), the County Public Safety Group has initiated several activities focused on developing data and stakeholder-driven analysis and recommendations to protect public safety, advance equity, and reduce incarceration of people who do not pose a public safety threat by providing community-based services and supports as alternatives to incarceration. These activities have included:

- 1) Preliminary data review of jail populations and policies prior to the COVID-19 public health emergency (COVID-19) and during the global pandemic
- 2) Seven stakeholder discussion meetings and an initial community convening to develop immediate service recommendations and mid- and long-term draft proposals
- 3) Completed a competitive solicitation for an independent contractor and entered into a contract with the San Diego Association of Governments (SANDAG) for in-depth data-analysis of jail populations, review of related policies, proactive and broad-based stakeholder engagement, and comprehensive recommendations related to supporting alternatives to incarceration and advancing equity, including fiscal analysis.

Preliminary Data Review

The Sheriff's Department and the Public Safety Group, with assistance from the District Attorney, the Public Defender and other partners, developed initial comparisons of average daily jail populations, booking policies, and booking volumes by certain charges in 2019, 2020, and 2021 to provide context for stakeholders developing initial service recommendations.

SUBJECT: PRELIMINARY REPORT AND RECOMMENDATIONS ON DATA-DRIVEN APPROACHES TO PUBLIC SAFETY, TREATMENT AND SERVICE EXPANSIONS, AND ADVANCING EQUITY THROUGH ALTERNATIVES TO INCARCERATION (DISTRICTS: ALL)

Felony Populations

The average daily population in the County's seven detention centers was 5,630, 4,197, and 3,927 in 2019, 2020, and 2021 respectively. Individuals held on felony charges composed the largest proportion of individuals in jail prior to COVID-19 and currently, representing approximately 91 percent of the population in 2019 and 97 percent today, with the number of individuals in jail charged with or sentenced for felony offenses falling from 5,132 in 2019 to 3,804 in 2021, a 26 percent decrease. A combination of booking acceptance criteria changes enacted during COVID-19, court closures and interruptions to case adjudications, state emergency bail schedules, and stipulated early releases from custody, as well as other policies and external factors such as stay-at-home orders, have resulted in lower populations of persons with felony charges in custody.

As directed (October 19, 2021 (3)), a contracted consultant has been identified through a competitive solicitation process. The San Diego Association of Governments (SANDAG), will partner with the County to conduct a detailed analysis of jail populations and demographics pre and post-pandemic, COVID-19 related policies and other factors affecting the jail populations and public safety outcomes during this time period. SANDAG and County staff will report to the Board as previously directed according to the timeline described in the October 19, 2021, Board action and continue working with a broad group of public and community stakeholders to develop service recommendations and fiscal analyses to be presented in a series of reports as described in the Board's direction.

The short-term recommendations developed by stakeholders focus on services for persons with nonviolent misdemeanor offenses. A related item on today's agenda is focused on alternatives to incarceration available for persons facing felony and misdemeanor charges. The Probation Department is presenting a proposal to establish pre-trial monitoring and services through a Memorandum of Agreement with the San Diego Superior Court with funding provided by the state. The proposed pretrial program will support releases from custody with community-based services for people who are released by the Court pending their court appearance. The program is designed to serve up to 750 individuals on pre-trial status each month with court reminders, monitoring check-ins, and to provide contracted community peer navigators to help people connect to treatment, housing, benefits, and other needs.

Misdemeanor Populations

People charged with or sentenced for misdemeanor offenses represent a smaller proportion of the jail population on any given day than those held on felony charges, and this was true prior to the pandemic. Today, the average daily population of people in custody on misdemeanor charges has fallen to historic lows, decreasing from an average of 498 in 2019 to 123 in 2021, a 75 percent decline. Many individuals charged with misdemeanor offenses spend less than 24 hours in jail and therefore do not significantly impact the average daily population in County jails.

A decline in the number of jail bookings on drug, alcohol and public conduct related charges and shorter average lengths of stay for individuals booked on drug-related charges have reduced misdemeanor jail populations during the pandemic. Some individuals not booked during COVID-

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19 have been diverted by San Diego Police Department to the Health and Human Services Agency (HHSA) contracted sobering services in midtown San Diego for charges of drunk in public (PC 647(f)) or being under the influence of a controlled substance (HS 11550(a)). These services are currently supported with County and City of San Diego funding. Other individuals who are currently not booked into jail for similar charges, or who are booked and released within hours or days, may not experience a service connection as part of their arrest. However, analysis of the individuals referred to central sobering services and other data show a significant percent of people arrested on alcohol and drug-related charges have a high need for substance use disorder treatment, supportive services, and housing. For example, about half of clients taken to central sobering services for alcohol intoxication and more than 85 percent taken for drug intoxication are homeless.

For these initial recommendations, public agency stakeholders have focused on individuals with non-violent drug, alcohol and public conduct charges and expanding alternatives to incarceration for this population in order to maintain today's historically low misdemeanor jail populations. As the project continues, services and strategies for a broader population will be considered.

Consultation With Public Agency Stakeholders and a Community Convening

The Public Safety Group has convened stakeholders since October 2021 to provide input, review preliminary jail population data, COVID-related policies, and service gaps, and develop analysis and recommendations that can be included in the Fiscal Year 2022-24 CAO Recommended Operational Plan. Stakeholders included the Public Safety Group, Sheriff's Department, District Attorney's Office, Office of the Public Defender, Probation Department, San Diego Superior Court, HHSA, the Office of Equity and Racial Justice, the San Diego Police Department, and the San Diego City Attorney's Office.

Additionally, on January 19, 2022, the County reviewed service options with and sought input from a community stakeholder group at a virtual evening meeting. The meeting was attended by more than 60 diverse stakeholders who included social justice activists, formerly justice involved people, County and independent service providers, and people with experience participating in publicly funded services. The input was specific and diverse, reflecting the experiences and perspectives of the attendees, with certain themes emerging. These included the importance of supporting and listening to the direction of people outside the public system dedicated to prevention, diversion and reentry in their communities; the desire for more non-law enforcement options to assist people in crisis; the importance of treatment quality and accessibility to individual success; the high need for housing; the key importance of peer support services; and the need throughout the system for a deeper response to individuals' trauma history, including the trauma of being incarcerated, to address the roots of addiction, mental health struggles, poverty and a cycle of re-arrest. SANDAG will also provide numerous, varied and meaningful future opportunities for the community to share input and recommendations, and the Public Safety Group will work closely with SANDAG throughout the project to review community insights and incorporate those into County actions.

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Through the stakeholder convenings, the County has developed immediate recommendations for services to connect those with high needs and vulnerabilities to care coordination and services. Examples of needs and vulnerabilities include unaddressed trauma or serious mental health diagnoses, addiction, lack of employment and education, poverty, family separations, criminal history, and homelessness. Stakeholders are currently focused on developing approaches to support alternatives to custody for persons with certain misdemeanor offenses who do not pose a public safety threat.

Preliminary Plan Proposals

The Preliminary Plan includes short term and mid to long term recommendations. These initial recommendations would build on a continuum of services and approaches, many of which the Board of Supervisors has supported over the past several years, to provide appropriate interventions and supports for people in the community, options for law enforcement in lieu of jail, or that support successful reentry for people leaving custody. Stakeholders looked at current services in the community and at various justice system connection points to identify service gaps along with potential service expansion and enhancements. Throughout 2022, SANDAG will conduct additional analysis of gaps and best practices and develop policy and service proposals based on data analysis and further stakeholder convenings.

To support a goal of keeping misdemeanor jail populations at historically low levels while protecting public safety and promoting fair, equitable and positive outcomes for individuals and communities, resources will be proposed for inclusion in the FY 2022-24 CAO Recommended Operational Plan to support the proposals below. Ongoing stakeholder engagement will be integral to implementing these proposals and developing future recommendations; formalizing an advisory group is therefore a key first step.

Short-Term Proposal: Formalize an Inclusive Stakeholder Advisory Group

- Formalize Diverse and Inclusive Stakeholder Advisory Group to Develop Future Recommendations Related to Alternatives to Incarceration

Community input and participation in developing recommendations will be key to the success of this project. SANDAG will convene an Advisory Group with diverse representation to provide input on service recommendations and to participate in data reviews. Engaging people who understand the justice system, community services, and community needs; individuals and communities most affected by justice system policies and programs; and those who manage the operation of the justice system and other public services in analysis and proposal development will be key to both the success of this project and long-term justice system change. The Advisory Group will be connected to current County efforts to bring data to communities. The Advisory Group will be asked to provide interpretations of data, service gap analysis, and recommendations for effective, equitable alternatives to incarceration through services that are accessible and meaningful to clients and communities. The Advisory Group will be a key part of future comprehensive recommendation development, and SANDAG will detail its project plan for the Advisory Group during the March 15, 2022, return to the Board of Supervisors. The County will

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also include in a future Board report a plan for permanently sustaining a Justice Advisory Group to inform program and policy development, increase public accountability, support program and system evaluation, and identify opportunities to reduce incarceration and recidivism beyond the SANDAG-led work.

Short-Term Proposal: Enhance Law Enforcement Directed Alternatives to Incarceration

- Enhance the capability of the sobering services program for persons facing possible misdemeanor charges through the County, San Diego Police Department, and City Attorney's Prosecution and Law Enforcement Assisted Diversion Service (PLEADS) program to serve high acuity individuals, with methamphetamine and poly-substance use.
- Analyze stratified data to determine service level needs, strengthen care transition and connections to services.
- Evaluate the hours of operation of the PLEADS program to determine if expanded hours are needed

PLEADS is an HHSA partnership with San Diego Police Department and the San Diego City Attorney that started in 2019. It is a component of County-contracted sobering services located in midtown San Diego, which has long served as a service alternative to jail for people who are under the influence of alcohol (PC 647(f)), through a combination of City of San Diego and County funding. The central sobering center provides law enforcement a place to take people who are intoxicated in lieu of jail to provide appropriate sobering services and connections to care. PLEADS expanded the criteria for sobering services to include people under the influence of substances other than alcohol (HS 11550(a)) and serving this high acuity population requires additional service capabilities. PLEADS clients are overwhelmingly homeless and often behaviorally challenging because of meth intoxication.

Stakeholders recognize a need to explore expanding sobering center sites in other parts of the county and including resources to care for individuals on methamphetamine and other substances.

In Fiscal Year 2020-21, law enforcement diverted individuals under the influence of alcohol 1,256 times to the central sobering services, which operates 24-hours a day; San Diego conducted 814 diversions through the PLEADS program, which currently operates from 10 a.m. to 7 p.m., seven days a week.

Some sobering center clients are taken to the services by police repeatedly; for example, in early January 2022, 105 individuals had been taken to the sobering services for being under the influence of alcohol more than four times in the past 30 days. Through criteria agreed upon by the San Diego Police Department and City Attorney, both the PC 647(f) population and the HS 11550(a) population may only be directed to the sobering center a maximum number of times each month, and these episodes can result in custody and prosecution for people who are offered services over and over following the same charges. Repeat PC 647(f) cases may receive sentences that include

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required substance use disorder treatment and housing through the County's Serial Inebriate Program in lieu of custody, and individuals in the PLEADS program may receive similar sentences that include an opportunity to avoid jail and receive needed treatment in the County's system of care.

Additional care transition services for high needs clients at sobering centers may increase early engagement in treatment and services and break the cycle of repeated arrest on low-level intoxication charges. The sobering services program currently refers individuals to needed services; however, adding care transition support will help these individuals get from the sobering center to a safe location and help them to access a care coordinator who can provide ongoing support and build trust to increase client engagement in treatment, housing, and other supports.

Stakeholders recognize that many of the populations the County has identified as needing care coordination and supportive services may be eligible for similar services included in Department of Health Care Services-led Medi-Cal reform being implemented over the next five years. This reform effort, called California Advancing and Innovating Medi-Cal (CalAIM), includes funding for Enhanced Case Management and community supports, such as housing supports, to certain high need beneficiaries, such as those who have serious behavioral health needs or are homeless. Managed Care Plans are charged with implementing these benefits for qualifying members. The County's goal is to ensure that local, state, and federal funding sources are combined to support sustainable and effective services that reach all vulnerable San Diego County residents who need them and are entitled to them under the Affordable Care Act.

Mid-Term Proposals

- Design and develop regional sobering centers with care transition services, beginning in the East County, to expand options for law enforcement drop offs to address service needs and provide alternatives to incarceration.
- Continue to explore community-based Crisis Stabilization Units including further integration of substance use stabilization and care transition services.

The San Diego Police Department provides law enforcement in the region's most populated city, and a first focus on central services will immediately benefit half the region's population and support lower jail populations. The City of Oceanside, with support from HHSA, opened a sobering service location in 2020.

In the mid and long term, the County could design and develop additional services for persons with misdemeanor PC 647(f) and HS 11150(a) offenses by adding sobering services in other regions for law enforcement drop off, with care transitions to services and support.

The Public Safety Group is analyzing funding options and working collaboratively with HHSA on siting options for these new services, with a focus first on the East County. Service design work will continue with stakeholders to develop these proposals. The Sheriff's Department has affirmed

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it will evaluate individuals with appropriate charges and eligibility for sobering services with care transition services if available in their jurisdiction, which includes areas in the East County. The County will conduct outreach to additional law enforcement agencies in East County and additional regions to build support for these service options and will conduct outreach to communities regarding the design and location of these services. The work will include evaluating options to integrate substance use and mental health services in current and future crisis stabilization units (CSUs). Sobering services may also be an available community support for eligible beneficiaries through the state's CAL AIM waiver.

- Evaluate potential pre-booking reviews and connections to services and support for persons charged with nonviolent misdemeanor offenses

Stakeholders have agreed to review whether some individuals brought to jail on non-violent low-level charges could be appropriately redirected from jail, based on required evaluations of safety and other criteria under discussion. Stakeholders will continue to evaluate the populations and charges, the legal requirements and processes, and the community resources/services that could support redirecting individuals to supportive services to address their needs and challenges and their ability to remain out of custody.

- Develop data integration capabilities of the Health and Human Services Agency and the Sheriff's jail systems to facilitate client care

The Health and Human Services Agency will continue the efforts currently in progress with the Sheriff's Department to integrate health data for persons in custody. Support for coordinating care occurring within Sheriff facilities and in the community will support positive client outcomes.

Additionally, to seek resources for services to individuals in the justice system, staff will present to the Board on an upcoming agenda a request to apply for funding through the Board of State and Community Corrections for the Proposition 47 Grant Program, Cohort 3. The Proposition 47 Grant Program offers a competitive grant opportunity to public agencies to provide mental health services, substance use disorder treatment and/or diversion approaches for those in the criminal justice system. Staff will consult with the Proposition 47 Local Advisory Committee and with the Advisory Group described in this action to develop the project proposal.

Today's request is to receive a Preliminary Report on Data-Driven Alternatives to Incarceration, including the service recommendations developed by stakeholders, and to approve referring funding requests to support the recommendations to the Fiscal Year 2022-24 CAO Recommended Operational Plan. Future reports to the Board will include updates on implementation of these proposals and additional recommendations developed through stakeholder engagement and data and fiscal analysis.

As previously directed On October 19, 2021 (3), the Public Safety Group will work with an independent consultant to conduct comprehensive data, fiscal and service analysis and ongoing

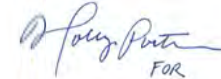
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stakeholder engagement, and report to the Board at least twice during 2022 and once in early 2023 with reports and recommendations to provide alternatives to incarceration and safely support lower jail populations. Additionally, the contracted provider, SANDAG, will report to the Board with analysis and recommendations according to schedule directed by the Board.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed action supports the Equity and Justice Strategic Initiatives of the County of San Diego's 2022-2027 Strategic Plan, by providing access to health services to support reducing disparities in the justice system and to safely support alternatives to incarceration.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

N/A

Alternatives to Incarceration

Preliminary Report and Recommendations on Data-Driven Approaches to Public Safety

Item 11

February 8, 2022

Overview

On October 19th, 2021, your Board directed the CAO to conduct a review of jail and law enforcement data, research best practices for diverting individuals from custody who can be served in community-based settings rather than jails, and conduct a gap analysis to identify current gaps in treatments, facilities, and programs that could better serve our community as an alternative to incarceration, through:

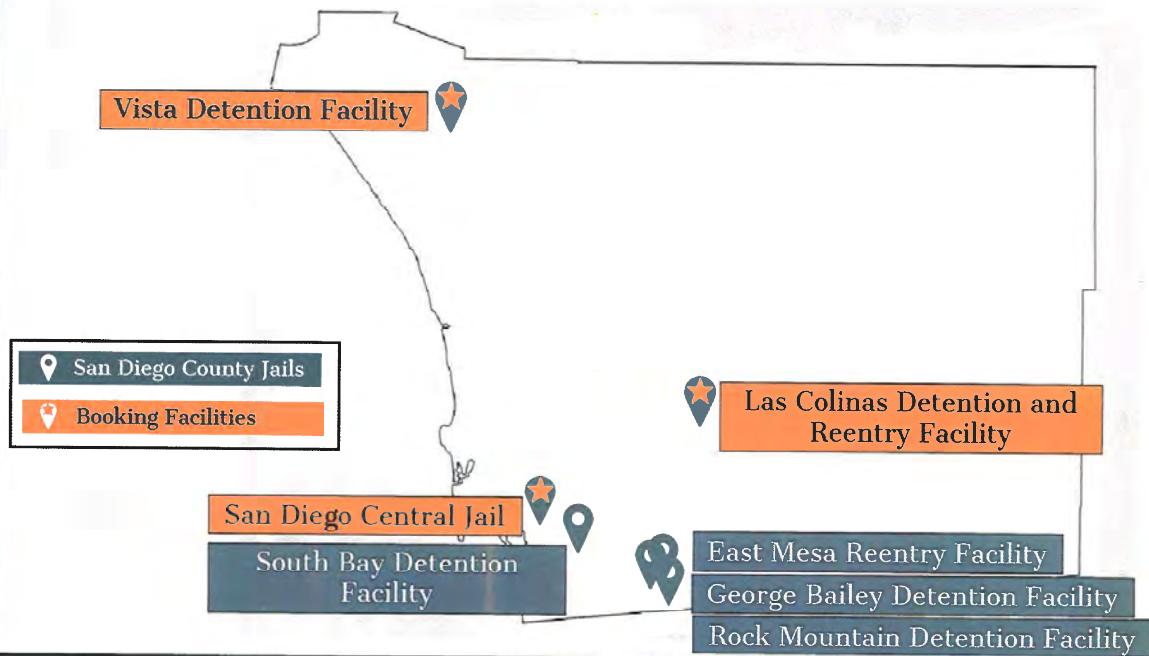
Contracting with an
Independent Consultant(s)

Gathering stakeholder input

Conducting working groups
and open community
forums

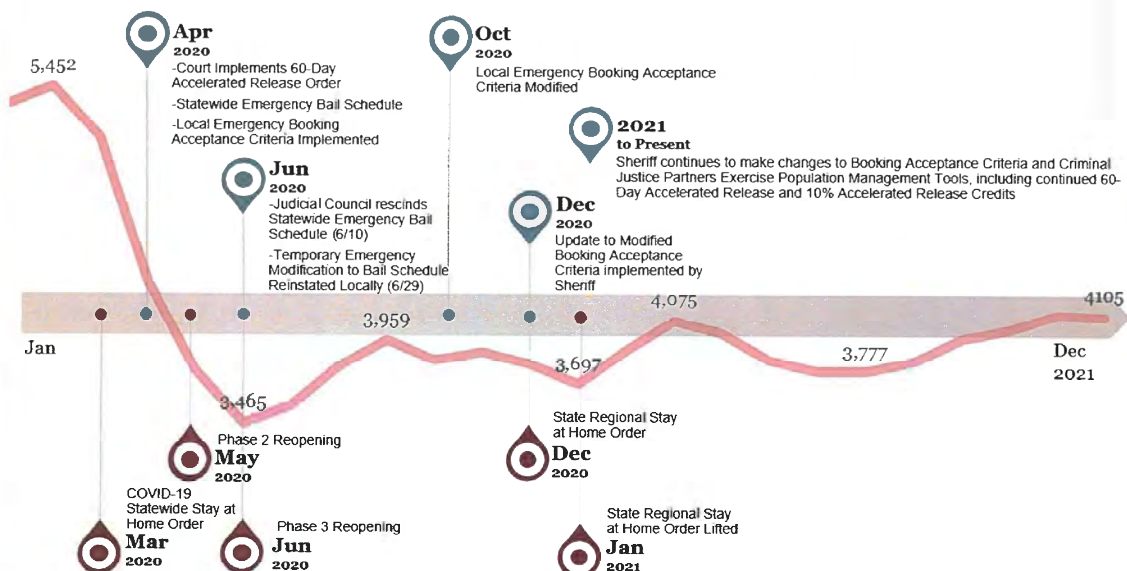
Creating data-driven analyses
and a set of comprehensive
recommendations

County Jail System



3

COVID-19 Events and Impacts

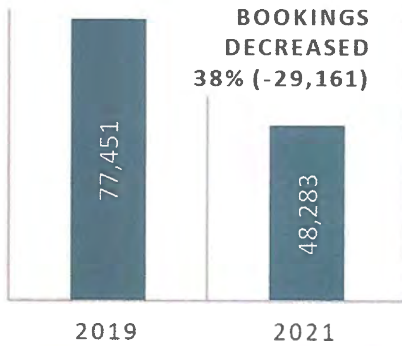


4

Impacts of COVID Mitigation Strategies on the Jail Population

Bookings Decreased Significantly, 2019 to 2021

Decreases due to changes in the Bail Schedule and Booking Acceptance Criteria (state and local) and actions of other law enforcement agencies



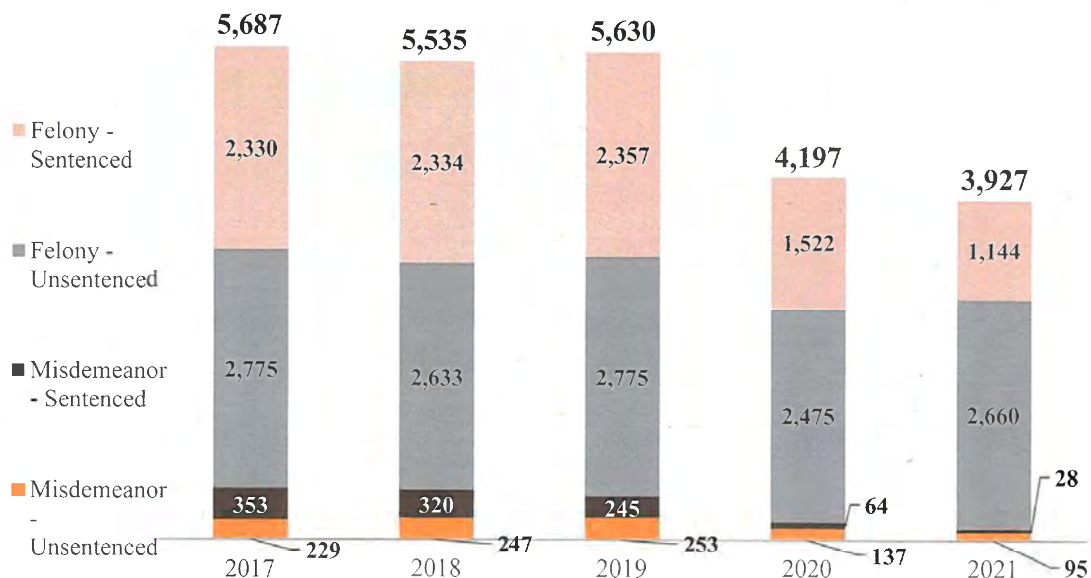
Release Strategies Implemented, 03.16.20 to 01.25.22

Release Strategy	Estimated Releases	% of Total
Accelerated Release Credits	3,938	49%
Zero Bail Modification Order	2,897	36%
Court Order - Credit for Time Served	548	7%
Court Order - Credit for Time Served + Accelerated Release Credit	418	5%
Additional Releases due to Court Closures/Court Orders	205	3%
Total Mitigation Releases	8,006	

5

Average Daily Population / San Diego County Jails

Felony and Misdemeanor - Sentenced and Unsented



6

Jail Bookings- Misdemeanor as Highest Charge

2019: 42,000 → 2021: 19,000

Decreased by 54%

2019	
Code Section	Primary A1/C1 Charge
PC 647(F) - Disorderly Conduct/Public Intoxication	6,578
VC 23152(A) - DUI Alcohol	6,483
HS 11377(A) - Possess Controlled Substance	5,762
HS 11550(A) - Under Influence of Controlled Substance	2,825
PC 243(E)(1) - Battery of Spouse/Ex Spouse/Date/Etc.	2,703

2021	
Code Section	Primary A1/C1 Charge
VC 23152(A) - DUI Alcohol	4,976
PC 647(F) - Disorderly Conduct/Public Intoxication	4,251
PC 243(E)(1) - Battery of Spouse/Ex Spouse/Date/Etc.	2,479
HS 11550(A) - Under Influence of Controlled Substance	1,272
PC 273.6(A) - Violate Crt Ord to Prevent Domestic Violence	896

Top 5 Maximum Charge Severity Misdemeanors,
Comparing 2019 to 2021

What was removed from the Top 5?

→ Drug possession

What was added to the Top 5?

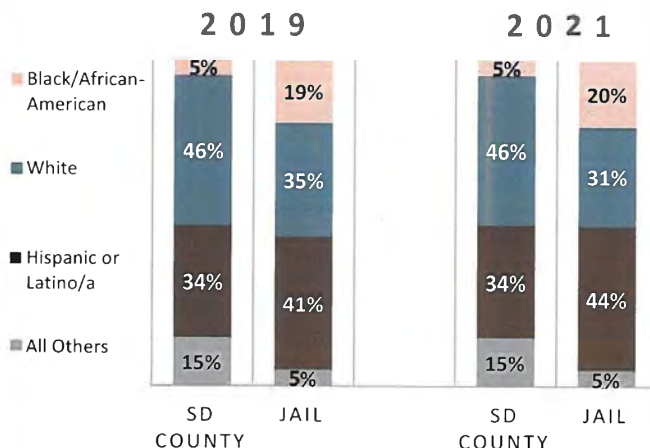
→ Violation of a Court Order to Prevent Domestic Violence

What remained, but changed in the Top 5?

- DUI Alcohol decreased 23%
- Disorderly Conduct decreased 35%
- Battery of Spouse/Ex Spouse/Date decreased 8%
- Under the Influence of Drugs decreased 55%

Jail Population Demographics

Jail Population Race/Ethnicity Distribution compared
to the San Diego County Population



→ Incarceration disproportionately impacts people of color

→ In 2021, as jail populations declined, some increases in disproportionate impacts were seen

Note: All Others includes individuals from race/ethnicities that each represent less than 3% of the total jail population: Asian 2.5%; Native Hawaiian/Pacific Islander < 1%; American Indian/Alaska Native < 1%; and Other ethnicity or race < 2%

Stakeholder Engagement

October 19, 2021

Board direction received

November 15, 2021

December 6, 2021

December 16, 2021

January 5, 2022

January 14, 2022

**Working group meetings
with Justice and Health
and Human Services
partners**

January 19, 2022

**1st Community
Stakeholder Forum**



Reflected on the
experiences and
perspectives of
attendees



100+ Public
comments received



Attended by over 60
diverse stakeholders

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Community Input



"We just want to see and support our family members and friends who are incarcerated [and] want to overcome and thrive for themselves and their families. There are so many challenges within themselves and within existing systems that have so many gaps."



"Being formally incarcerated, the stigmas we carry that effect our self-concept and self-identity. Feeling[s] of hopelessness extends to survival; no housing, no jobs, and no life management skills."



"Have a wider variety of programs so that different community members can find something that is more fitting to their needs..."

At what point do you see the need
for intervention?
Prevention

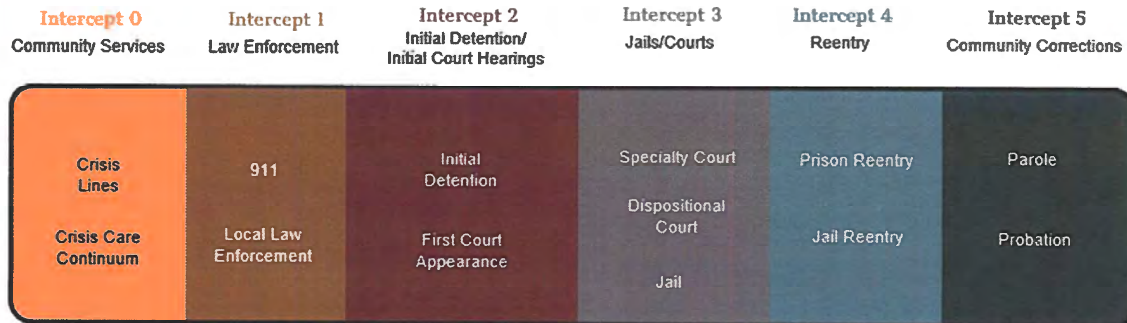


What are the most pressing gaps in
services and programs for the justice-
involved population?
Housing

Next Action: Convene an Advisory Group

10

Opportunities for Alternatives to Incarceration

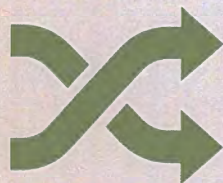


Examples of key services today:

<ul style="list-style-type: none"> • PERT • Crisis Stabilization Units • Mobile Crisis Response Teams • Central Sobering Center/PLEADS, Oceanside Sobering Center • Homeless outreach and services 	<ul style="list-style-type: none"> • Pretrial services • District Attorney Community Justice Initiative • PC 1000 	<ul style="list-style-type: none"> • Collaborative Courts • Defense Transition Unit/ SAUU Connections 	<ul style="list-style-type: none"> • BHS Treatment systems • Community Care Coordination • Interim Housing 	<ul style="list-style-type: none"> • Sheriff's Reentry programs • Probation Reentry programs
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CONTINUUM OF CARE STRATEGIC DOMAINS



**CRISIS AND
DIVERSIONARY
SERVICES**



**RESIDENTIAL
AND LONG-
TERM CARE**



**BH HUBS
AND CARE
COORDINATION**

12

REGIONALLY DISTRIBUTED SERVICES



13

REGIONALLY DISTRIBUTED SERVICES



Specialized Drop-off Programs Serving Individuals Under the Influence

- Sobering Services – serves inebriated individuals dropped off by agencies, offering a safe space, resources, and connection to treatment.
- Prosecution and Law Enforcement Assisted Diversion Services (PLEADS) – same site and services as Sobering Services program for those also under influence of a substance.

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Services for Safety

Short-Term Proposals (Year 1 - FY 2022-2023)

- Enhance capabilities to serve higher acuity individuals in sobering services in central San Diego
- Continue to explore community-based Crisis Stabilization Units with further integration of substance use stabilization and care transition services
- Convene an Advisory Group

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Misdemeanor Bookings

Field Arrests, Selected Code Sections

	2017 - 2019 average	2021
	bookings	bookings
Standalone Drug Use & Possession Charges	5,052	1,194
	individuals	individuals
	3,927	904
	length of stay	length of stay
	66% less than 24 hours	86% less than 24 hours
	bookings	bookings
Standalone Public Conduct Charges (trespassing, disturbing the peace, and disorderly conduct/drugs & alcohol)	7,155	3,914
	individuals	individuals
	5,166	2,914
	length of stay	length of stay
	87% less than 24 hours	94% less than 24 hours

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Services for Safety

Mid-Term Proposals

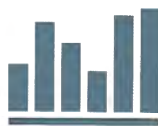
- Develop regional sobering services, possibly co-located with crisis stabilization services – beginning in the East County
- Continue to explore community-based Crisis Stabilization Units with further integration of substance use stabilization and care transition services
- Explore the possibility of pre-booking reviews and referrals to non-jail programs and services
- Develop data integration capabilities between the jail system and HHSA

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Next Steps



Preliminary Report
to the Board from
the contractor in
March 2022



Collect and
analyze data



Gather
stakeholder
input

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Future Returns to the Board

March 15, 2022

SANDAG preliminary report to the Board

October 25, 2022

Draft Comprehensive Report and Recommendations

May 24, 2022

Initial Interim Report and Recommendations

February 1, 2023

Final Comprehensive Report and Recommendations

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Holly Porter
Deputy Chief Administrative Officer
Public Safety Group

Item 11
February 8, 2022

Dr. Luke Bergmann
Director, Behavioral Health Services
Health and Human Services Agency

Alternatives to Incarceration

Preliminary Report and Recommendations
on Data-Driven Approaches to Public Safety



First 5
San Diego

Make Learning Fun

ANNUAL REPORT 2020-2021

*The First 5
Years Make A
Difference*



2021-22 Adopted Operational Plan EXECUTIVE SUMMARY



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COUNTY OF SAN DIEGO

2021-22 Operational Plan Executive Summary



Adopted Operational Plan Message

It's a new day at the County! We have built an operational plan that is more responsive to community voices than ever and builds upon a bold new Framework for the Future established by the Board of Supervisors.

As we introduce this new budget, you will see that the framework places equity at the forefront of all that we do and strengthens outcome-based programs and services to best meet the needs of our region. It also focuses on helping our residents and businesses come back strong after the devastating impacts of this pandemic.



Consistent with the framework, this budget sets a new foundation built upon racial equity, social and environmental justice, sustainability and economic opportunity. We are also examining all we do through a renewed focus on transparency and inclusion, one that brings community to the table and one that will strengthen our operations.

We remain focused on fiscal responsibility while prioritizing our resources based on data analysis and community need. While we continue to hold our core values of integrity, stewardship and service commitment at the forefront of our operations, we are also re-examining all our policies and programs to tear down structural racism and ensure equity is considered at every level of government programs and services.



The County of San Diego's adopted budget is designed to help improve the lives of all San Diegans, especially the most vulnerable. This year's budget will increase by 10.4% or \$0.7 million over last year's budget to more than \$7 billion in Fiscal Year 2021-22.

Our top priority has always been and remains serving the residents of San Diego County by striving for excellence in everything we do.



The future is promising. Together we are strong, and together with the community and our Board, we will build upon the lessons learned in 2020 and strengthen our vision of a County that equitably builds better health, ensures safe living and thrives.

Helen N. Robbins-Meyer

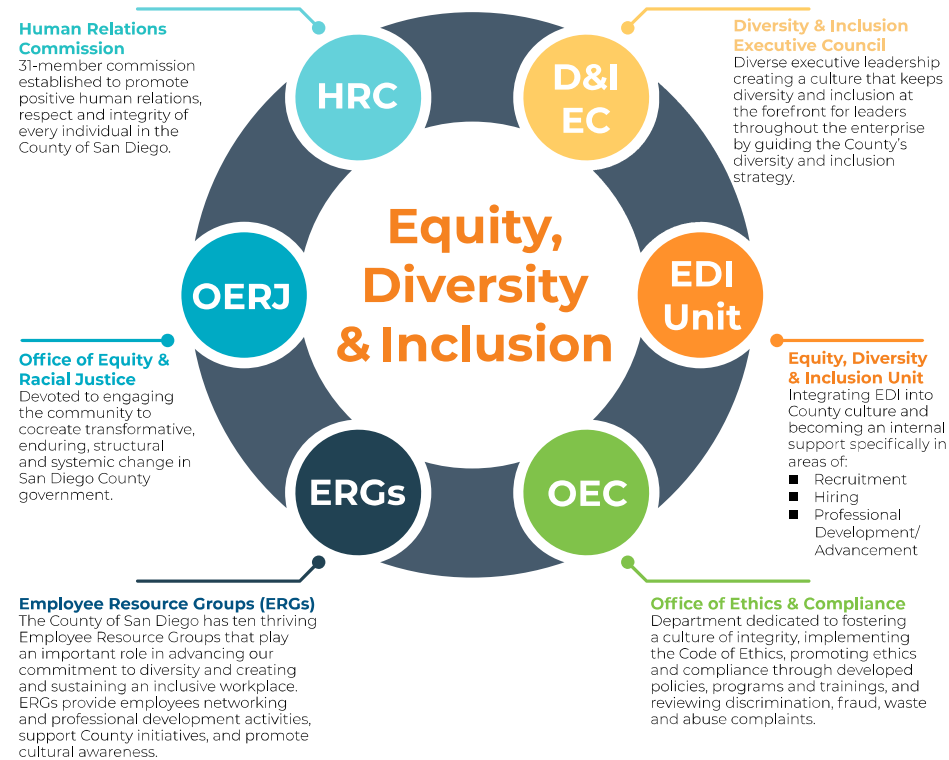
2021-22 Operational Plan Executive Summary

Our Values

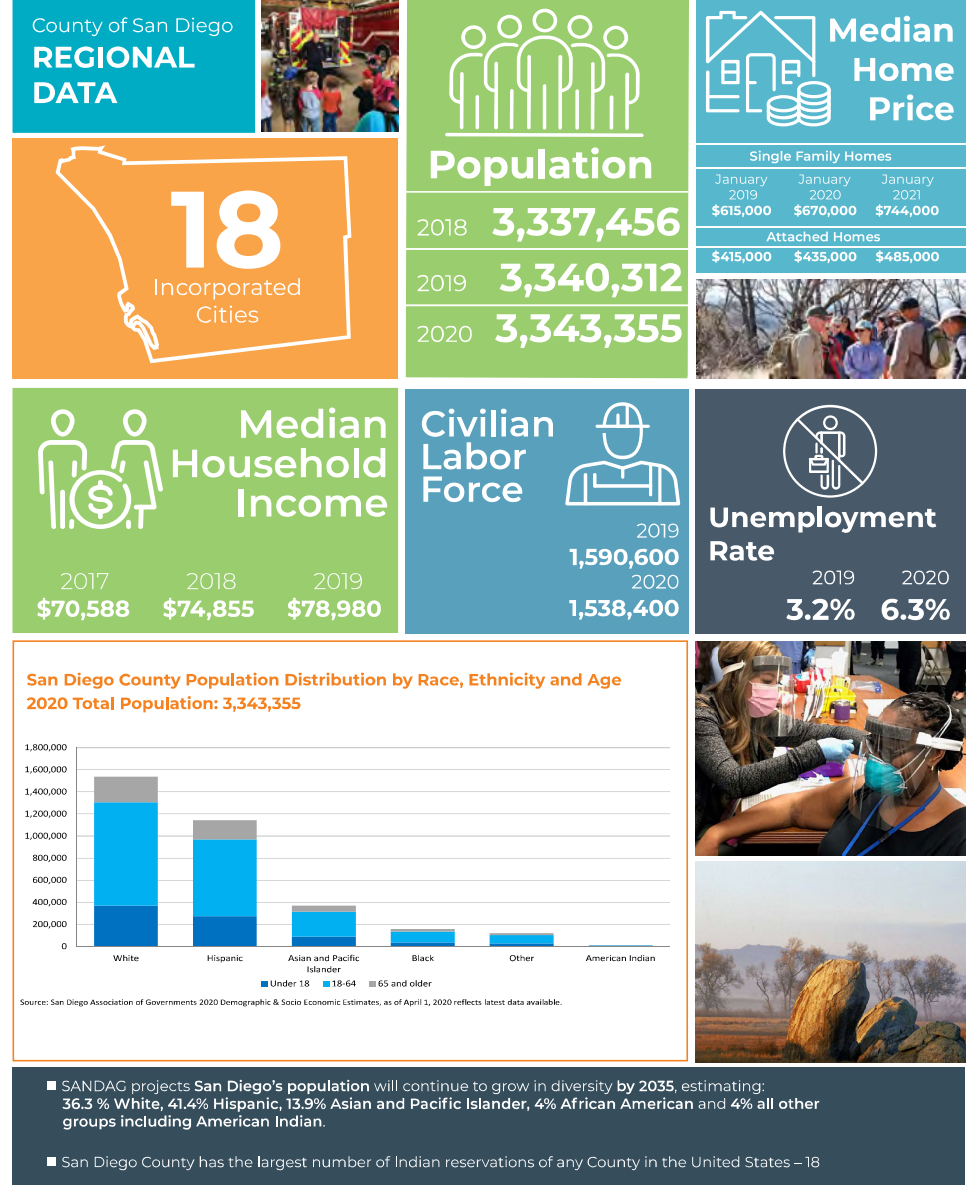
The foundation for all County programs and services



Diversity & Inclusion Partnership Model



2021-22 Operational Plan Executive Summary



2021-22 Operational Plan Executive Summary

2021-22 Adopted Budget

\$7.23
BILLION
+10.4%



HEALTH & HUMAN SERVICES
\$2.8 BILLION
(+12.2%)



PUBLIC SAFETY
\$2.2 BILLION
(+9.8%)



GENERAL GOVERNMENT
\$1.5 BILLION
(+15.6%)



LAND USE AND ENVIRONMENT
\$0.6 BILLION*
(+8.0%)



Appropriations total **\$7.23 billion** in the Adopted Budget for Fiscal Year 2021-22. This is an increase of \$681.1 million or 10.4% from the Fiscal Year 2020-21 Adopted Budget.

* The Adopted Budget excludes the Air Pollution Control District (APCD). Effective March 1, 2021, the APCD transitioned from the Land Use & Environment Group (LUEG) to an independent agency, removing its staffing and budgeted amounts from LUEG with no impact to service delivery.

To see the full operational plan visit: www.sandiegocounty.gov/openbudget

2021-22 Operational Plan Executive Summary



Total Staffing by Group/Agency

18,782.5 (+9.6%)

HEALTH &
HUMAN SERVICES



7,284.5
(+7.6%)

PUBLIC
SAFETY



7,834.0
(+4.9%)

FINANCE & GENERAL
GOVERNMENT



1,808.5
(+3.1%)

LAND USE &
ENVIRONMENT



1,855.5*
(+3.5%)

DEPARTMENT	FY 2020-21	FY 2021-22	Staff Increase
District Attorney	991	1,006	15
Sheriff - Sworn	2,646	2,749	103
Sheriff - Unsworn / Professional	1,735	1,946	211
Medical Examiner	57	60	3
Probation	1,007	1,009	2
Public Defender	414	442	28
Self-Sufficiency Services	2,529	2,613	84
Aging & Independence Services	449	492	43
Behavioral Health Services	1,006.50	1,113.50	107
Child Welfare Services	1,492	1,531	39
Public Health Services	709	837	128
County Library	284.50	286.50	2
Environmental Health and Quality	309	313	4
Parks and Recreation	235	249	14
Planning and Development Services	232	237	5
Public Works	540	570	30

This chart highlights select staffing increases that reflect the County's commitment to justice system reform, with additional staff dedicated to medical and mental health care for those in custody, as well as reentry support. Other staff additions focus on helping those who are vulnerable, as well as services that improve our communities, like libraries, parks and roads.

* The Adopted Budget excludes the Air Pollution Control District (APCD). Effective March 1, 2021, the APCD transitioned from the Land Use & Environment Group (LUEG) to an independent agency, removing its staffing and budgeted amounts from LUEG with no impact to service delivery.

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Spending Priorities

STRENGTHENING CHILDREN & FAMILIES

A total **\$611.5 million** will go towards **eligibility and self-sufficiency services**. Staffing will increase a total **186 positions** for **safety net services, Adult Protective Services, In-Home Supportive Services and Child Welfare Services**. The budget also includes a new **County Office of Immigrants and Refugee Affairs**.

CLIMATE CHANGE & ENVIRONMENTAL STEWARDSHIP

The budget includes funding to prepare a new **Climate Action Plan** to reduce greenhouse gas (GHG) emissions and waste, more than **\$41.2 million** to **protect the County's waterways and coastline**, and **\$11.8 million** to add at least **500 acres of land** to the region's open space. The budget also calls for **\$0.5 million** to broaden the **Environmental Justice Element** in the County's General Plan to reduce pollution exposure and promote environmental safety in underserved communities.

HOMELESSNESS

To address homelessness, funding will allow the creation of a **Department of Homeless Solutions and Equitable Communities**. A **\$2.5 million** increase will augment housing assistance and care for youth, veterans, and individuals with high behavioral health and physical health needs, and the Board of Supervisors has created a framework for **American Rescue Act funds, with \$85 million** currently earmarked for services to support those who are homeless.

PUBLIC SAFETY & JUSTICE SYSTEM REFORM

As part of juvenile justice transformation, **\$75 million** will go to phase 2 of the Youth Transition Campus. More than **187 new Sheriff** positions will be added for medical and expanded mental health services for individuals in custody and **Mobile Crisis Response Teams** will receive **\$10 million** to go countywide. The teams provide an alternative to dispatching law enforcement when an individual is in a behavioral health or substance use crisis. Funding will also support **One Safe Place: The North County Family Justice Center**, a centralized care facility for trauma survivors and their families. Resources to support legal representation to detained immigrants facing removal proceedings.

BEHAVIORAL HEALTH

A total budget of **\$817.6 million** will help those with **mental health and substance use issues** by reimagining programs and services, including lowering staff-to-client ratios and increasing mobile outreach. Funding also calls for enhanced crisis stabilization services and ensuring behavioral health clients are placed at the correct level of care to reduce the use of emergency rooms.

COVID-19 RESPONSE & ECONOMIC RECOVERY

\$226.9 million for COVID-19 response with a focus on health equity and diverse outreach including the **Test, Trace, Treat (T3)** program for ongoing vaccination and tracing efforts. The County has been allocated **\$650 million** in **American Rescue Plan Act** funding focused on economic recovery. The funding will provide senior and youth services, small business stimulus funds, permit fee waivers for the events industry, expanded broadband access, infrastructure, child care subsidies, food assistance and mental health services.

HOUSING ACCESSIBILITY & AFFORDABILITY

Continue to use the federal and state allocation of **\$104 million** to support rental assistance through the **Emergency Rental Assistance Program**. The **CalWORKs Housing Support** program will see a **\$0.4 million** increase. An additional **\$0.5 million** will go toward creating a regional housing strategy to improve **housing supply and affordability**. An additional **\$25 million** was approved in the new year for innovative housing solutions, which may include the IHTF and other housing-related efforts.

CAPITAL IMPROVEMENT

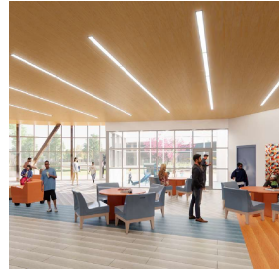
The budget calls for a renewed emphasis on capital projects with an increase of \$153.0 million or 117.9% over last year for a total **\$282.7 million**.

Projects include:

- \$75 million Youth Transition Center
- \$18 million East Otay Mesa Fire Station
- \$21 million Casa De Oro Library
- \$11 million Tijuana River Valley Smuggler's Gulch Basin
- \$10 million Animal Shelter
- \$9 million Trails
- \$70 million Parks
- \$21 million Maintenance

To see the full operational plan visit: www.sandiegocounty.gov/openbudget

A Closer Look at Justice System Reform and Public Safety



Resources are added to the Sheriff's Department to expand medical care, including Medication Assisted Treatment services, and enhance access to mental health services throughout the jail system and to open three housing units and dedicated medical facilities in the Rock Mountain Detention Facility. These actions continue the department's progress in achieving National Commission on Correctional Health Care accreditation by adding needed medical and mental health staff to the jail system. The addition of beds and medical staff also facilitates jail system compliance with the Board of State and Community Corrections capacity requirements and makes it possible for the department to carry out critical repairs and maintenance at major jail facilities to support safe operations for individuals in custody and for staff.

Additionally, no cost telephone and video visitation services is now provided throughout all county detention facilities as of July 1, 2021. These investments support the goal of improving outcomes for individuals returning to our communities, thus improving overall public health, and reducing recidivism.



Completion of the new Youth Transition Campus will enable the Probation Department to move away from a traditional correctional, punitive model that looks, feels, and operates like a jail to one that will embrace a trauma-informed, positive youth development framework that is demonstrated to better support youth outcomes. The new campus replaces a more than 50-year-old facility. Phase I will, and Phase II proposes, to embrace national best practices recommended by Georgetown University's Center for Juvenile Justice Reform and the Council of Juvenile Justice Administrators. Phase I of the campus, which will be completed this year, features 12-bed housing cottages, standalone school and career technical education capabilities, indoor and outdoor recreation areas, family visitation lounge, cafeteria, and more open spaces in a natural environment to promote youth well-being, rehabilitation, and better youth outcomes. The campus will also feature an updated administrative center, allowing Probation staff to work closer to the youth they serve. No cost telephone and video visitation services will be provided throughout all Probation custody facilities beginning July 1, 2021. The more contact that young people have with caring adults, the more youth experience positive outcomes.



The opening of the District Attorney's North County Family Justice Center "One Safe Place" will facilitate a single location where survivors of trauma and their families can receive acute crisis-care, advocacy, counseling, legal services, childcare, connection to shelter and housing, and social service benefits – all under one roof. One Safe Place will revolutionize victim services in San Diego County because, for the first time, a nationally accredited Child Advocacy Center will be housed under the same roof as a nationally known health care provider, along with law enforcement and other general victim services. This is important because research shows that children who suffer abuse are more likely to have unhealthy outcomes later in life.

An increase in positions at the District Attorney's Office will also expand workers' rights as part of the Workplace Justice Initiative which includes prosecuting criminal wage theft cases and stopping labor trafficking. The budget includes four staff to support this effort including a victim advocate and crime analyst. Additional positions will also support the Juvenile Pre-File Diversion Initiative to keep youth who commit misdemeanors and some felonies away from the justice system and connect them with the services and support programs they need. Additional positions at the Public Defender will support the Defense Transition Unit and create an assessment staff to ensure early recognition and timely treatment of the justice-involved population needing behavioral health treatment.

Additional Public Defender attorneys are requested to provide conviction relief to clients seeking to clear their record through a program called Fresh Start, and to provide legal services to immigrants and refugees. Resources are added to provide legal representation to detained immigrants facing removal proceedings in San Diego County. All these programs will target some of the county's most vulnerable populations to provide access to support programs and services.

To see the full operational plan visit: www.sandiegocounty.gov/openbudget

Through the Pandemic and Beyond

While the global COVID-19 pandemic is not yet in the rearview mirror either globally or locally, signs of progress are evident in addressing the imminence of a threat on the health and economy of the region. While hopeful signs exist, our work to address its impact will continue head-on to assure that all County residents have the health and self-sufficiency supports they need to Live Well and lead healthy, safe and thriving lives.

At the center of HHSA's evolving response will be an equity-focused role in changing COVID-19 vaccination provider landscape. Our emphasis will be on the vaccine hesitant, underserved, children as they become eligible and, potentially, booster shots.

Responding to need and change, our agency is creating synergistic, actionable items for every department as a strategy for addressing the complex factors that influence health and equity. Areas of example include educational attainment, housing, transportation options and neighborhood safety.

We will continue to work with the hardest-to-reach and the most vulnerable populations to ensure all children and families have access to services and information so they can better manage challenging situations.

Further, we will identify ways to enhance the role of advisory bodies to include a deeper community perspective. Collaboration and coordination will be strengthened throughout the region to ensure that individuals and families receive access to needed health care, food, and safe and affordable housing opportunities.

As we evolve to meet changing circumstances, we will break down workplace barriers to meet customer needs, which means continuing to build out our pandemic-won expertise in virtual service delivery systems, telephonic, telemedicine and video conferencing.

Our most vulnerable remain front and center, so we will be planning and coordinating County services and systems to enhance service delivery and to address the interconnected issues of homelessness, economic inclusion and criminal justice.

We will broaden the availability of housing and related resources for persons experiencing or threatened by homelessness through the creation of the Department of Homeless Solutions and Equitable Communities.

The delivery of behavioral health programs will be expanded to improve outcomes and mobile outreach will be enhanced with Countywide Mobile Crisis Response Teams.

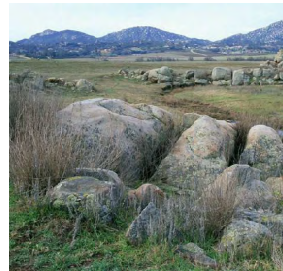
Our commitment to addressing racism as a public health crisis is strong. Cross-departmental efforts will be critical in the coming year and beyond, especially those that support environmental justice, sustainability, climate adaptation, regional transportation and the food system.

This includes a fresh look at our youngest residents, by expanding the engagement of youth for climate change, public health and tailored messaging around emergencies.

As we enter a new fiscal year on the heels of a once-in-a-century year of challenges and newly identified opportunities, we look with fresh knowledge and continued dedication to meeting both emergent challenges and historical shortfalls.



A Closer Look at Land Use and Environmental Stewardship



With climate change already impacting our communities, bold steps are needed to reduce greenhouse gasses and preserve our natural resources. The process for updating the County's climate action plan (CAP) is already underway and includes specific ways County facilities and the unincorporated community will reduce greenhouse gasses to meet and exceed state mandates. LUEG will also lead the creation of a framework to guide our region toward zero carbon. LUEG will continue to work closely with community partners, stakeholders, agencies and residents in these efforts by offering workshops and meetings that support focused discussions around topics that include transportation/built environment, agriculture, conservation, energy/water/waste, equity and environmental justice.

The CAP builds upon other County efforts through complementary implementation-focused actions that improve access to healthy lifestyles, encourage physical activity, conserve open space, reduce waste, improve air quality, enhance community resiliency, conserve agriculture, and reduce water and energy costs.

Funding in this budget includes a variety of ways we work to attain our sustainability goals as a region, including finalizing a new CAP, planting 3,500 trees, installing more electrical vehicle charging stations, purchasing hundreds of acres of open space land, diverting trash from the landfills, supporting renewable energy projects, green building and solar power, and developing conservation and sustainable farming best practices.

We will continue to educate the public on how they can contribute to a greener future through biological, cultural, and historical interpretation park programs, and share how LUEG protects and maintains County-owned open space to preserve sensitive biological and cultural resources. Collectively, these efforts will reduce our region's carbon footprint and improve our region's long-term viability for generations of San Diegans.

LUEG programs protect and promote our natural and agricultural resources, diverse habitats and sensitive species. Our strategic focus on enhancing the quality of the environment makes funding sustainability and pollution prevention a continuing priority.

We invest in the protection of our region's beaches, streams, rivers and watersheds through advanced water quality testing, and preventing pollution from entering storm drains. The County will also continue to advance tangible solutions as a part of the international working group dedicated to resolving this water quality crisis in the Tijuana River Valley by preventing sewage flows entering the U.S. from Mexico.

This budget also invests in protection of our \$1.8 billion agricultural industry through important inspection programs that identify and eradicate invasive pests in plant shipments to nurseries, mailed packages and on private land that would cause agricultural, economic and environmental harm.

LUEG is dedicated to delivering more inclusive programs for the community that are shaped by outcome-based information derived from careful assessments and community engagement. From learning language preferences, to translating core program materials and training staff on equity, diversity and inclusion, LUEG is focused on the diversity of the community we serve. This includes the creation of an environmental justice element in the County's General Plan to ensure land use decisions are being made with attention to addressing disparities in communities disproportionately impacted by pollution and environmental constraints.

LUEG is also assessing the needs of our most vulnerable communities to ensure they are not being negatively impacted from unpermitted hazardous waste facilities, have access to local fresh food through Community Supported Agriculture outlets, and offer library materials in a variety of languages spoken throughout San Diego.

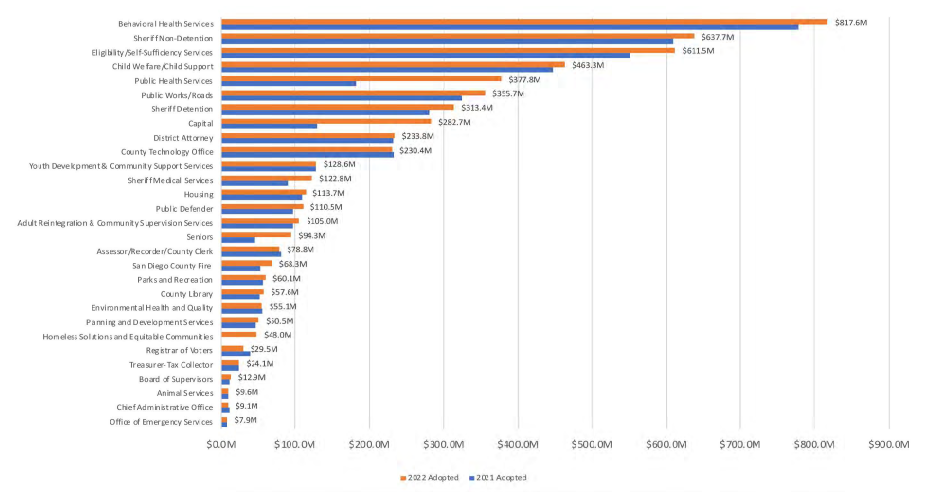
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2021-22 Operational Plan Executive Summary

Two Year Budget Comparison For Select Programs

Fiscal Year 2021-22



Key Budget Dates

May 6

CAO Recommended
Operational Plan
Released to Public

May 26-27

CAO Recommended
Operational Plan
Presentations

June 14

Public Hearings on
Recommended
Operational Plan
Begin

June 16

Evening Public
Hearing on
Recommended
Operational Plan

June 29

Recommended
Operational Plan
Deliberations and
Adoption

The public can watch the Board of Supervisors meetings on cable TV, online or listen by phone. Individuals can also submit comments to the Board through [e-comment](#) or [request to speak](#) via teleconference.

[Language translation services](#) for public speakers are available upon request to the Clerk of the Board of Supervisors at least 72 hours prior to the meeting. To find out more information about Board meetings, visit the [Clerk of the Board of Supervisors](#) website or call 619-531-5434.

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COUNTY OF SAN DIEGO





January 13, 2022

To: CBHDA Members
From: CBHDA Staff
Subject: Governor Newsom's FY 2022-23 January State Budget Proposal

Overview

Governor Gavin Newsom's proposed Fiscal Year (FY) 2022-23 State Budget allocates \$261 billion in total state spending, consisting of \$197 billion from the state General Fund (GF), and \$65 billion from special funds. When federal financial participation (FFP) is included, Medi-Cal is by far the largest state program at \$132.7 billion in FY 2022-23.

January Proposal Behavioral Health Themes and Highlights

As we enter an election year, the Governor continues to be focused on taking the state's homeless crisis head-on and overall shows a continued willingness to invest in county behavioral health. The January budget puts a narrative forward across proposals of needing to go upstream to address unmet behavioral health needs as a driver of homelessness and justice involvement. Investments include:

- Funding to reach universal coverage in California by covering all Medi-Cal eligible Californians, regardless of immigration status, including for mental health and substance use disorder services;
- \$1.5 billion under the Department of Health Care Services (DHCS) for a one-time investment in housing (tiny homes) and services for individuals experiencing homelessness with behavioral health needs;
- \$1.4 billion state general fund investment to stand up a statewide Medi-Cal mobile crisis services benefit;
- \$ 571 million ongoing state general fund to support the state's efforts to address the Department of State Hospitals (DSH) felony incompetent to stand trial wait list by building out community-based restoration, including a proposal to establish a county growth cap on IST referrals;
- \$86 million in one-time allocation of opioid settlement funds;
- \$210 million General Fund for social work training programs, stipends and scholarships and \$120 million GF to train psychiatric residents, psychiatric mental health nurse practitioners, psychology interns/fellows, and psychiatric nurses;
- Growth of \$126 million in 2011 realignment and \$91 million in 1991 realignment funds;

- Governor Newsom also expressed interest during press briefings in pursuing MHSA and LPS Act reforms, *though no specific proposals were included in the January budget proposal.*

Budget Context

Surplus. According to the Governor's Department of Finance (DOF) in this year's proposed budget, the state is experiencing a general fund surplus of \$20.6 billion for discretionary purposes. The nonpartisan Legislative Analyst's Office (LAO) estimated the surplus to be \$31 billion. The DOF explained that there remain different approaches to forecasting, especially regarding corporate revenue. Corporate revenue is surging, and there is significant debate about its sustainability. DOF continues to emphasize the need to propose one-time funding, because of the longer-term uncertainty around revenues. Finance also prepared this forecast prior to the arrival and surge of the omicron variant.

Budget process. The annual state budget process begins with the introduction of the Governor's proposed budget each January, and proceeds through the legislative budget process over the next six months. The Legislature's Constitutional role is to appropriate funds and so will review the Governor's proposals, as well as generate proposals from both the Senate and the Assembly to reflect the Legislature's priorities. The Governor updates the January proposal with significant fiscal and policy adjustments in the Governor's May Revision issued in mid-May. The Legislature releases its proposed spending plan at the end of May. Both houses then negotiate the final budget agreement with the Governor. The budget must be voted on by June 15th as required by the state constitution. Often, there remain further details to finalize subsequent to June 15th and are acted upon by the beginning of the next fiscal year, July 1.

CBHDA is active in advocating on behalf of county behavioral health directors on numerous budget issues. Below is a summary of what is currently known about the significant budget items for behavioral health, Medi-Cal broadly, children and youth, and criminal justice policies. CBHDA will continue to inform the membership as further details are released on the various proposals. To review the Governor's January state budget, visit <http://ebudget.ca.gov/>. Please do not hesitate to contact CBHDA staff with any questions you may have.

Behavioral Health Revenues

The Governor's budget assumes anticipated **County Behavioral Health Revenues** (FY 2022-23) as follows:

1991 & 2011 REALIGNMENT ESTIMATES

The programs for 1991 and 2011 Realignment are projected to increase by 6.4 percent from 2020-21 to 2021-22 and by 3.9 percent from 2021-22 to 2022-23.

The Governor's budget assumes anticipated Realignment Revenues as follows:
 Behavioral Health Subaccount (2011 Realignment) – In the upcoming fiscal year 2022-23, \$2.10 billion with \$125.6 million in anticipated growth. Each year beginning FY 2020-21, a new higher base is estimated to be established in 2011 Realignment.

Behavioral Health Subaccount (BHS) (2011 Realignment)			
Account	FY 2020-21	FY 2021-22	FY 2022-23
BHS Base	\$1,48 B	\$1,76 B	\$1,97 B
BHS Growth	\$281.0M	\$207.6M	\$125.6M
Total Estimated	\$1.76 B	\$1.97 B	\$2.1 B

Mental Health Subaccount (1991 Realignment) – In the upcoming fiscal year 2022-23, the estimate for 1991 Realignment is \$1.49 billion, an increase from \$1.36 billion in FY 2020-21. For the first time in a decade, the base 1991 Realignment funding is estimated to increase in FY 2021-22 by \$212 million and again in FY 2022-23 by an additional \$91 million.

Mental Health Subaccount (MHS) (1991 Realignment)			
Account	FY 2020-21	FY 2021-22	FY 2022-23
MHS Base	\$1.12B	\$1.12B + \$2120M = \$1.33B (new base)	\$1.12B + \$302.7M = \$1.42 B (new base)
MHS Growth	\$28.1M	\$20.8M	\$12.6M
Amount above CalWORKS MOE	\$220.0M	\$90.5M	\$60.4M
Total Estimated	\$1.36 B	\$1.44 B	\$1.49 B

MENTAL HEALTH SERVICES ACT (MHSA) ESTIMATES AND ACTIVITIES

- The Governor's January Proposed Budget projects annual MHSA revenues of \$3.7 billion for 2021-22 and \$3.8 billion for 2022-23.
- **MHSA Refresh:** In his press briefing, the Governor stated that the Administration will bring forward additional initiative(s) on MHSA and pointed to current Sacramento Mayor Darrell Steinberg as a proponent on MHSA reforms. The Governor did not provide any specifics on future proposals.

In addition, the budget includes a proposal to allocate MSHA funds as follows:

- **Extension of Adverse Childhood Experiences (ACES) Provider Training**—The Budget includes one-time \$135.1 million (\$67.6 million Mental Health Services Fund, remainder is federal funds), over a three-year period to extend Medi-Cal provider training for ACEs screenings.

Medi-Cal Health for All Expansion

The budget proposes several proposals to expand Medi-Cal coverage and improve health care coverage affordability, including:

- **Expansion of Full-Scope Medi-Cal Coverage to All Adults Regardless of Immigration Status:** The Administration proposes to expand full-scope Medi-Cal coverage to an estimated over 700,000 undocumented adults aged 26 through 49, effective no sooner than January 1, 2024. The budget allocates \$819 million total funds (\$614 million General Fund) in FY 2023-24 and \$2.3 billion total funds (\$1.8 billion General Fund) at full implementation.
 - This proposal would close the remaining Medi-Cal coverage gap related to immigration status as children and older adults are already covered.
 - This coverage expansion would be inclusive of Medi-Cal county mental health and SUD services.
- **The Children's Medi-Cal Presumptive Eligibility Program.** DHCS proposes to sunset the Child Health and Disability Program (CHDP) by July 1, 2023 via trailer bill language and instead launch the Children's Presumptive Eligibility Program to replace the CHDP Gateway enrollment activities.
- **Office of Health Care Affordability:** The Administration will move forward to establish an Office of Health Care Affordability, housed within the Department of Health Care Access and Information (HCAI), to address underlying cost drivers and improve the affordability of health coverage.

COVID-19 Response

Ongoing Covid emergency. On Saturday, January 8th, the Governor highlighted his request for a total of \$2.7 billion to address the ongoing COVID-19 pandemic, including immediate emergency spending of \$1.4 billion in emergency COVID-19 money as the omicron variant surges. Most of that money would go to expanding hospital surge capacity and increasing testing, including by expanding the hours at testing sites and sending millions of rapid tests to local health departments, community clinics, and schools. The Governor is requesting the Legislature to take early action on this proposal, leaving an additional \$1.3 billion for COVID response later this year to be addressed in the 2022-23 budget, which would take effect July 1. The Governor would also like to create a new COVID-19 supplemental sick leave policy for frontline workers.

CALIFORNIA ADVANCING AND INNOVATING MEDI-CAL (CalAIM)

Justice Initiatives:

- **90-Day In-Reach Services.** The proposed DHCS budget includes \$50 million total funds (\$16 million General Fund and the remainder in federal matching funds) in FY 2022-23 to implement the CalAIM justice-related initiatives including jail “In Reach” Services up-to-90 days prior to release. This initiative provides targeted Medi-Cal services to eligible justice-involved populations up to 90-days pre-release, which include: Enhanced Care Management or other care coordination, as appropriate; community-based physical and behavioral health clinical consultation services provided via telehealth or, optionally, in person as needed, including behavioral health referrals/linkages; Medically Assisted Treatment; associated laboratory/radiology services; and a 30-day supply of medication. Managed care plans may also offer “in reach” to arrange ‘Community Supports’ as a substitute to State Plan benefits. These offerings include items such as community transitions, housing navigation, housing deposits, and respite care.
- **Providing Access and Transforming Health (PATH).** A key element of the CalAIM 1115 waiver and Home and Community-Based Services Spending Plan is the request for expenditure authority for the new PATH initiative, to ensure a smooth transition from effective pre-release care and coordination with justice agencies. PATH will provide funding through programs to enable transition and expansion of county, CBOs, and other provider capacity and infrastructure necessary to support Enhanced Care Management (ECM) and Community Services. The proposed budget reflects an expanded scope of activities through PATH as part of the Department’s 1115 waiver renewal, finalized at the end of December 2021 which includes:

 - \$1.3 billion total funds over five years to support the development of Enhanced Care Management and Community Supports in CalAIM;
 - \$561 million total funds over five years to support implementation of CalAIM justice-involved initiatives, described above.
- **Suspension of Medi-Cal for Incarcerated Adults.** The federal “Substance Use Disorder Prevention that Promotes Opioid Recovery and Treatment for Patients and Communities (SUPPORT) Act” requires the Department to implement indefinite Medi-Cal suspension for eligible incarcerated juveniles. Current federal law requires eligible juvenile inmates to no longer have time-limited suspensions of Medi-Cal benefits; therefore, California’s current state law limit of one year for Medi-Cal suspensions must be changed for this population to conform to federal law. Beyond juveniles, DHCS is proposing trailer bill to extend the time Medi-Cal benefits are suspended when an individual is incarcerated in order to increase the likelihood that coverage is maintained. If the individual is released within the suspension timeline, they can receive Medi-Cal services upon release from incarceration.

Foster Care Model of Care. An additional goal of CalAIM is to explore a new Foster Care Model of Care. The Administration intends to continue to work with stakeholders in the budget year to explore a new model of care. DHCS and the Department of Social Services will center this effort on establishing an accountability framework across systems, advancing equity, and integrating services and care.

Equity

DHCS EQUITY AND PRACTICE TRANSFORMATION PAYMENTS

DHCS proposes to make equity and practice transformation payments to qualifying Medi-Cal managed care plans, or through Medi-Cal managed care plans to their qualified contracted providers, to close critical health equity gaps; address gaps in preventive, maternity, and behavioral health care measures; and address gaps in care arising out of the COVID-19 Public Health Emergency. The budget proposes \$400 million (\$200 million state General Fund and \$200 in federal match) to fund these payments. Such payments are intended to promote patient-centered models of care in behavioral health and other care settings and to align with the goals of the Medi-Cal Comprehensive Quality and Equity Strategy, which has bold equity gap closure goals of “50 by 2025” including:

- Improve follow-up after an Emergency Department visit for mental health (MH)/substance use disorder (SUD) by 50% (state level)
- Improve maternal and adolescent screening and referral for depression by 50% (state level)

Department of State Hospitals

FELONY INCOMPETENT TO STAND TRIAL (FIST) WAITLIST SOLUTIONS

The Department of State Hospitals (DSH) wait list for the week of January 10th shows a current wait list of 2,159 individuals. The *Stiavetti v. Clendenin* court decision requires the DSH to commence substantive competency restoration services for all ISTs committed to DSH within 28 days of receipt of the commitment packet from the court. The budget estimates that associated court orders and penalties for failure to comply could cost California as much as one billion dollars annually, based on the experience in the State of Washington, which has had to contend with a similar lawsuit.

Based on the recommendations of the IST Workgroup convened in the Fall of 2021, the Governor’s Budget reflects proposed spending of \$93 million General Fund in Fiscal Year (FY) 2021-22 and \$571 million General Fund in FY 2022-23 and ongoing (including funds previously appropriated for Workgroup solutions, redirected funds and new funding). DSH proposes to allocate those funds as follows:

- **Early Stabilization and Community Care Coordination** This initiative will fund early access to medication stabilization teams in jails, statewide funding for medication treatment, and DSH case management teams to coordinate IST care with counties and others.
- **Expand Diversion and Community-Based Restoration Capacity** to increase IST treatment alternatives by investing in the community infrastructure required to support the felony IST population. This initiative will fund infrastructure to increase the number of community residential beds dedicated to DSH Diversion and Community-Based Restoration programs, augmented funding for counties to expand DSH Diversion and Community-Based Restoration, supporting county partnerships for entities impacted by felony IST community placements, and workforce development support for counties and community providers.

The state has also proposed a growth cap on IST referrals that will include a county cost sharing methodology if the growth cap is exceeded. There are no details on how this will work. The budget summary reiterates that last year the final budget included a provision that provides if insufficient progress is made in addressing the waitlist, CalHHS may discontinue the admission of new LPS patients, establish LPS reduction targets for counties, and charge counties that do not achieve reductions 150 percent of the current bed rate for LPS patients. The budget summary also emphasizes other preventive behavioral health investments made in an effort to serve those at risk of becoming FIST.

Workforce

EXPANDING THE CARE ECONOMY WORKFORCE

The Budget includes a one-time \$1.7 billion investment over three years for care workforce development that will create more innovative and accessible opportunities to recruit, train, hire, and advance an ethnically and culturally inclusive health and human services workforce.

Specific investments include:

- **Psychiatric Resident Program**—\$120 million General Fund to create training positions for psychiatric residents, psychiatric mental health nurse practitioners, psychology interns/fellows, and psychiatric nurses. Increasing on-site training programs will assist in building the workforce while also serving as an active recruitment pool for advancement within the health and human services workforce, leading to promotional pathways and increased salaries.
- **Opioid Treatment**—\$26 million to train providers to build out the substance use disorder (SUD) workforce with a focus on opioid treatment. Funding will be used to increase the number of licensed clinicians, including providers focused on addiction. Funding will also provide supportive employment services to people with SUD issues to transition them into ongoing employment.
- **Expanding Social Workers**—\$210 million General Fund to support social work training programs and provide stipends and scholarships to create a new pipeline for diverse

social workers who cannot otherwise afford the financial or time investment required to complete full-time programs.

- **Healthcare Workforce Advancement Fund**—\$90 million General Fund for the Employment Training Panel to support job entry and career advancement for entry-level and other workers in health and human service settings, with \$40 million intended for social worker training.
- **Community Health Workers**—\$350 million General Fund to recruit, train, and certify 25,000 new community health workers by 2025, with specialty certifications in areas that include climate health, homelessness, and dementia. CBHDA has been participating in the workgroup considering the scope of practice for this new Medi-Cal managed care provider type because addressing preventive mental health and substance use disorder services has been included in their proposed scope.
- **Multilingual Health Initiatives**—\$60 million General Fund to expand scholarships and loan repayment programs in healthcare and social work for multilingual applicants, with the goal of increasing language and cultural competencies throughout the care workforce.
- **Workforce Council for Healthcare Training**—\$3 million General Fund to leverage the Department of HCAI's Health Workforce Education and Training Council to research healthcare shortages and support research on best practices and strategies to build a diverse, culturally competent workforce to build the health care workforce.

Other workforce initiatives in the health sector:

- **High Road Training Partnerships**—\$340 million General Fund to support collaborations and training programs among community-based organizations, local workforce boards, labor unions, educational institutions, and employers to build partnerships and pathways into family-sustaining healthcare jobs.
- **Comprehensive Nursing Initiative**—\$270 million General Fund to increase the number of registered nurses, licensed vocational nurses, certified nursing assistants, certified nurse midwives, certified medical assistants, family nurse practitioners, and other health professions.
- **English Language Learners Health Careers**—\$130 million one-time Proposition 98 General Fund through the Adult Education program to support, healthcare-focused vocational pathways for English language learners at multiple levels of English proficiency, to increase language and cultural diversity in these settings.
- **Emergency Medical Services Corps**—\$60 million General Fund to expand Emergency Medical Technicians, in partnership with local public health systems and their contracted emergency medical providers.

Behavioral Health Crisis System

Mobile crisis. The American Rescue Plan Act of 2021 authorizes 85-percent federal matching funds for a Medicaid mobile crisis response services benefit, available for 12 quarters during a five-year period starting April 1, 2022. DHCS will add multi-disciplinary mobile response services for crises related to mental health and substance use disorders as a new Medi-Cal

benefit, as soon as January 1, 2023. Over the five-year period authorized by the Act, total costs of this new benefit are projected to be \$1.4 billion (\$335 million General Fund). The benefit will be implemented through county behavioral health delivery systems by multidisciplinary mobile crisis teams in the community and leverage the 2021 Budget investment of \$205 million in county behavioral health mobile crisis services infrastructure development.

9-8-8. In 2022, CalHHS Agency will develop a plan to support connections between prevention efforts like hotlines and peer support services, 9-8-8 mental health crisis call centers, and mobile crisis response at the local level.

The Budget also includes a proposed \$7.5 million General Fund (\$6 million ongoing) for the California Office of Emergency Services to advance implementation of the 9-8-8 call system and support call handling equipment so existing crisis hotline centers have the needed resources to process additional 9-8-8 calls and coordinate and transfer calls with no loss of information between the 9-8-8 and 911 systems.

Substance Use Disorders

Opioid Response. In response to the growing public health crisis of opioid related overdose deaths, the Budget includes the following proposed investments:

- \$96 million General Fund to support expanding Naloxone Distribution through the Medication Assisted Treatment (MAT) Expansion Project with 100 new MAT access points statewide. This includes the expansion of MAT in county jails and within state-licensed facilities.
- \$86 million investment of state opioid settlement funds as follows:
 - \$50 million one-time toward a proposed public awareness campaign targeting youth opioid education awareness and fentanyl risk education
 - \$5 million to DPH to enhanced the state's collection and analysis of data on opioid overdose trends
 - \$26 million to HCAI for provider training on opioid treatment
 - \$5 million via DHCS to distribute naloxone to homeless service provides
- \$126.6 million GF, and \$162.5 million ongoing, to expand and enhance DHCS's ability to treat individuals with substance use disorders via the Integrated Substance Use Disorder Treatment (ISUDT) Program

Cannabis. Pursuant to Proposition 64, cannabis tax expenditures are prioritized for regulatory and administrative workload necessary to implement, administer, and enforce the Cannabis Act, followed by research and activities related to the legalization of cannabis and the past effects of its criminalization. Once these priorities have been met, the remaining funds are allocated to youth education, prevention, early intervention, and treatment; environmental protection; and public safety-related activities. The Budget estimates \$594.9 million will be available for these purposes in 2022-23, and the structure of these allocations is unchanged from 2021-22:

- Education, prevention, and treatment of youth substance use disorders and school retention (\$356.9 million)
- Clean-up, remediation, and enforcement of environmental impacts created by illegal cannabis cultivation (\$119 million)
- Public safety-related activities (\$119 million)

These figures reflect a decrease of \$34.2 million compared to the allocation estimates in the 2021 Budget Act.

Consumer Awareness Campaign. \$6.1 million from the Cannabis Tax Fund to launch a multi-year consumer education and awareness campaign aimed at consumer safety and awareness, including the potential public safety and health threats of purchasing from the illegal market.

The Administration intends to develop a grant program this spring that will aid local governments in opening up legal retail access to consumers. The Administration expressed its interest in working with the Legislature to make modifications to California's cannabis tax policy to help stabilize the market; better support California's small, licensed operators; and strengthen compliance with state law.

Housing and Homelessness

This year's Budget proposes \$1.5 billion General Fund over two years for additional housing supports intended to support those with behavioral health needs. The budget proposal summary refers to the 2021 investments intended to address long-term housing and treatment solutions such as Project Homekey. This year's proposed \$1.5 billion is intended to meet the need for immediate bridge solutions as these new units come online. This funding would be administered through DHCS' Behavioral Health Continuum Infrastructure Program, as opposed to the Dept of Housing and Community Development and could be used to "purchase and install tiny homes and to provide time-limited operational supports in these tiny homes or in other bridge housing settings including existing assisted living settings."

Encampment Resolution Grants. Last year's budget provided \$50 million to address encampments, intended to reduce the number of people who live in public spaces not intended for this purpose, including under or along freeway overpasses and vacant lots. The State received funding requests of over \$120 million for this purpose and will be awarded in the spring. Building on the \$50 million from last year, the Budget proposes an additional \$500 million one-time for a substantially expanded program to invest in short- and long-term rehousing strategies for people experiencing homelessness in encampments around the state.

Transitional Housing for Justice-involved Individuals. The Budget includes \$10.6 million General Fund annually for three years to continue the Returning Home Well Program, which provides transitional housing services to individuals who would otherwise be at risk of being unhoused at the time of their release. This program, initiated during the COVID-19 Pandemic, has served nearly 5,300 individuals to date.

Additional Accountability. The California Interagency Council on Homelessness (Cal-ICH), formerly named the Homeless Coordinating and Financing Council, is responsible for advancing California's coordinated response to the homelessness crisis and for holding local jurisdictions accountable for effectively expending state homelessness resources. Local governments are

required to submit local homeless action plans to Cal-ICH as a condition of receiving funding through the Homeless Housing and Assistance Program or HHAP. This \$2 billion one-time, multi-year, flexible grant program is available to counties, large cities, and Continuums of Care. Cal-ICH will work with local grantees on their accountability plans.

Total Housing and Homelessness Investments. In total, the Budget includes \$9 billion for housing resources and \$8 billion for homelessness resources in 2022-23, as detailed in the charts included in this document.

SSI/SSP

Supplemental Security Income (SSI) State Supplementary Payment (SSP). The Budget includes \$3.1 billion General Fund in 2022-23 for the SSI/SSP program. The average monthly caseload in this program is estimated to be 1.1 million recipients in 2022-23. A 5.9-percent federal SSI cost-of-living adjustment and 24-percent SSP increase took effect on January 1, 2022, bringing the maximum SSI/SSP grant levels to \$1,040 per month for individuals and \$1,766 per month for couples. The Budget proposes an additional SSP increase of 24 percent, effective January 1, 2024, resulting in an estimated \$296 million General Fund in 2023-24 and \$593 million ongoing, and is intended to fully restore SSP monthly payments for both individuals and couples to pre-Great Recession levels. The increase is projected to bring maximum SSI/SSP grant levels to \$1,123 per month for individuals and \$1,940 per month for couples in 2024.

Child Welfare Services

Short-Term Residential Therapeutic Programs

Congress enacted the Families First Prevention Services Act (FFPSA) on February 9, 2018. The intent of the FFPSA is to restrict the use of congregate care, unless absolutely necessary, by limiting Title IV-E maintenance payments to specific congregate care setting meeting defined requirements. The FFPSA added Qualified Residential Treatment Programs (QRTP) as one of those congregate care settings that may be used when specific criteria are met. In California, STRTPs are similar to QRTPs and the California Department of Social Services (CDSS) is working to ensure STRTPs meet the requirements of a QRTP. Parts of the definition of a QRTP in Title IV-E overlap with the definition of an Institution for Mental Disease (IMD) in Title XIX. Title XIX prohibits federal reimbursement for covered services provided to beneficiaries who are residents of an IMD. The Centers for Medicare & Medicaid Services (CMS) has required DHCS to individually assess each STRTP to determine if it is an IMD.

The proposed budget includes \$7.5 million General Fund in FY 2021-22, appropriated in the Budget Act of 2021, for grants to county mental health plans to maintain capacity while facilities transition to qualify for ongoing funding. The budget proposes an additional \$7.5 million from the General Fund for this purpose in FY 2022-23. Finally, CMS developed a waiver opportunity for states to receive federal funds for mental services provided to populations with a Serious Mental Illness or Serious Emotional Disturbance (SMI/SED). The Department plans to submit a proposal to CMS for the SMI/SED Demonstration Waiver in the fall of 2022. CBHDA has

advocated for pursuit of an 1115 waiver to provide an additional two years of funding to support the transition of STRTPs that are determined to be IMDs.

County Child Welfare Services. The base Budget includes \$665.8 million General Fund in 2022-23 for services to children and families in these programs. When federal and 1991 and 2011 Realignment funds are included, total funding for children's programs is in excess of \$8.5 billion in 2022-23.

Proposals include:

- **Former Foster Youth Tax Credit**—The Budget proposes a refundable \$1,000 tax credit for young adults aged 18 through 25 who were former foster youth at age 13 or older.
- **Foster Youth Independence Pilot Program**—The Budget includes \$1 million one-time General Fund, available over two years, for county child welfare agencies to provide case management and support services for former foster youth utilizing federal housing choice vouchers in the Foster Youth Independence Pilot Program.
- **Family Finding and Engagement**—The Budget includes \$1 million (\$750,000 General Fund) ongoing for the Department to provide additional technical assistance and training to counties in meeting the need for children in foster care and unaccompanied minors to be connected to permanent family.
- **Resource Family Approval (RFA) Applications**—The Budget includes \$6.1 million (\$4.4 million General Fund) one-time, available over three years, for county child welfare agencies to address RFA applications that have pending or probationary approval for more than 90 days.
- **Helpline for California Parents and Youth**—The Budget includes \$4.7 million one-time General Fund, available over three years, to continue operation of a helpline for parents and youth. The helpline is a statewide triage and support system, established during the COVID-19 Pandemic, that helps deliver services to children, families, and caregivers by phone and online.

Research

California Initiative to Advance Precision Medicine (CIAPM). The CIAPM supports collaborative research and partnerships between the state, researchers, patients, and communities to advance a holistic perspective of physical and mental well-being. The Budget includes \$10 million one-time General Fund for a competitive grant program to support precision medicine-based approaches to preventing, diagnosing, and treating depression. Grant recipients will use the principles of precision medicine to harness the power of computational analytics, next-generation genetic sequencing, and data sharing and aggregation to provide interventions that are tailored to a specific patient.

2022-23 Affordable Housing Funding at Governor's Budget
(Dollars in Millions)

Department	Program	Total Funding
Department of Housing and Community Development ^{1/}	Veterans and Affordable Housing Bond Act Programs (Prop 1)	\$431.9
	No Place Like Home Program	\$400.0
	Building Homes and Jobs Fund Programs (SB 2)	\$233.8
	Federal Funded Programs for Housing	\$228.0 ^{2/}
	Infill Infrastructure Grant Program	\$225.0 ^{3/}
	Veterans Housing and Homelessness Prevention	\$75.0
	Affordable Housing and Sustainable Communities Program (General Fund)	\$75.0 ^{3/}
	Adaptive Reuse	\$50.0 ^{3/}
	Portfolio Reinvestment Program (Preservation) (General Fund)	\$50.0 ^{3/}
	Various	\$13.0
	State Excess Sites (General Fund)	\$25.0 ^{3/}
	Mobilehome Park Rehabilitation and Resident Ownership Program (General Fund)	\$25.0 ^{3/}
	Office of Migrant Services	\$5.6
California Housing Finance Agency ^{4/}	Single Family First Mortgage Lending	\$2,500.0
	Homeowner Assistance Fund (American Rescue Plan Act)	\$1,055.0
	Multifamily Conduit Lending	\$1,300.0
	Multifamily Permanent Lending	\$350.0
	Single Family Down Payment Assistance/Homebuyer Assistance	\$140.0 ^{5/}
	Mixed-Income Housing Program	\$93.4 ^{3/}
Tax Credit Allocation Committee	Low Income Housing Tax Credits (State)	\$606.6 ^{6/}
	Low Income Housing Tax Credits (Federal)	\$458.6 ^{7/}
	Farmworker Housing Assistance Tax Credits	\$4.6
Strategic Growth Council	Affordable Housing and Sustainable Communities (GGRF)	\$389.0 ^{8/}
Department of Veterans Affairs	CalVet Farm and Home Loan Program (Prop 1)	\$150.0
Judicial Council	Legal Assistance for Renters and Homeowners	\$40.0
Office of Emergency Services	Domestic Violence Housing First Program	\$23.0
	Transitional Housing Program	\$17.0
	Specialized Emergency Housing	\$10.0
	Domestic Violence Assistance, Equality in Prevention and Services, Human Trafficking Victim Assistance, North American Domestic Violence and Sexual Assault	- ^{9/}
	Returning Home Well	\$10.6
California Department of Corrections and Rehabilitation	Specialized Treatment of Optimized Programming, Parolee Service Center, Day Reporting Center, Female Offender Treatment and Employment Program, Proposition 47 Grant Program	- ^{9/}
Department of Public Health	Housing Opportunities for Persons with AIDS (HOPWA)	\$5.0
	Housing Plus Program	\$1.0
	HIV Care Program	- ^{9/}
California Community Colleges		^{10/}
California State University		
University of California	Higher Education Student Housing Grant Program	\$750.0
Total		\$8,991.1

1/ Notwithstanding multiyear or continuous appropriations, these estimates depict HCD's appropriations for the 2022-23 Governor's Budget.

2/ This amount reflects programs that receive federal funds, such as the Community Development Block Grant program.

3/ Note the Governor's Budget proposes an outyear appropriation for this program in 2023-24.

4/ CalHFA is self-supporting and its single family and conduit lending programs do not rely on the state General Fund. Funding estimates are based on lending activities from 2020-21, market demand for homeownership, available program resources, volume cap allocation, and multifamily lending pipeline projections.

5/ This program receives no General Fund allocation and is continuously financed based on market demand. This estimate is based on last year's lending activities and market demand for the first mortgage homeownership product.

6/ This includes \$500 million state tax credits proposed to be allocated in the 2022-23 Governor's Budget.

7/ This represents the estimated 9 percent and 4 percent tax credits available in 2022 and the remaining 9 percent federal disaster credits from 2021.

8/ The Affordable Housing and Sustainable Communities program amount reflects 20 percent of projected Cap and Trade revenues.

9/ The state provides a number of wrap-around supportive services through these programs including housing, which cannot be separated from the program's overall budget.

10/ The 2022-23 Governor's Budget funds for the Higher Education Student Housing Grant Program represent the second year of a total \$2 billion investment planned over a three-year period. The 2021 Budget Act provided \$500 million for this purpose to increase availability of affordable student housing.

2022-23 Homelessness Funding at Governor's Budget
(Dollars in Millions)

Department	Program	Total Funding
Department of Housing and Community Development	Continued Homekey Acquisitions	\$1,300.0
	Federal Funded Programs for Homelessness	\$43.0 ^{1/}
	Foster Youth Housing Navigators	\$5.0
	Transitional Housing Program	\$17.0
California Interagency Council on Homelessness	Flexible Aid	\$1,000.0
	Homeless Landscape Assessment	\$0.6
	Encampment Resolution Efforts	\$500.3
Office of Emergency Services	Various Homeless Youth Programs	\$1.0
	Youth Emergency Telephone Network	\$0.6
Department of Social Services	CalWORKS Housing Support Program	\$285.0
	Housing and Disability Advocacy Program	\$175.0
	Bringing Families Home	\$92.5
	Home Safe Program	\$92.5
Department of Health Care Services	Behavioral Health Continuum Infrastructure Program	\$1,724.7 ^{2/}
	Behavioral Health Bridge Housing	\$1,500.0 ^{3/}
	Community Based Residential Continuum Pilots for Vulnerable, Aging and Disabled Populations	\$287.2 ^{4/}
	Housing and Homelessness Incentive Program	\$644.2 ^{4/}
	Project for Assistance in the Transition from Homelessness	\$8.8
Department of State Hospitals	Acute Bed Capacity Expansion	\$88.5 ^{5/}
	Community-Based Restoration (CBR)	\$78.4 ^{5/}
Department of Transportation	Encampment Relocation Coordinators and Homeless Services Liaisons	\$2.7
	Clean California - additional Hazardous Material Removal	\$25.0
	Hazardous Material Removal at Encampments	\$20.6
California Community Colleges	Basic Needs Funding - Student Hunger and Homelessness Programs	\$30.0 ^{6/}
	Rapid Rehousing	\$9.0 ^{6/}
California State University	Basic Needs Funding - Student Hunger and Homelessness Programs	\$15.0 ^{6/}
	Rapid Rehousing	\$6.5 ^{6/}
University of California	Basic Needs Funding - Student Hunger and Homelessness Programs	\$15.0 ^{6/}
	Rapid Rehousing	\$3.5 ^{6/}
Total		\$7,971.6

1/ This amount reflects programs that receive federal funds, such as the Emergency Solutions Grant and the National Housing Trust Fund programs.

2/ Of the \$2.2 billion total funds over 2021-22 and 2022-23, \$1.7 billion is General Fund and \$530 million is CFRF. 2022-23 includes \$277.5 million carried over from 2021-22.

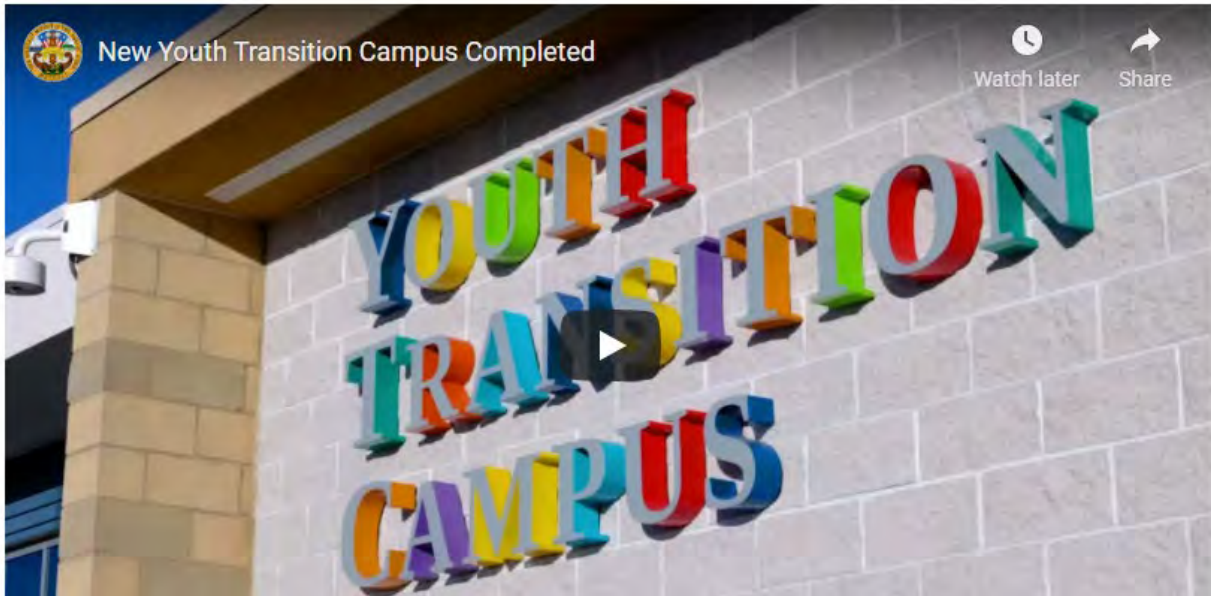
3/ The proposal includes \$1 billion General Fund in 2022-23 and \$500 million General Fund in 2023-24.

4/ Both of these programs are part of the Home and Community-Based Services Spending Plan. The Community Based Residential Continuum Pilots targets various populations, including the homelessness population.

5/ The state provides a number of wrap-around supportive services through these programs, which cannot be separated from the balance of the program's general budget.

6/ These Basic Needs funding programs support basic needs partnerships for low-income students facing housing or food insecurity. These amounts exclude basic needs funding provided in the 2021-22 Budget Act to address student mental health. Program funding reflected for UC Basic Needs and UC/CSU/CCC Rapid Rehousing was provided on an ongoing basis in the 2019 Budget Act.

New Youth Transition Campus Completed



By [Yvette Urrea Moe](#), County of San Diego Communications Office [Jan. 28, 2022](#) | [10:50 AM](#)

A new Youth Transition Campus, designed to be less like an outdated correctional facility and more like a therapeutic, rehabilitative campus, is complete in the Kearny Mesa area of San Diego. The Youth Transition Campus supports young people with longer stays in custody and has been designed to reflect national best practices that promote positive youth development and staff well-being. The standards reflect the San Diego County Board of Supervisors' commitment to provide the resources that help young people succeed and thrive.

"Youth who make poor decisions should be given an opportunity to turn their life around. We want to help them avoid a lifetime of incarceration and find a path of meaning and purpose" said Nathan Fletcher, Chair of the San Diego County Board of Supervisors. "This new campus is a place where young people who want to change their circumstances can receive the encouragement, treatment, education, support, and skills they need to get on a path to a better future."

Since 2017, Probation has worked with justice partners and community leaders including the Children's Initiative which played a key role in helping County staff reimagine the future of juvenile detention with a specific focus on how research and data promote more successful outcomes. The design of the facility and the operating approach follows the Youth in Custody Practice Model designed by national experts from Georgetown University's Center for Juvenile Justice Reform and the Council of Juvenile Justice Administrators.

[New Youth Transition Campus Completed - YouTube](#)

https://www.youtube.com/watch?v=vj73fTMd_LM



County of San Diego

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LUKE BERGMANN, Ph.D.
DIRECTOR, BEHAVIORAL HEALTH SERVICES

January 27, 2022

TO: Behavioral Health Advisory Board (BHAB)

FROM: Luke Bergmann, Ph.D., Director, Behavioral Health Services

BEHAVIORAL HEALTH SERVICES (BHS) DIRECTOR'S REPORT – FEBRUARY 2022

ADVANCING EQUITY THROUGH POPULATION HEALTH INITIATIVES

Population Health Framework

Population health is defined as “the health outcomes of a group of individuals, including the distribution of such outcomes within the group”; this includes health outcomes and patterns of health determinants, as well as the policies and interventions that link them.¹ Population health is fundamentally aligned with public health, the aim of which is to prevent disease, prolong life, and promote health.² Importantly, a population health framework is crucial to achieving health equity because it enables an understanding of how and why health outcomes vary across different groups (e.g., by geography, race/ethnicity, age, etc.); this information can be used to develop data-driven, community-informed, actionable steps to reduce disparities.

Historically, behavioral health has primarily focused on the provision of clinical services to individuals who have a clinical diagnosis,³ and has typically been siloed from public health and health care sectors. In addition, systems and program planning have often been driven by crises versus chronic care and prevention. Applying a population health framework to behavioral health can help address these limitations by facilitating: a larger population reach; incorporation of prevention measures; early intervention and harm reduction efforts (in addition to clinical interventions for individuals with established diagnoses); enhanced coordination and integration with other relevant sectors; the ability to meet the diverse behavioral health needs of the community; and promotion of equitable outcomes. Above all, the goal of using a population health lens in this context is optimal behavioral health and wellness across the continuum of need.³

Population Health Unit

BHS supports a population health approach to behavioral health and is currently undergoing a transformation from a more traditional model of behavioral health to one rooted in population health principles. To advance this vision, BHS recently established the Population Health Unit. Fundamental

¹ Kindig D, Stoddart G. “What is population health?” American Journal of Public Health. 2003. 93(3):380-383.

² Acheson, E. D. (1988). On the state of the public health [the fourth Duncan lecture]. Public Health, 102(5), 431–437.

³ Evans AC, Bufka LF. The Critical Need for a Population Health Approach: Addressing the Nation’s Behavioral Health During the COVID-19 Pandemic and Beyond. Prevention Chronic Disease 2020;17:200261. DOI: <http://dx.doi.org/10.5888/pcd17.200261>.

to this unit's work will be streamlining behavioral health data sources and analytics to provide a comprehensive view of the county's behavioral health needs, strengths, outcomes, and disparities. Furthermore, robust behavioral health data will allow for development and implementation of innovative programs and policies based on identified trends and needs. This data can also be used to monitor and evaluate the impact of interventions, as well as to provide critical information back to the community. The Population Health Unit, in concert with BHS as a whole, will strive to use this data-driven approach to improve behavioral health services and increase health equity in San Diego County.

Community Experience Project (CEP)

An illustrative example of the population health approach is BHS's recently launched initiative to promote behavioral health equity through the Community Experience Project (CEP). The CEP aims to identify unmet behavioral health needs and to address their underlying systemic and regional inequities. The CEP will work collaboratively with communities to understand and reduce health disparities, and to guide and inform culturally responsive program development. The final product will promote a continuous feedback process through which disparities can be identified, further informed by community engagement and mediated by actionable plans.

The first phase of the CEP, completed in Fall 2021, is the development of an interactive dashboard that will allow users to investigate behavioral health equity data by subpopulation (e.g., race/ethnicity, age, sexual and gender identity) and geographic area. This interactive dashboard is currently being utilized by BHS Leadership for planning purposes. BHS is actively working on implementing the dashboard for community access. For more information, please view the following videos: Part I: <https://youtu.be/A6IBVP8bNf4> and Part II: <https://youtu.be/7ZOXoniW8ro>.

A subsequent phase of the CEP is development of a Behavioral Health Equity Index (BHEI) to help highlight populations and neighborhoods at greatest risk for unmet behavioral health needs. Community members and key stakeholders will be engaged in the identification, collection, analysis, and interpretation of data via focus groups, emailed surveys, and other means. Next steps include selection of indicators and generating the index, including weighting assignments for component indicators.

The Community Experience Committee (CEC) will be implemented in phases to support the development of the BHEI. Phase I of the CEC will include peers, family members, individuals with expertise in prevention, evaluation, and epidemiology, as well as representatives from the Cultural Competency Resource Team; Phase I will inform the design of a community-wide behavioral health survey. Phase II will include adding community and stakeholder representation and will support survey engagement efforts. The University of California, San Diego Research Centers will provide support and expertise throughout all phases of the CEC and will be responsible for data analysis and final creation of the BHEI.

The CEP is one example of putting a population health approach into action. The Population Health Unit at BHS looks forward to sharing more of this emerging body of work in the future.

Behavioral Health Special Events and Announcements

Community Harm Reduction Team (C-HRT)

Family Health Centers of San Diego Community Harm Reduction Team (C-HRT) implemented street outreach in December 2021 through coordinated effort with the City of San Diego and Alpha Project for designated shelter services. C-HRT provides outreach in the East Village and Midway areas to engage and connect with individuals with substance use disorders and co-occurring disorders who are also experiencing homelessness.

Behavioral Health Support Services (BHSS)

BHS partnered with San Diego Housing Commission on a joint Request for Proposal (RFP) for Behavioral Health Support Services (BHSS) at two San Diego Housing Properties last Fall. The RFP resulted in two (2) contracts with Telecare Corporation BHSS services at the Kearny Vista (142 units) property; and People Assisting The Homeless (PATH) providing BHSS services at the Valley Vista (190 units) property. Residents will be screened by the BHSS providers and linked to ongoing BHS and ancillary services.

Tri-City Psychiatric Health Facility (PHF) Public Meetings

The County of San Diego (County) and Tri-City Medical Center are partnering to build a modern, state of the art facility on the Tri-City campus in Oceanside to provide essential mental health services to the North San Diego County community. The County is hosting two virtual community engagement forums to provide the community with information and answer questions regarding the facility. The public meetings will be conducted as a two-part series with follow-up information provided at the second meeting. Each meeting will be approximately one hour. Community members are welcome to attend both but may also choose to attend just one meeting. More information can be found at the following link: www.sandiegocounty.gov/TriCityPHF

2nd Annual Birth of Brilliance Virtual Conference and Cultural Fair


The 2nd Annual Birth of Brilliance virtual conference is scheduled for February 24, 2022. The focus of this conference is to raise awareness about the effects of racial disparities and implicit bias in mental health, social services, developmental services, education, medical care, and juvenile justice, to serve youth and families in a way that centers equity to amplify the brilliance of all children. Registration is now open at: [Birth of Brilliance Virtual Conference 2022](https://www.birthofbrilliance.org/)

Additionally, the Birth of Brilliance conference team in collaboration with the County of San Diego Office of Equity & Racial Justice will host a Cultural Fair on February 25, 2022, 4:00 to 7:00 p.m. Registration for the Cultural Fair can be found at: [Birth of Brilliance Virtual Conference 2022](https://www.birthofbrilliance.org/)

7th Annual Critical Issues in Child and Adolescent Mental Health Conference

The 7th Annual Critical Issues in Child and Adolescent Mental Health (CICAMH)-Managing Change in a Changing World conference is scheduled for March 11, 2022. The focus of this conference is to raise awareness of the most current and relevant issues facing youth today. The topics to be addressed include foster care issues, human trafficking in social media, youth drug use during the COVID-19 pandemic, unaccompanied minors at the border and their stay in San Diego, impact of extended screen time on developing youth, gender affirming care, and more. The 2022 conference will offer a hybrid format with the option to attend virtually or in-person, with a limited capacity for in-person attendance to ensure physical distance and safety guidelines. Additional conference information and registration can be found at: <https://cicamh.com/>

Respectfully submitted,



LUKE BERGMANN, Ph.D., Director
Behavioral Health Services

c: Nick Macchione, Agency Director
Cecily Thornton-Stearns, Assistant Director and Chief Program Officer
Aurora Kiviat Nudd, Assistant Director and Chief Operations Officer
Nadia Privara Brahms, Acting-Assistant Director and Chief Strategy and Finance Officer



County of San Diego

NICK MACCHIONE, FACHE
AGENCY DIRECTOR

HEALTH AND HUMAN SERVICES AGENCY
BEHAVIORAL HEALTH SERVICES
3255 CAMINO DEL RIO SOUTH, MAIL STOP P-531
SAN DIEGO, CA 92108-3806
(619) 563-2700 • FAX (619) 563-2705

LUKE BERGMANN, Ph.D.
DIRECTOR, BEHAVIORAL HEALTH SERVICES

January 31, 2022

Dear District Superintendents and Pupil Services Leads

Your district is invited to participate in a series of five (5), 1-hour virtual workgroup meetings to design a new behavioral health initiative for middle schools across San Diego County. The **Screening to Care Initiative** aims to make available Tier 2 behavioral health interventions for all students in middle schools and facilitate implementation of a student screening tool to guide future resource development.

Leveraging American Rescue Plan Act (ARPA) funding available through the San Diego County Health and Human Services Agency (HHSA), the County Behavioral Health Services Administration (BHS) will lead the Screening to Care Initiative in collaboration with County Office of Education (SDCOE) and County leadership. By implementing this initiative, the County seeks to make available small group behavioral health interventions on the school campus to all students in need, regardless of health insurance coverage. Expected outcomes resulting from the implementation of the Screening to Care Initiative, include:

- Reduce the need for crisis and acute care,
- Reduce disparities in behavioral health access,
- Reduce incidence of internalizing and externalizing behaviors,
- Increase accuracy in resource planning and future program development, and
- Improve mental health and social-emotional well-being indicators.

If you agree to participate in this workgroup, **your district will inform the design and scope of this Screening to Care Initiative to ensure that it will be viable and effective for your students.**

Workgroup Participant Expectations:

1. Identify a liaison who can contribute knowledge of school behavioral health needs and policies and actively participate in workgroup discussions.
2. Liaison or designee will participate in five (5), 1-hour virtual workgroup sessions during the following dates/times:
 1. February 9, 2022: 8am – *Intervention Needs*
 2. February 16, 2022: 8am – *Screening, Coordination, and Monitoring*
 3. March 2, 2022: 8am – *Consent, Data Collection, Communication, and Reporting*
 4. March 16, 2022: 8am – *Program Implementation Support*
 5. March 30, 2022: 8am – *Launch Design and Site Selection*

Please feel free to reach out with any questions you may have. **If your district would like to participate in the workgroup, please e-mail itempesta@pcgus.com by Friday, February 4, 2022.**

Respectfully,

LUKE BERGMANN,
Ph.D., Director

Digitally signed by LUKE
BERGMANN, Ph.D., Director
Date: 2022.01.28 16:54:50 -08'00'

LUKE BERGMANN, Ph.D., Director
Behavioral Health Services

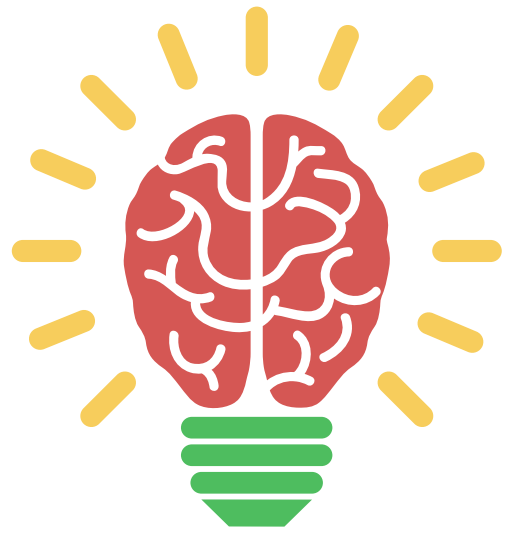
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WHAT IS DEPRESSION?

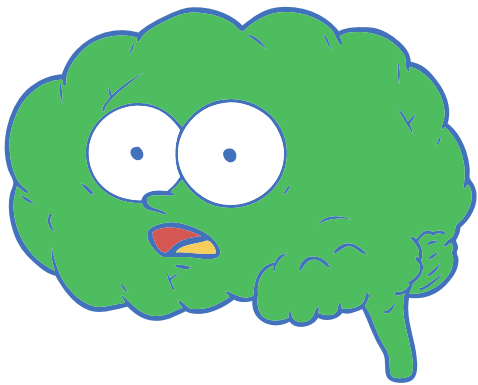
THE COMPLETE INFOGRAPHIC FOR TEENS

DEFINITION/LANGUAGE

- Definition: Feelings of severe despondency and dejection
- Language: Be considerate and thoughtful when using the word "depressed"



DEPRESSION SYMPTOMS



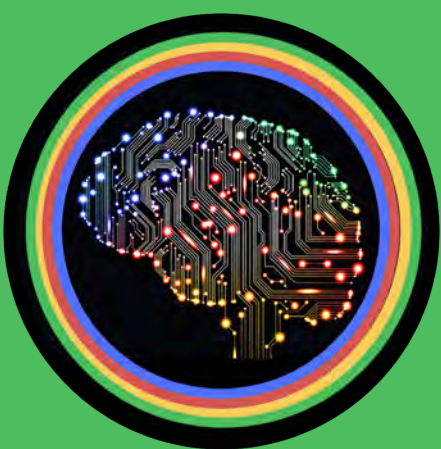
- Sadness, Crying, Isolation
- Feeling Hopeless, Lack of Motivation
- Inability to Focus

DEPRESSION TREATMENT

- Psychiatrist
- Therapist
- Coping Skills



BRAIN XP INFO!



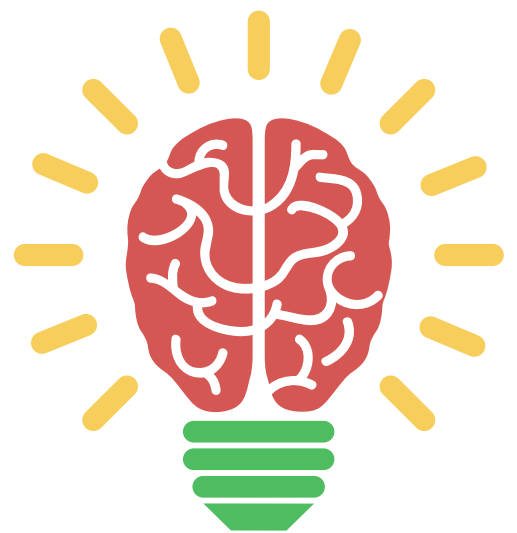
- Website: brainxp.org
- Instagram: @brainxpproject
- Twitter: @brainxpproject
- Facebook: @brainxpproject
- TikTok: @brainxpproject

COPING SKILLS LIST

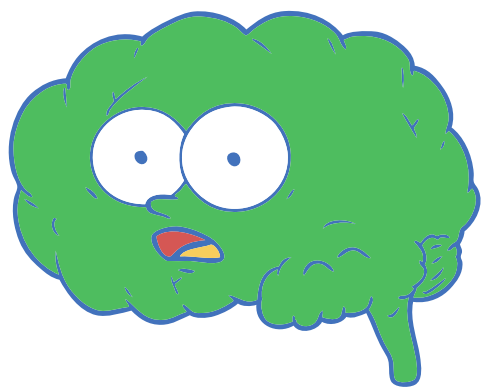
FOR TEENS STRUGGLING WITH DEPRESSION

INTERACTIVE SKILLS

- Be with People
- Help Others
- Play with a Pet
- Do Volunteer Work
- Participate in a Group Sport
- Talk to a Friend



PERSONAL SKILLS



- Do Creative Activities
- Practice Mindfulness
- Exercise/Do Physical Activities
- Write Positive Affirmations

EVERYDAY PRACTICES

- Get Enough Sleep
- Eat Healthy Foods
- Believe in Yourself
- Practice Gratitude



BRAIN XP INFO!



- Website: brainxp.org
- Instagram: @brainxpproject
- Twitter: @brainxpproject
- Facebook: @brainxpproject
- TikTok: @brainxpproject

CHECK IN

LEARN MORE

GET SUPPORT

INTRODUCTION TO THE CAMPAIGN

As part of California's ongoing mental health movement, the *Take Action for Mental Health* campaign is designed to help you **check in**, **learn more**, and **get support** for your own mental health or the mental health of someone you care about.

CHECK IN

about mental health



Get Resources

LEARN MORE

about mental health needs
and what you can do



Get Resources

GET SUPPORT

for yourself or someone
you care about



Get Resources

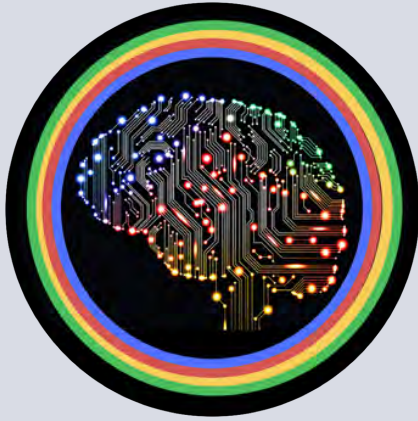


Website: <https://takeaction4mh.com/>

Brain XP Day 2022

FREE VIRTUAL YOUTH MENTAL HEALTH AWARENESS EVENT!

Premiering on Brain XP's YouTube Channel on
April 28, 2022 at 5PM PST



**We are currently looking for:
Youth Performers - age 25 or under**
(solo, duo, and group performers are
all welcome!)

Performance Categories:

Singers, Musicians, Rappers, Dancers, Comedians, Poets/Spoken Word, Other

SUBMISSION PROCESS:

STEP 1: Send an email to **brainxpproject@gmail.com** by **FRIDAY FEBRUARY 18, 2022** to let us know you are interested in being a performer.

STEP 2: We will schedule and set up a Zoom meeting for us to meet virtually and go over all performance details, guidelines, and requirements.

STEP 3: You will then film a video of your performance and submit it to **brainxpproject@gmail.com** to be reviewed by our team.

STEP 4: After your performance video has been approved, we will edit it into our final event video, which will premiere on the Brain XP YouTube Channel on April 28, 2022.

Have any questions? Email brainxpproject@gmail.com - we will respond ASAP!

*Remember this is a youth mental health awareness event, so please make sure your performance spreads mental health awareness and is appropriate for youth!

Family Urgent Response System (FURS) Youth Survey



**GET A CHANCE TO WIN
A \$25 GIFT CARD!**

**Are you a current or former foster
youth under age 26?
Participate in a short survey for a
chance to win a \$25 gift card!**

**Submit by:
February 24, 2022**

Click HERE to begin the survey:
<https://www.surveymonkey.com/r/F2DY39K>



Click HERE for FURS Webpage
#fosteryouth #fosterfamilies #fostersupport #FURSCanHelp

BIRTH OF BRILLIANCE



GOOD TROUBLE IS NECESSARY TROUBLE

Building on the success and energy of our inaugural event, we are excited to present the second annual virtual Birth of Brilliance Conference on Feb. 24, 2022.

The focus of this conference is to raise awareness about the effects of racial disparities and implicit bias in mental health, social services, developmental services, education, medical care and juvenile justice. Registration is now open.

If you're passionate about serving youth and families in a way that centers equity to amplify the brilliance of all children, this conference is for you!

Event Details & Registration Information

FEB. 24, 2022 | 8:00 AM-5:00 PM

\$99 | EARLY BIRD (DEC. 1-JAN. 15)

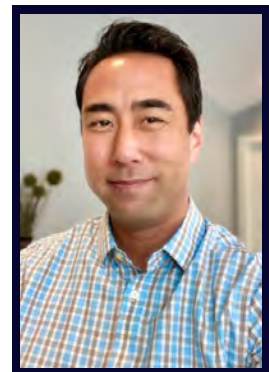
\$115 | REGULAR REGISTRATION

Register at BirthofBrilliance.org



Nanci Luna Jimenez

*Born Brilliant: Healing
Our Way Back to our
Whole Human Self*



Dr. Joseph Lee

*Social Emotions: Bending
the Arc of the Universe
Towards Social Justice*

For questions, please contact Steven Jellá at sjella@sdyouthservices.org

The Birth of Brilliance Conference Team in Collaboration with the San Diego Office of Equity and Racial Justice presents the

BIRTH OF BRILLIANCE Cultural Fair



COUNTY OF SAN DIEGO
**Office of Equity
& Racial Justice**

San Diego MAKE, 3745 30th Street, San Diego, CA 92104
FEBRUARY 25, 2022 | 4 PM - 7 PM

Come experience the brilliance of the cultures in our local San Diego community through food, music and art.
Catered by San Diego MAKE and Mama Africa

Menu featuring small bites

Afghan Grilled Chicken Tacos
Miso Roasted Butternut Cambodian Num Pang Sandwiches
Nigerian Beef Suya Skeweres
Filipino Pan De Sal
Ember Roasted Sweet Potato Tacos
Sambusas from Mama Africa and More!



MAKE PROJECTS
EAT WELL. DO GOOD.

Admission, food, and parking are included with your pre-paid ticket. Feel free to bring a guest or pay at the door:
Children \$10: Adults: \$15. Support other local vendors by purchasing their wares. Parking will be validated at the North Park Garage.

Registration at www.BirthofBrilliance.org



CFPIC

Child & Family Policy Institute of California



san diego county office of
EDUCATION

FUTURE WITHOUT BOUNDARIESSM

FREE Virtual Training Opportunity

REGISTER HERE NOW



Child Labor Trafficking Training

Tuesday, March 8th
10 AM – 12 PM

Featuring: Jamelia Hinds
and Deborah Pembroke

Questions?

Contact Olga.Maldonado@sdcoe.net
or call (858) 298-2146

“

As a child I felt invisible...

*Now I'm free and I want
other's to know they aren't
alone!*

SURVIVOR OF CHILD LABOR TRAFFICKING



Critical Issues in Child & Adolescent Mental Health Conference:

MANAGING CHANGE — — *in a* CHANGING WORLD



MARCH 11, 2022
Hybrid Event

WHO SHOULD ATTEND:

Mental Health Professionals, Psychologists, Therapists, Social Workers, Counselors, Psychiatrists, Pediatricians, Nurses, Education, Students, Probation Officers, Child Welfare Workers, Case Managers, Advocates and Parents will find this meeting of importance and value in enhancing their effectiveness in serving children in need

REGISTRATION:

In-Person:
(very limited number of tickets available!)
Professional \$100
Students \$50

Virtual:
Professional \$75
Students \$50
(includes 7 credits)

**EARLY BIRD
REGISTRATION
ENDS MARCH 4**

REGISTRATION
CICAMH.COM



[CLICK HERE TO REGISTER](https://www.cicamh.com)



**FRIDAY
MAY 6,
2022**

YOUTH MENTAL HEALTH VIRTUAL CELEBRATION

RESOURCE FAIR AT 4 PM • LIVE EVENT AT 5 PM

NAMI San Diego on Facebook • YouTube • Twitch

Contact: CYFLiaison@namisd.org



San Diego and
Imperial Counties



CHILDREN, YOUTH AND FAMILIES (CYF) BEHAVIORAL HEALTH SYSTEM OF CARE COUNCIL

MEETING AGENDA

February 14, 2022

9 to 10:30 a.m.

Meeting Packet

Part 2 of 2

Zoom link for meeting registration:-https://us06web.zoom.us/join/zt0kf-qtpz0sH9V9F_rllhkb7iEjwkXaGAH0

Mid Fiscal Year Sub-Committees/Sectors Updates PowerPoints

V. Hot Topic: Mid Fiscal Year Sub-Committees/Sectors Updates (Yael Koenig)

55 minutes

- February 2022 Meeting Packet (Part 2 of 2) includes ALL Sector / Subcommittee Presentations
- Please refer to January 2022 Meeting Packet for ALL Sector / Subcommittee Written Reports

Four Sectors	Council Sub-Committees and Other Relevant Groups	
	Executive (Co-Chairs and Sub-Committees Co-Chairs)	
Public Sector Presented 1.10.22 Pages Yael Koenig & Dr. Laura Vleugels	Early Childhood Pages Ginger Bial & Aisha Pope	Health Plans Presented 1.10.22 Pages George Scolari
Education Sector Presented 1.10.22 Pages Heather Nemour & Violeta Mora	CADRE-CYF Presented 1.10.22 Pages Marisa Varond & Julie McPherson	TAY Council Presented 1.10.22 Pages Mark Bartlett & Laura Tancredi-Baese
Private Sector Pages Marisa Varond – ADSPA Cathryn Nacario - MHCA	Training Academy Pages Rose Woods	Outcomes Pages Eileen Quinn-O'Malley & Emily Trask
Family/Youth Sector Presented 1.10.22 Pages Sten Walker	Cultural Competency Pages Rosa Ana Lozada	Fee For Service Dr. Sherry Casper

CYFBHSOC Council Mid Fiscal Year Sector Update

Public Sector

Yael Koenig &
Dr. Laura Vleugels

Presented January 10, 2022

1

**Behavioral Health
Advisory Board
(BHAB)**
Bill Stewart

**Behavioral Health
Services (BHS)**
Dr. Vleugels
Yael Koenig

**Public Safety Group
Probation**
Lisa Sawin
Chrystal Sweet

**Child Welfare
Services (CWS)**
Steve Wells
Norma Rincon

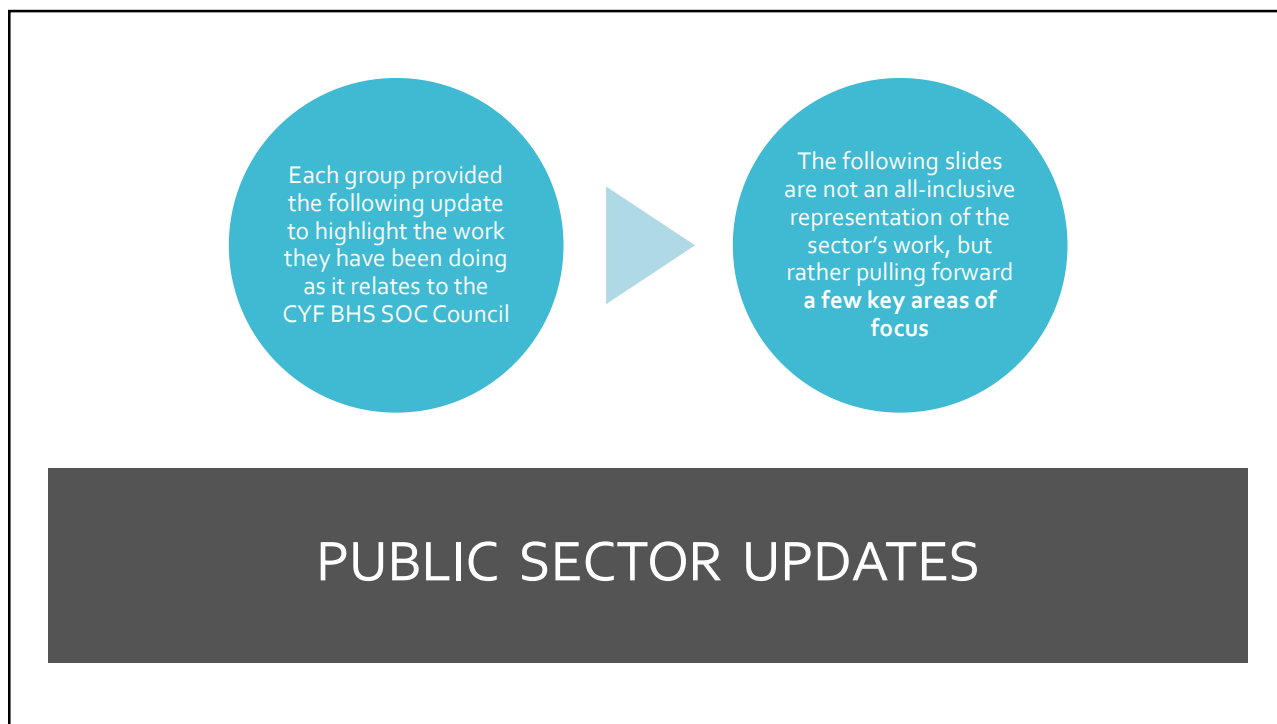
Public Health
Dr. Coleman
Adrienne Yancey

Juvenile Court
Judge Espana
Beth Brown

First 5
Alethea Arguilez

Public Sector

2



3

Behavioral Health Advisory Board (BHAB)

Bill Stewart

PAST 6 MONTHS

- Drug, Alcohol, and Overdose prevention in the County
- Impact of BHSOC disparities in the criminal justice system and need to continue improvement.
- Exploring restorative justice options to replace incarceration when appropriate
- Improvement of the county access to a wider range of stakeholder through utilizing a more focused efforts.

LOOKING AHEAD

- Region Workforce
- Continuum of Care
- Criminal Justice

4

Behavioral Health Services (BHS)

Yael Koenig &
Dr. Laura Vleugels

PAST 6 MONTHS

- Racial Equity
- Harm Reduction
- Supporting Students

LOOKING AHEAD

- Workforce
- Mobile Crisis Response Teams
- Universal Screening

5

Public Safety Group (PSG) Probation

Lisa Sawin &
Chrystal Sweet

PAST 6 MONTHS

- Juvenile Justice Transformation
- Qualified Individual
- County Self-Assessment

LOOKING AHEAD

- Youth Transition Campus

6

Child Welfare Services (CWS)

Steven Wells

PAST 6 MONTHS

- AB2083 MOU signed and executed
- Interagency Leadership Team (ILT)
- Family First Prevention Services Act (FFPSA)

LOOKING AHEAD

- Family Strengthening
- Qualified Individual (QI)
- Cross System Collaboration

7

Public Health

Dr. Coleman & Adrienne Yancey

PAST 6 MONTHS

- COVID-19
- Racism as a Public Health Crisis → particular focus on Perinatal Equity Initiative
- Tobacco Retail Licensing for unincorporated area

LOOKING AHEAD

- COVID-19
- Children and Youth with Special Healthcare Needs → developmental and trauma screening
- Domestic violence prevention, San Diego Health CARES initiative

8

Juvenile Court

Judge España
& Beth Brown

PAST 6 MONTHS

- Trauma informed courtrooms/orders/practices
- Work with justice partners re. FASD screening
- Appointment of guardians ad litem for incompetent parents

LOOKING AHEAD

- Work collaboratively with justice partners on:
 - Institutional and community programming for youth in juvenile justice system
 - Alternatives to detention
 - Use of case plans in all juvenile justice cases
 - Wrap services for families in crisis, regardless of funding source

9



Alethea Arguilez

PAST 6 MONTHS

- Early Care and Education Sector COVID response
- Convening the Child & Family Strengthening Network
- Children First Collective San Diego

LOOKING AHEAD

- Aligning with ARPA funding priorities to support the Early Care & Education systems
- Continued systems change work to create the new Strategic Plan Roadmap
- Continued support of the ECE Sector COVID response

10

42 Number of School Districts



Students Who Are Foster Youth
0.2%



Students Who Are Experiencing Homelessness
3.1%



Students with Disabilities
13.9%



Students Who Qualify for Free or Reduced-Price Meals
50.4%



Students Who Are English Learners
17.1%

490,068 K-12 Public School Enrollment

CYF EDUCATION SUB-COMMITTEE UPDATE

January 10, 2022

Committee Co-Chairs

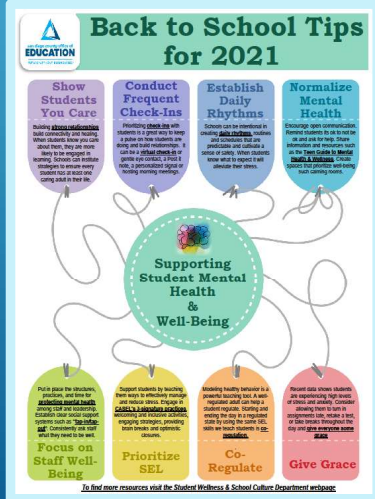
Heather Nemour, & Violeta Mora

REPORT HIGHLIGHTS



Be responsive to the changing needs of schools as they reopen with trainings, resource identification and student & staff wellness resources

A COLLECTION OF RESOURCES



5 Wellness Tips for Teens

- Find the calm in the chaos. Connect to your senses through a grounding activity. [B](#)
- Maintain a daily routine with consistent sleep, nutrition, study patterns, and joyful activities.
- Practice digital well-being by setting boundaries, taking a break when needed, and maintaining a healthy screen/life balance.
- Balance time for yourself while staying connected with others. Reflect on how you are spending your time. [C](#)
- Treat yourself with the same compassion you would a friend. Practice Being Kinder to Yourself. [B](#)

PERSONALIZED Mental Health SUPPORTS

Mental Health Questionnaire
Helping how to talk with someone who is struggling with mental health and how to seek help. [B](#)

A Culturally-Affirming, Innovative Community
A Culturally-Affirming, Innovative Community. A Culturally-Affirming, Innovative Community. A Culturally-Affirming, Innovative Community. A Culturally-Affirming, Innovative Community. A Culturally-Affirming, Innovative Community.

Apps for Teen Wellness

Engage in Joyful Activities
Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities.

Take A Self-Compassion Break
Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break.

Create a Web of Support
Create a web of support. Create a web of support. Create a web of support. Create a web of support. Create a web of support.

Access a Warmline
Access a warmline. Access a warmline. Access a warmline. Access a warmline. Access a warmline.

Prioritize Sleep
Prioritize sleep. Prioritize sleep. Prioritize sleep. Prioritize sleep. Prioritize sleep.

Regulate Overwhelming Emotions
Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions.

For more strategies visit the SDCOE Virtual Wellness Center

To find more resources visit the Student Wellness & School Culture Department webpage

Prioritize Staff Wellness

Engage in Joyful Activities
Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities.

Take A Self-Compassion Break
Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break.

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For more strategies visit the SDCOE Virtual Wellness Center

To find more resources visit the Student Wellness & School Culture Department webpage

Caregiver Wellness

Engage in Joyful Activities
Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities. Engage in joyful activities.

Take A Self-Compassion Break
Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break. Take a self-compassion break.

Create a Web of Support
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Access a Warmline
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Prioritize Sleep
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Regulate Overwhelming Emotions
Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions. Regulate overwhelming emotions.

National Parent Helpline
National Parent Helpline. National Parent Helpline. National Parent Helpline. National Parent Helpline. National Parent Helpline.

Visit the SDCOE Virtual Wellness Center to access support, take a break, rest and refocus.

SUPPORTING GENERAL EDUCATION & MENTAL HEALTH

- ▶ The Mental Health in Schools Collaborative provides a dedicated space to discuss trending issues, challenges and resources
- ▶ In response to ongoing staff challenges & burnout, monthly Mental Health Check-Ins were established

MENTAL HEALTH IN SCHOOLS COLLABORATIVE 2021-22 MEETING DAT

We invite San Diego County School Administrators, Social Workers, Counselors, and other support staff to discuss mental health and wellness supports for students.

We will review mental health in schools:

- Student data and trends
- Did not support for students
- Legislation updates
- Identify gaps and needs

Meeting Dates

- Friday, September 10, 2021
- Friday, October 15, 2021
- Friday, November 19, 2021
- Friday, December 17, 2021
- Friday, January 13, 2022

Meeting Time

9:00 AM - 10:30 AM

Meeting Location

Virtual Meeting

Meeting Link

<https://sdcoe.zoom.us/j/86220791823>

Meeting Agenda

- 9:00 AM - 9:15 AM: Welcome and Introductions
- 9:15 AM - 9:30 AM: Review of Student Data and Trends
- 9:30 AM - 9:45 AM: Did not support for students
- 9:45 AM - 10:00 AM: Legislation updates
- 10:00 AM - 10:15 AM: Identify gaps and needs
- 10:15 AM - 10:30 AM: Wrap up and Next Steps

Participants may be photographed for use in promotional and/or news materials.

The San Diego County Office of Education is committed to providing a safe and secure environment for all students. We are committed to providing a safe and secure environment for all students. We are committed to providing a safe and secure environment for all students. We are committed to providing a safe and secure environment for all students. We are committed to providing a safe and secure environment for all students.

Mental Health in Schools Collaborative Virtual Monthly Check-Ins

Come share, connect, and reset with your peers

In response to the Mental Health in Schools Collaborative meetings, common themes have emerged around staff burnout and increased school stressors.

Mara Madrigal-Weiss, Executive Director and Heather Nemour, Program Specialist of the Student Wellness & School Culture Department, will be hosting monthly drop-in sessions to offer peer support and encouragement in navigating the stressors of this school year.

Sessions will be an informal, safe space for:

- Sharing and listening to challenges and concerns
- Brainstorming solutions to specific situations or challenges
- Becoming a thought partner in sharing

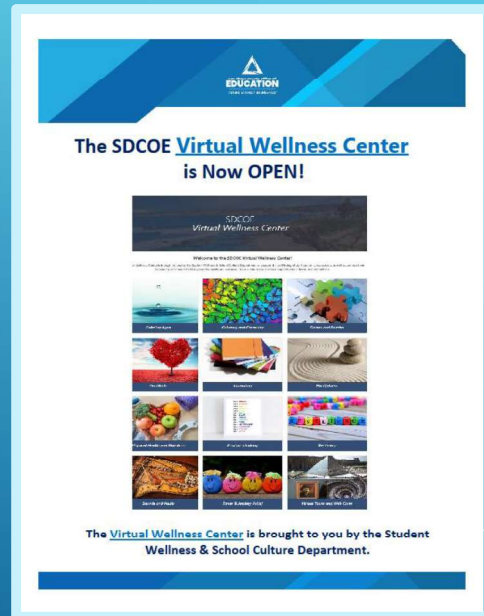
Meeting Link: <https://sdcoe.zoom.us/j/86220791823>

Meeting Dates

- 2021 Dates
- October 19
- November 19
- December 17
- January 13
- February 25
- March 25
- April 22
- May 27
- June 24

Virtual Wellness Center

- A safe space to access support, take a break, rest and refocus
- Supports the well-being of staff, students and parents
- Calming activities and tools to promote health and wellness



CYFBHSOC Council Mid Fiscal Year Sector Update

Private Sector
Marisa Varond

Alcohol and Drug Service Provider Association (ADSPA)

Presented February 14, 2022

Private
Sector:
ADSPA

Purpose

To serve as a voice for SUD providers and the people we serve to support county/ contractor relations and take a leadership role in ensuring access to high-quality care.

Private Sector: ADSPA

Areas of Focus July-December 2021

- Network Adequacy, Access Times & Data Entry
- Implementation of Peer Support Specialists
- Comprehensive Harm Reduction Strategy
- COVID Response & Ensuring Continued Access to Care
- Contracting and Procurement Advocacy

Private Sector: ADSPA

Areas of Focus January-June 2022

In addition to the work already under way:

- BH Workforce
- Population Health
- Interoperability
- CalAIM
 - Changes to medical necessity
 - Implementation of early intervention

Private Sector: ADSPA

Meeting Date / Location / Time

FY 2021-22 MEETING SCHEDULE	
ADSPA General Membership Meeting	3 rd Thursday 10:00am – 11:30am
ADSPA Ad Hoc Check-in Meeting	1 st Thursday 10:00am – 11:00am
Residential Provider Support Meeting	2 nd and 4 th Tuesday 11:30am – 12:30pm
Outpatient Provider Support Meeting	2 nd Friday 2:00pm – 3:00pm
ADSPA-BHS Executive Leadership Meeting	1st Wednesday 1:00pm – 2:30pm

CYFBHSOC Council Mid Fiscal Year Sector Update

Private Sector
Cathryn Nacario

Mental Health Contractors Association (MHCA)

Presented February 14, 2022

Private
Sector:
MHCA

Purpose

- MHCA serves as an advocacy group for all behavioral health contractors in San Diego County in many ways.

Mission

- The mission of MHCA is to provide a collective voice for member agencies in matters relating to the effective delivery of quality mental health services on behalf of those we serve in San Diego County.

Vision

- MHCA is an essential leader in the development, delivery and advocacy for effective and sustainable mental health services in San Diego County.

Private Sector: MHCA

Areas of Focus July-December 2021

- Network Adequacy across the continuum
- Healthcare Disparity
- COVID Response & Ensuring Continued Access to Care
- Contracting and Procurement Advocacy
- Contract Budget Increases

Private Sector: MHCA

Areas of Focus January-June 2022

In addition to the work already under way:

- BH Workforce
- Reduction in administrative burden and documentation requirements
- Population Health
- Peer Support Specialist Certification
- CalAIM
- Invoice oversight

Private Sector: MHCA

Meeting Date / Time

FY 2021-22 MONTHLY MEETING SCHEDULE

MHCA Executive Team Planning Meeting	2 nd Wednesday 11:30am – 12:30pm
Healthcare Policy Forecast Subcommittee	3 rd Wednesday 8:00am – 9:00am
MHCA-BHS Executive Leadership Meeting	3 rd Wednesday 12:30pm – 2:00pm
MHCA General Membership Meeting	4 th Thursday every other month (July-May) 12:30pm – 2:30pm
BHS Financial Workgroup	3 rd Friday 12:30pm – 2:00pm

CYFBHSOC Council Mid Fiscal Year Sectors Update

Family/Youth Sector Sten Walker

Presented January 10, 2022

1

Family/Youth Sector

Purpose

- Strengthening shared identity for CYF Peer Partner Staff
- Supporting Statewide measures for California Peer Certification (SB803)
- Sharing resources and information on CYF Peer Partner staff opportunities
- Strengthening Four Sector understanding and recognition of CYF Peer Partner staff
- Bring information back to the CYFBHSOC

2

Family/Youth Sector

Areas of Focus July-December 2021

- Extra focus on back-to-school anxieties and holiday anxieties
- Presentations for high school students and college students
- Presentation at the Children's Initiative
- 3d (Deep Dive Dialogue) are conversations built around the community's needs, now featuring guest speakers (how to be peer support specialist, apps trainings, school mental health, holiday mental health)

3

Family/Youth Sector

Areas of Focus January-June 2022

- Moving NAMI on campus to schools in east county
- Updating and revamping the Working Together Training
- The 2022 May Event (Children's Mental Health Well Being Celebration)
- Pushing the PYFPP

4

Family/Youth Sector

Meeting Date / Location / Time

- **Youth, Family Support Partners Subcommittee**
- Meets every 3rd Thursday of the month from 1:30 - 3:00
- **Family Voice Town Hall Meeting**
- Monthly virtual meetings per region (North, South, East and Central). Calendar access: <https://namisandiego.org/calendar/>
- For more information email CYFLiaison@namisd.org or call (858)987-2980
- **Family Youth Focus Group**
- Quarterly virtual meetings. Calendar access: <https://namisandiego.org/calendar/>
- For more information email CYFLiaison@namisd.org or call (858)987-2980



Early Childhood Mental Health Subcommittee

February 14, 2022
CYFBHSOC Council
Mid Fiscal Year Update
Aisha Pope & Ginger Bial



Relationships Matter

Support





Shared Resources



Co-Regulation & Hope



Multicultural Perspectives



Reflective Lens

Next Steps...



Advocacy for Improvements to the 0-5 BHA

Tip Sheets







CYFBHSOC COUNCIL - FEBRUARY 14, 2022

MID FISCAL YEAR CADRE CYF SUBCOMMITTEE UPDATE

JULIE MCPHERSON & MARISA VAROND



SUBCOMMITTEE OVERVIEW

Purpose: Strengthen the Comprehensive, Continuous, Integrated System of Care (CCISC) initiative in its vision to deliver wide-ranging services for children, adolescents, and families. We serve as a forum for service providers to enhance treatment for children and adolescents experiencing or impacted by co-occurring disorders in order to promote health and resiliency within our youth.

- Develop integrated co-occurring training and technical assistance
- Support the implementation of evidence-based practices to support effective interventions for youth impacted by co-occurring disorders
- Provide a vital link between systems, consumers, and families
- Increase access to needed behavioral health services
- Promote collaboration and develop meaningful relationships between providers to ensure that youth and their families receive the right services at the right time in the right setting

2021 CONNECTIONS

- **SOAP MAT:** Accessing Medication Assisted Treatment (MAT) for Youth
- **Center for Community Research:** Marijuana Prevention and Impacts of COVID on Substance Use and Advocacy
- **Free to Thrive:** Trauma-informed Approach and Resources for Human Trafficking



BUZZING IN OUR EAR FOR 2022:

- Advancing harm reduction strategies for youth
- Changes in medical necessity
- Developing meaningful relationships between providers to ensure that youth and their families receive the right services at the right time in the right setting



CYFBHSOC Council Mid Fiscal Year Update

CYFSOC Training Academy Rose Woods

Presented February 14, 2022

CYFSOC Training Academy

Purpose

- The Children Youth and Families System of Care (CYFSOC) Training Academy provides trainings to enhance the work of public systems in providing services to children, youth and families in San Diego County.
- Responsive Integrated Health Solutions (RIHS) continues this work through the Training Academy Committee, a collaboration of partners in the four sectors of the CYF System of Care.

CYFSOC Training Academy

Areas of Focus July-December 2021

- Planning for five one-day training deliveries and one system-wide conference
- Four of our five one-day training topics were solidified:
 - *Foundations of ACEs Science and Trauma-Resilience*
 - *Supporting Families Moving through Pain, Grief, and Healing*
 - *Asian, Pacific Islander, Desi American (APIDA) Cultures*
 - *African American Cultures*
- One training, *Foundations of ACEs Science and Trauma-Resilience* was delivered on December 8, 2021
- *Advancing Principles Awards* nominations opened and two recipients (a program and individual) were selected to receive the awards
- The 2022 CYFSOC Conference topic was solidified: *Peers in Children, Youth and Families Services*

CYFSOC Training Academy

Areas of Focus January-June 2022

- Four trainings will be delivered:
 - *Asian, Pacific Islander, Desi American (APIDA) Cultures* (4-7-22)
 - *Supporting Families Moving through Pain, Grief, and Healing* (4-27-22)
 - *African American Cultures* (date TBD)
 - Additional training topic TBD
- System-wide 2022 CYFSOC Conference, *Peers in Children, Youth and Families Services* will be held virtually on May 26, 2022.
- Scholarships for professional development opportunities for parent partners, family partners and youth support partners throughout the CYF System of Care to attend local and statewide conferences:
 - 2022 California Mental Health Advocacy for Children and Youth (CMHACY) Conference: *Not Business As Usual, From Conversation to Action*
 - 2022 Children, Youth and Families System of Care (CYFSOC) Conference: *Peers in Children, Youth and Families Services*

CYFSOC Training Academy

Meeting Date / Location / Time

- Monthly on the first Wednesday
- 9:00 -10:00 AM
- Currently held via Zoom
- Please contact Rose Woods (rwoods@sdsu.edu) if you would like to join us!

CYFBHSOC Council Mid Fiscal Year Update

County of San Diego Behavioral Health
Cultural Competency Resource Team (CCRT)

Rosa Ana Lozada, LCSW
February 14, 2022

Behavioral
Health Cultural
Competency
Resource Team

Purpose

To advise the BHS Executive team of the Adult/Older Adult (AOA) and Children, Youth and Families (CYF) Systems of Care on issues of cultural competence

Behavioral Health Cultural Competency Resource Team

Areas of Focus

- ❖ BHS Priorities
- ❖ Equity and Social Justice
- ❖ Health Care Disparities
- ❖ Cultural Competence Academy Trainings
- ❖ Diversity and Workforce Development
- ❖ CCRT Membership Engagement and roles
- ❖ Alignment with the Office of Racial Equity

Behavioral Health Cultural Competency Resource Team

Highlights

We Can't Wait Conference 9/23-9/25/2021

12th Annual Early Childhood Mental Health
Conference- We Can't Wait-

*Emerging from COVID-19 Conflict and Chaos:
Creating a resilient future for our children and
communities*

Behavioral
Health Cultural
Competency
Resource Team

Training

- ❖ RIHS
- ❖ Executive Series

Behavioral
Health Cultural
Competency
Resource Team

We Can't Wait!

- ❖ Eliminating service and treatment disparities for children and families of color.
- ❖ Focused and equity and prevention
- ❖ Review effective programs designed to address trauma and build community resilience in children, families, and communities.
- ❖ Delve into eliminating service and treatment disparities for children and families of color.

Behavioral Health Cultural Competency Resource Team

Birth of Brilliance

- ❖ Raise collective consciousness around the effects of racial disparities and implicit bias within systems
- ❖ Create brave spaces to challenge the norm and honor the brilliance of every child
- ❖ Reflect on ways to take **ACTION**
- ❖ Affinity Groups

Thursday, February 24: [Birth of Brilliance Conference- Good Trouble is Necessary Trouble](#)

Behavioral Health Cultural Competency Resource Team

Making A Difference



CYFBHSOC Council Mid Fiscal Year Update

Health Plans George Scolari

Presented January 10, 2022

1

Health Plans

Purpose

- Healthy San Diego is the umbrella in which our 7 Medi-Cal Managed Care Plans collaborate
- Formed in 1998
- Includes the County Mental Health Plan (MHP)
- Aetna, Blue Shield Promise, Community Health Group, Health Net, Kaiser, Molina and United
- Approximately 900,000 Medi-Cal beneficiaries are on one of the 7 Medi-Cal Managed Care Plans

2

Health Plans

Areas of Focus July-December 2021

- Throughout 2021 an area of focus has been California's Advancing and Improving Medi-Cal (CalAIM)
- Prepare for the new Medi-Cal Rx Program

3

Health Plans

Areas of Focus January-June 2022

- Implement CalAIM January 1, 2022
- Implement the Healthy San Diego Student Behavioral Health Incentive Program
- Support/watch the new Medi-Cal Rx Program

4

Health
Plans

Committee's, Work Group's and Task Forces

- Healthy San Diego Behavioral Health Subcommittee
- Healthy San Diego Behavioral Health Operations Work Group
- Healthy San Diego Behavioral Health Consultation Team
- Healthy San Diego Student Behavioral Health Incentive Program Task Force
- Healthy San Diego CalAIM Work Group
- Healthy San Diego CalAIM Leadership Team
- Healthy San Diego CalAIM Incentive Payment Program Task Force
- Healthy San Diego Clinical Review Team
- Healthy San Diego Regional Center Work Group

CYFBHSOC Council
Mid Fiscal Year Update

Transition Age Youth (TAY) Council
Mike Miller

Presented January 10, 2022

1

TAY
Council

Purpose

The purpose of the TAY Council is to facilitate the design and implementation of Transitional Aged Youth (TAY), ages 16-25 services in the Children, Youth, and Families and the Adult and Older Adult Systems of Care by providing feedback and recommendations to the Behavioral Health Director. The TAY council provides community representation and input for the integrity of all TAY services and advancement of all TAY related aspects of the System of Care.

2

TAY Council

Areas of Focus July-December 2021

- **Housing: Bridging the gap between TAY and sustainable housing.**
- **Employment/Education Services: The importance of promoting education and employment services within our TAY, and how providers can help support them.**
- **TAY Resource Guide: Updating the TAY Resource Guide with current resources in our County for our Transitional Age Youth.**

3

TAY Council

Areas of Focus January-June 2022

- There have been further vacancies to the TAY Council since the beginning of the year and a heightened priority is to fill the following seats:
- Commercial Sexual Exploitation of Children; Law Enforcement; MH Prevention and Early Intervention; Public Safety Liaison / Juvenile Probation; Hospital Partner; Housing; Peer Support Specialist; Substance Use Disorder Services / Co-Occurring; Refugee and Immigrant Populations; Transitional Age Youth (1); Transitional Age Youth (2); LGBTQ; Education; Primary Health Care; San Diego Regional Center; Underserved Communities / CCRT
- Please send any request for information or interest in any of the seats to Claire Riley and Michael Miller.

4

TAY Council

Meeting Date / Location / Time

Meets the 4th Wednesday of the month from 3:00 - 4:30 P.M.

National University, 9388 Lightwave Ave. Room 118, San Diego,
CA 92123

(Virtual Meetings ongoing as of May 2020)

For more information please contact:

AOA Representative **Claire Riley**

• claire.riley@sdcounty.ca.gov

CYF Representative **Michael Miller**

• Michael.Miller@sdcounty.ca.gov

CYFBHSOC Council Mid Fiscal Year Sub-Committees Update

Outcomes

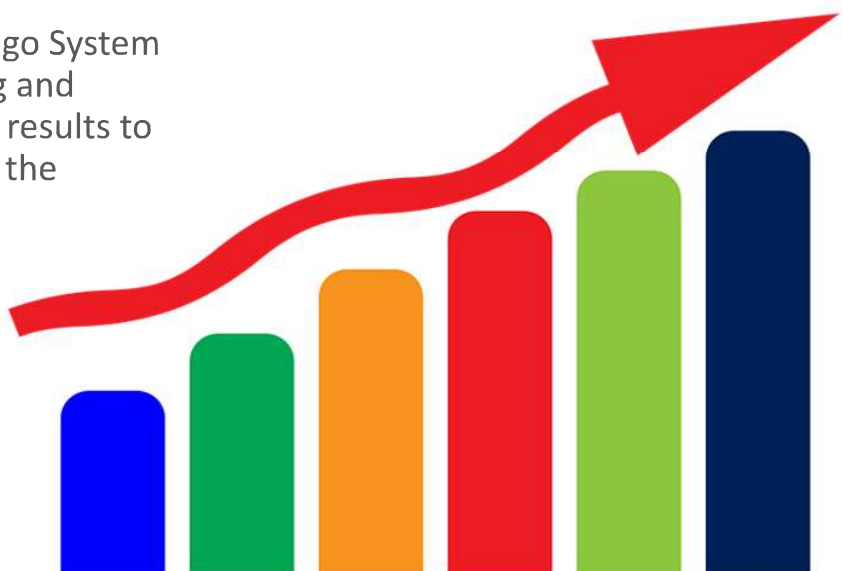
Eileen Quinn-O'Malley
& Emily Trask

Presented February 14, 2022



Purpose

To improve County of San Diego System of Care services by measuring and evaluating outcomes and use results to provide recommendations to the CYFBHSOC Council



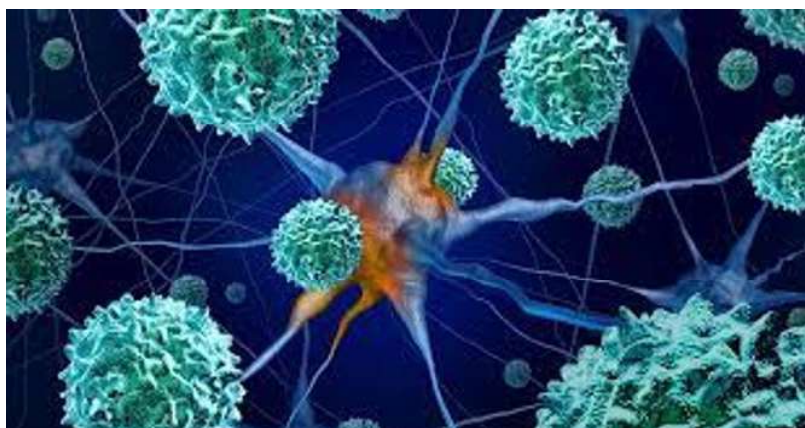
Areas of Focus July-December 2021



- Finalized and distributed the 2020 Children-Focused Pandemic Impact Report
 - Presentations to Program Managers, QRC, BHAB, School Board Association
- Generated and reviewed threshold data for measuring improvement on the Pediatric Symptom Checklist (PSC)

Areas of Focus January-June 2022

- Refine and finalize threshold data for measuring improvement on the PSC
- Finalize CANS training in collaboration with RIHS
- Begin 2021 pandemic impact evaluation



Meeting Date / Location / Time

The Outcomes Subcommittee meets the first Tuesday of every other month via videoconference calls

