

County of San Diego

HEALTH AND HUMAN SERVICES AGENCY

CHILD WELFARE SERVICES

**Diversity, Equity and Inclusion Outcomes
for Fiscal Year 2020-2021**



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Introduction

The County of San Diego is committed to having a diverse workforce that is reflective of the community that we serve. In 2015, the Diversity and Inclusion (D&I) Task Force was charged with creating a D&I Strategic Plan in order to lay out the journey to provide our customers with exceptional service while fostering an inclusive workplace. The vision of the D&I framework is that the County of San Diego is a world-class, public-service organization inspired and driven by a diverse and thriving workforce. The mission for this work is that the County of San Diego continually seeks ways to create an inclusive culture that embraces diversity so our employees feel valued and fully engaged to support a workplace and community that is healthy, safe and thriving.

The County of San Diego, Child Welfare Services (CWS) Diversity and Inclusion Committee began in 2016 with limited attendance and has since grown to 40 to 50 consistent attendees each month. The committee is comprised of staff across all programs and staffing levels who have a passion for creating a work culture that is diverse and equitable, as well as serving the community to ensure children and families are safe, healthy, and thriving. In 2020, the committee created a D&I Action Plan to address barriers and inequities for employees and the public we serve. As the CWS D&I Action Plan was put into action, seven subcommittees were created to facilitate the implementation of the plan.

In 2021, the Board of Supervisors declared racism a public health crisis which called for the creation of processes to solicit community input to identify County policies and practices that lead to or perpetuate racial or ethnic disparities, and to infuse diversity, equity, and inclusion (DEI) as core principles to guide community engagement practices that take into account historic inequities, are culturally responsive, and anti-racist.

The D&I work supports our CWS Safety Enhanced Together (SET) practice framework and the six core values that guide our work within the community to ensure that every child grows up safe and nurtured. This practice supports the CWS value of recognition and appreciation of differences, as well as creating a workplace culture characterized by reflection, responsiveness and shared responsibility.

Child Welfare Services strives to ensure equity in the protection of children. However, at times, that equity is not evident, resulting in disparate and disproportionate outcomes for families. Recognizing the DEI work for fiscal year (FY) 2020-2021 is a first step in addressing historical systemic and structural racism that exists in large institutions. Ongoing efforts and goals for FY 21-22 around diversity, equity and inclusion are highlighted below.

Diversity, Equity and Inclusion (DEI) Outcomes for Fiscal Year 2020-2021

Community Engagement (Ongoing)

The County of San Diego, Health and Human Services Agency, Child Welfare Services department is committed to creating an equitable impact guided by Safety Enhanced Together (SET) values. SET Value 4 guides us toward shared responsibility with community partners. We value the importance of building and maintaining trusting relationships with partners to support the priorities and values of this framework.

- **Indian Specialty Unit (ISU):** The ISU was established in 1992 in an effort to bring all investigations and cases involving Native children to one unit. Social workers in the ISU receive comprehensive Indian Child Welfare Act (ICWA) training and develop skills to work with tribes and tribal communities. The unit collaborates with tribes, tribal representatives, tribal agencies and other community partners to provide culturally responsive services and placements for Native American families.

- **Central Region CWS Community Outreach Liaison (COL):** The CWS COL position was created in 2015 to develop trusting relationships with community partners, including faith-based providers, and improve communication and collaboration for safe, healthy, and thriving children, families and communities. The COL works to reduce the over-representation of African American families in child welfare by increasing the cultural awareness and responsiveness of regional staff, community partners and service providers. The COL provides mandated reporter training that is culturally responsive and addresses racial disproportionality, and facilitates training and provides support to staff around diversity and inclusion when working with diverse communities.



- **Improved Recruitment of Diverse Resource Families:** With a goal of increasing diverse resource homes to ensure children are comfortable and safe, CWS conducted an analysis of the racial and ethnic makeup of current Resource Family Approval (RFA) homes and developed a specific recruitment plan to work with communities of color. In the spring of 2021, a fellow was hired to support placement of children with relatives, specifically children of color.
- **Office of Equity:** Created in January 2021, the Office of Equity includes a dedicated position that oversees CWS efforts around diversity, race, equity and inclusion. This office will convene workgroups and stakeholders to address system barriers that cause disparate outcomes for children and families, as well as review policies from an equity lens, support Social Worker Initial Training (SWIT) to ensure the

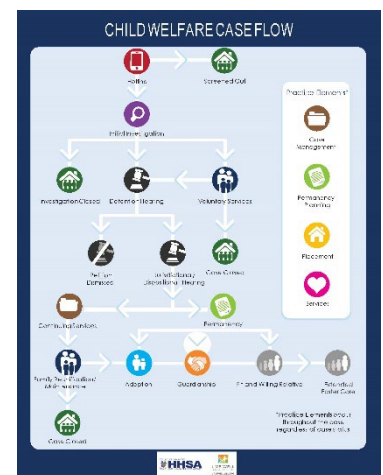
integration of a cultural humility lens, partner with HHSA Human Resources to develop strategies for recruitment and retention of social workers of color, and engage the community in solution focused actions.

- **Transparency:**

- **Policies:** In an effort to ensure transparency around the child welfare system, we have added our [policies](#) to the public facing website to be accessible to the community. In addition, CWS has implemented a CWS policy review process with parent partners through our Community Services for Families contract.

- **Data Dashboard:** In 2020, a monthly CWS Data Dashboard was added to the CWS public facing website which includes racial/ethnic breakdown of youth in San Diego County that have come to the attention of CWS through an investigated referral or an open case. The data highlights areas of strength and opportunities to improve. In addition, this data is compared to the same demographics of our workforce so that we can monitor progress in hiring and retaining diverse staff.

- **CWS Data Book:** In 2021, CWS developed a Data Book to communicate CWS case flow and practice to families, the community, administration, and researchers. The Data Book provides support to our data with stories and content to show our efforts to preserve families and our practices that lead to better outcomes for the families we serve.




CWS Data Book

- **Hotline Mandated Reporter Trainings:** Hotline Mandated Reporter Trainings were centralized in November 2020 in efforts to provide consistent information to the community and incorporate culturally responsive content. Monthly trainings have been provided to community agencies since January 2021 and outreach has occurred about the availability of the trainings. A centralized email inbox was created for ease of communication.

System Improvements

SET Value 1 guides us towards the foundation of the work which points to relationships with children, youth and families. Using a systems design framework and approach, we can deconstruct historically inequitable policies and practices and move toward sustained process improvements.

- **Enhanced Relative Search Processes:** As a way to support family connections and relative placements, CWS has hired a fellow who will assist with placement integration around recruitment and retention of relative caregivers. CWS will continue to provide support to relative caregivers by assisting them in navigating the CWS process and connecting them to the YMCA Kinship Navigator Program and Family Support Liaison Program which serve families countywide.
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- **CWS Chief of Social Work Practice:** As a result of the 2019 Working Group Recommendations for improving CWS, Chief of Social Work positions were established to create consistency around case practice and decisions related to outcomes for children and families. The Chiefs of Social Work are utilized for the oversight of policy and practice around case decision-making, case consultation, providing guidance on policy implementation, and serving as a central point for consistent case decision-making. The Chiefs will support D&I efforts by reviewing placement decisions and providing secondary reviews for adoption cases where relatives are not given placement after approval, removals involving African American families, and participating in Multidisciplinary Team meetings in order to ensure culture is addressed in meetings through skilled and enhanced facilitation.
 - **Review, Assess, Direct (RAD) Team:** In an effort to increase opportunities for families to receive prevention services, the CWS Family Strengthening and Prevention Initiative (FSPI) entrusts RAD teams with consultation, shared responsibility of intake decisions, and utilization of a partnership with 2-1-1 San Diego to provide community based services to families. In January 2020, the RAD team began reviewing ten-day referrals involving families with low risk factors of general neglect to determine if they need to be assigned to a social worker for investigation or receive community based support services. The RAD teams developed tools to make bias-free assessments about prevention services offered to families. RAD teams use a Consultation Framework to sort information and guide decision-making. The team considers both the family's strengths and risk factors and utilizes the Structured Decision Making Hotline Screening Tool.

- **Implementation of Placement Integration:** The Placement Integration project began in August of 2020 to review processes for placement across the regions. With a goal of improving the placement process and creating consistency, the Placement Integration project will ensure relatives have equal opportunity for placement.
- **Racial Impact Statements:** Beginning in January 2021, the Diversity and Inclusion subcommittee began to develop racial impact statements for the Working Group Recommendations that have been completed to date. The D&I subcommittee will obtain feedback from the Child & Family Strengthening Advisory Board subcommittees.
- **Family Support Liaison (FSL) Program:** Implemented in 2011 and originally known as “Cultural Broker,” this program aims to reduce the disproportionate number of African American children in the child welfare system by strengthening the relationship between CWS and families to create better environments and outcomes for African American families. This contract was recently re-procured and will focus on providing specialized assistance to San Diego families who represent distinctive cultural, ethnic, and linguistic populations within San Diego County. FSL helps educate San Diego families involved in the child welfare system on child welfare laws, system processes, communication, and early intervention strategies that enhance child safety and help families better understand and navigate the multiple processes involved in the child welfare system. The program will begin by working with African American families for the first year and expand to serve immigrant and refugee families countywide.
- **7th Generation Native American Work:** CWS is an active participant in the 7th Generation Workgroup coordinated by Tribal STAR. The community advisory workgroup guides local, state and national efforts to address best practice and reduce disproportionality of Native American families involved in the child welfare system. CWS continuously works with local tribal partners and other county participants to identify measures and create consistency with data reporting for the workgroup to improve outcomes for Native youth. In 2017, the workgroup identified a need for the development of a data dashboard to help guide conversations and action steps within the workgroup. CWS continuously works with local tribal partners and other county participants to identify measures and create consistency with data reporting for the workgroup.
- **San Diego Tribal Justice Collaborative:** Led by the Presiding Judge of San Diego Juvenile Court and Tribal Court Judge from the Intertribal Court of Southern California, CWS and Probation participate in the collaborative along with Native American leaders and community advocates in order to address system issues regarding the disproportionate number of Native American youth involved with CWS



and Probation. Data is shared and strategies are discussed and developed as part of the workgroup.

Staff Development

SET Value 6 enhances and fosters a workplace culture characterized by reflection, appreciation, and ongoing learning. We are a learning organization that values the wellbeing of staff at all levels. We value authentic, strength-based leadership that builds engagement and shared accountability.

- **Social Worker Initial Training (SWIT):**

In partnership with Voices for Children, newly hired social workers listen to a panel of former foster youth of diverse races, genders and cultures who talk about their experiences with racism and their experience in foster care.

Additionally, a panel of diverse CWS staff present to staff about their experiences with CWS, how they advocate for the families they serve

and themselves, and share different life experiences as they relate to being a part of the CWS workforce. The African American Leadership Caucus is also invited to speak to the SWIT classes about their goals around diverse leadership, diversity and equity.



- **Implicit Bias Testing:** In an effort to enhance social worker training by addressing implicit (unconscious) bias and improve decision-making, newly hired social workers are required to participate in the online Project Implicit testing. Staff are encouraged to utilize their own findings and to discuss how implicit bias can impact decision-making. CWS will work with an external consultant to debrief findings with staff and facilitate trainings.

- **Enhanced Simulation/Virtual Reality:** The addition of simulations around Diversity and Inclusion can provide an opportunity for staff to have conversations demonstrating cultural humility, cultural inquiry and cultural responsiveness. Simulations are available to newly hired staff in Social Worker Initial Training (SWIT), as well as experienced staff of all levels who are working in regions. While still developing ideas around a simulation or scenario for virtual reality experiences, trainees in SWIT have opportunities to practice asking questions, specifically around family dynamics, celebration of holidays, traditions and beliefs. Practice activities with a focus on DEI have been added to SWIT. Activities include a Hotline call focused on safety mapping, an interview with a mother from different families, inclusion of African-American, LatinX, and White staff, interview with a father to practice solution focused interviewing, genogram, and eco-mapping for case

planning and placement while allowing for authentic conversations about culture, and completing Structured Decision Making (SDM) assessments to compare answers and talk about discrepancies.

- **Cultural Responsiveness Academy (CRA):** The CRA is a year-long learning experience designed to address issues around disproportionality, disparity of services, and bias in decision-making that continue to impact families, while improving cultural awareness, knowledge and skills for staff. The CRA incorporates input from community partners/stakeholders and is delivered to all levels of the workforce and has focused on the African American communities, Native American communities and father engagement.
- **Becoming a Culturally Responsive Social Worker:** CWS values our continued partnership with Child Welfare Development Services (CWDS) who created a modified version of the Cultural Responsiveness Academy for newly hired CWS staff. Becoming a Culturally Responsive Social Worker was implemented with the January 2021 SWIT Class.
- **Diverse Opportunities in On-the-Job Training:** A commitment to ensure that newly hired social workers have an opportunity to work with diverse clients while completing on-the-job training.
- **Restorative Practice Circles:** Restorative Practice Circles began in 2017 in Central Region as a safe space for staff to discuss current events while being heard, brainstorm ideas to support coping, and create action items to move barriers and ideas forward. In March and April 2021, 25 staff from across CWS were trained on restorative practices by a subject matter expert with many years of experience in the Restorative Practice model. In July 2021, Restorative Practice Circles launched in the regions/programs with the goal of increasing trust and building a more cohesive workforce where differences are valued and celebrated.
- **Strengths Based Leadership:** Created to address systemic racism, disparities and staff development for supervisors and senior workers, the series addressed ways to provide leadership and support to diverse staff and bring forward difficult conversations in a supportive and inclusive manner.
- **Leadership Summit:** Quarterly Leadership Summits have begun to include discussions of race, equity and disproportionality. In Spring 2021, Corey Best, skilled facilitator in child welfare justice and transformation, trained all of the CWS leadership team, including supervisors and above, on an anti-racist capacity-building learning exchange focused on building brave spaces to speak our truth, leaning into the discomfort of difficult conversations and seeking intentional learning, not



perfection. A follow up summit was held in August 2021, focusing on microaggressions in the workplace and how bias in decision can impact permanency for youth.

- **African American Leadership Caucus (AALC):** The AALC provides a collection of African American leadership voices to review, assess, address, and progress positive outcomes for African American children, families, staff and communities associated with Child Welfare Services. The group meets on a regular basis and serves as an advisory board for issues related to African Americans involved with Child Welfare Services. Comprised of African Americans in leadership positions within CWS who acknowledge, “change comes from within” in order to eliminate systemic racism, they serve as a collaborative spirit listening to the voices of the internal and external partners. The vision of AALC is to provide recommendations for the implementation of proactive strategies addressing system-wide disparities impacting African American children, families, caregivers, staff and community partners involved with Child Welfare Services; while increasing equity, providing a racial voice, and developing culturally appropriate resources to foster success.
- **Training with Dr. Jessica Pryce:** In the fall of 2020, in efforts to grow as an organization, CWS hosted a training with Dr. Jessica Pryce, an evidence-informed researcher and advocate for vulnerable children and families. Recognizing that CWS is unable to address the root of the systemic and institutional racism that still exists in order to address inequities in foster care, the training was attended by over 500 people from CWS, as well as our legal partners and other community partners. Dr. Pryce spoke about the history, data and historical and present policies and practices that contribute to inequities in CWS as well as how we can engage in meaningful conversations and effective change within our organization.
- **Listening Sessions with CWS Director:** In 2020, our CWS Director began holding listening sessions with staff to learn about their experiences regarding issues of race, experiences of prejudice/racism and suggestions about how to move forward. These discussions were the cornerstone of the CWS action plan to support staff to bring their authentic self to work every day.
- **360° Evaluations:** After receiving feedback from the listening sessions with the CWS Director, our staff conveyed that the leadership of our department is not representative. CWS is in the process of implementing 360° evaluations for all classifications from managers and higher where their direct reports and peers will have an opportunity to provide anonymous feedback on 25 questions over several domains around key leadership metrics. DEI is one domain where their ability to lead will be measured. For areas where weaknesses are identified, coaching will be made available. The effectiveness of this program will be evaluated in FY 21-22 through a grant partnership with UCSD.

- **Mentoring Program:** In an effort to provide mentorship and opportunities for promotion, the CWS Mentoring Program was created after hearing from staff of color that they do not have the same opportunity to promote as their white counterparts. A diverse group of mentors has been recruited who have been culturally matched, if requested by a mentee. The effectiveness of this program will be evaluated through a grant partnership with UCSD.



Ongoing DEI Efforts

CWS ongoing DEI efforts are community driven by internal and external stakeholders. The call for equity and racial justice have been received and are being thoughtfully and strategically implemented. Consistent and frequent transparent communication will be the bedrock to inform and strengthen all endeavors.

- **Diversity & Inclusion and H.E.A.R.T:** The County of San Diego is committed to providing customers with a positive experience with H.E.A.R.T. It is important that our customers experience our services as helpful, expert, with attentiveness, respect and timeliness (H.E.A.R.T). In July 2021, the DEI Social Work-Practice Investigations subcommittee developed and provided DEI related questions to the H.E.A.R.T committee to be incorporated into the customer experience survey.
- **Meeting the Needs of Youth at Polinsky Children's Center (PCC):** A mapping of Polinsky Children's Center was completed and next steps were presented to leadership to help with the needs of children placed at PCC. The Diversity, Equity and Inclusion: Needs of Youth in Facilities Subcommittee completed a needs assessment that focused on the implementation of a DEI lens. In efforts to support the PCC in the delivery of their current DEI focused trainings, the Diversity, Equity and Inclusion: Needs of Youth in Facilities Subcommittee will monitor and provide support in evaluating the efficacy of all delivered trainings. The group will in the next phase focus on local Short Term Residential Therapeutic Programs.

- **Retention of CWS Staff:** The work done by CWS staff can be emotionally and psychologically exhausting and staff need to feel supported in order to keep children and families safe, healthy and thriving. Retention of CWS staff has been an ongoing challenge both locally and nationally. Therefore, Exit and Stay Interviews have been created to help address some of the barriers that are preventing staff from committing to CWS as an ongoing profession. Outcomes from this new process will be evaluated in FY 21-22.



- **Relative Search Process and Placement Considerations:** The DEI Social Work Practice-Placement Subcommittee is committed to enhancing connections and generating questions to help identify family members, permanent connections and other natural supports for children in foster care. They are currently in the process of reviewing resources that are utilized by the regions when a child is in need of a placement and providing feedback and recommendations from a DEI perspective.
- **Enhanced Support for Resource Families:** The DEI Social Work Practice-Placement Subcommittee is also continuing to work on providing support to resource families, especially those who are parenting children with special abilities, Black, Indigenous and People Of Color (BIPOC) & Lesbian, Gay, Bisexual, Transgender, and Queer or Questioning (LGBTQ+) families and children. Currently in the research phase, the subcommittee has pulled data regarding the Kinship Navigator Program and had the program provide an overview of ways to grow this support. The subcommittee has solicited feedback from the Resource Family Approval (RFA) program, Quality Parenting Initiative (QPI) collaborative and other groups regarding enhancing these supports.

DEI Goals for Fiscal Year 2021-2022

Beginning in the spring of 2021, the CWS D&I leadership began to solicit feedback from the CWS D&I Committee members about ideas for action items for FY 21-22. Feedback was received from several places including committee members, listening sessions facilitated by the CWS Director, and a meeting held by the African American Leadership Caucus and the community. In order to ensure collaboration and no duplication of work, a quarterly meeting will be held with all of the D&I subcommittee leads to address implementation of the action items. The following action items have been identified for the next fiscal year:



Diverse Needs of Youth in Facilities Subcommittee

- **Providing recommendations and guidance for the recruitment of additional Service Providers who Match the Demographic Composition of Clients:** This action item continues to progress from FY 20-21 with a goal of developing a service needs assessment for youth, staff and providers which will help assess the needs to focus on as the subcommittee moves forward.
- **Training for PCC Staff Regarding Needs of Children in Care:** Staff have identified a need to provide training for PCC staff in order to better serve the diverse needs of children residing in the temporary emergency shelter. Some training needs that have been identified include proper use of pronouns and caring for the hair and skin of diverse youth.
- **Developing a Standard Resource Packet for Families:** Ensuring that there is equity in resources across the region and that all families have access to resources and access to services.

Leadership Training and Development

- **Continued Discussions about Race and Equity at All Levels of Leadership:** The CWS Director is committed to the DEI work and will continue to share information about monthly cultural celebrations in video updates for staff. Leadership Summits will continue to have a focus on DEI and encouraging difficult conversations and creating brave spaces for staff to feel confident and supported as they continue their journey of reflection and responsiveness and shared responsibility of the DEI work.
- **Develop Ongoing DEI Training for All Staff:** In efforts to encourage the expansion of brave spaces and DEI mindset, more defined tasks and responsibilities will be clarified for those who participate in the D&I Committee and ways that they can bring this information back to their regions and programs.

Workforce Development

- **Focused DEI Training:** Some training areas of need that have been identified are historical trauma, intersectionality and micro-aggressions. In addition to training line staff, staff from supportive programs such as Foster Care Eligibility, Resource Family Approval program, and Polinsky Children's Center will be included and encouraged to participate in trainings in order to better understand and value cultural differences.

- **Continuous Development of Implicit Bias Training:** Currently, new social work hires are required to participate in the online Project Implicit testing and encouraged to have discussions about bias and the impact on decision-making. As bias changes or new biases are developed, we will build out activities around the required use of bias testing and create training on implicit bias for experienced staff.



Social Work Practice-Investigations

- **Create QR Codes for Business Cards and Closing Letters:** In an effort to provide our customers with a positive experience with H.E.A.R.T., we will create QR codes for business cards and closing letters which will include a link to the H.E.A.R.T survey and a link to 211.
- **Develop Specific DEI Trainings for Investigations:** To ensure balanced, rigorous assessments, trainings around identifying bias and how it may affect decision-making will be developed and include topics such as words matter trainings and how we can reduce CWS impact on the families that we serve.
- **Expand Culture Section to Investigative Narrative and Court Reports:** New templates and questions for workers will be developed to include in CWS documentation to ensure that culture is kept at the center of decision-making and information sharing.
- **Expand DEI in Mandated Reporter Trainings:** Increase training to mandated reporters with a focus on addressing bias and historical trauma, particularly training in schools.

Social Work Practice-Placement

- **Increase Family Finding Efforts:** Increase relative search process and placement considerations and commit to cross threading with placement integration. The family finding committee in Placement Integration has recommended enhanced support to increase connections and generate questions to help identify family/permanent connections/natural support (i.e. coaches, mentors, neighbors, etc.).

- **Enhance Support for Resource Families and Caregiver Support (formal and informal):** Collaborate and use data from the kinship navigator program to support those who are parenting children with special abilities, BIPOC & LGBTQ+ children.



- **Improve Recruitment and Retention for Caregivers of Color:** Improve recruitment and retention of caregiver will ensure that children in foster care have the opportunity to be cared for by kin or resource parents who understand and respect their cultural heritage via targeted recruitment in communities of color. One new tool to be developed is the creation of videos of diverse caregivers to use for recruitment and orientation.
- **Review of Placement for Cases-** Create a review process of all placements from an equity lens will maintain a focus on keeping children connected to their family, communities, and important cultural components.
- **Explore DEI Training for Caregivers:** Increase training for resource parents regarding historical trauma and adverse childhood trauma beyond Trauma Informed Pre Service.

HR and Recruitment

- **Develop Recruitment Plan to Increase the Diversity of the Workforce**
- **Evaluate the Mentorship Program:** Through a partnership with UCSD, we will determine if the new CWS mentorship program impacts retention of staff.
- **Introduction of DEI to Bachelors of Social Work/Masters of Social Work Title IV-E Students and Field Instructors:** Develop specific DEI curriculum for Title IV-E BSW/MSW students prior to hire. Provide coaching and training for field instructors on DEI so they can guide interns on this work.
- **Incorporate DEI into Performance Reviews:** Incorporate discussions about what the employee did to increase cultural sensitivity/awareness in the year. A discussion that should be happening at least once a year based on implicit bias test results of employee (of all levels).

- **Collaborate with Universities to Recruit Native American & African American students from the Title IV-E Programs:** Develop strategies with university partners to recruit and retain a workforce that understands race, equity and bias to provide the family centered services.
- **Ensure Policies, Contracts and Programs are Assessed for Bias and Racial Impact:** The newly formed Office of Equity will review CWS policies from an equity lens and provide recommendations for policy, contract, and program changes to reduce disproportionality and disparities for families.
- **Increase Community Trust of CWS Through More Community Involvement:** Determine how to expand Community Liaison positions similar to Central Region to build partnership and trust between communities and CWS.



OUTCOMES AND ACCOUNTABILITY

The use of data can be a powerful predictor of outcomes, as well as a tool to inform future decision-making. As a learning organization, Child Welfare Services relies heavily on the use of data to improve our work.

The focus on Diversity, Equity and Inclusion is to improve the entire child welfare system, with some specific outcomes in mind. While there are many areas of focus, some improvements may not be able to be measured quantitatively, and shifts may occur over time. Below are measures that were chosen for year one of implementation of the CWS DEI strategic plan. Future goals and outcomes will be developed in conjunction with community leaders.

1. INCREASE NUMBER OF STAFF OF COLOR IN LEADERSHIP POSITIONS WITHIN CWS*

- The number of individuals in leadership positions have increased from 44 to 47 from July 2020 to July 2021.

Ethnicity of staff in leadership position	2020		2021	
	n	%	n	%
American Indian/Alaska Native	1	2%	1	2%
Asian	7	16%	7	15%
Black/African American	6	14%	8	17%
Hispanic/Latino	11	25%	13	28%
Native Hawaiian/Other Pacific Islander	0	0%	0	0%
White	19	43%	18	38%
Total	44		47	

Source: Business Intelligence Query of CWS case management services

- *Leadership positions are defined as Director, Assistant Director, Deputy Director, Chief and Manager

2. REDUCE DISPROPORTIONALITY BY REDUCING THE NUMBER OF AFRICAN AMERICAN CHILDREN ENTERED INTO FOSTER CARE

- Over a period of one year, the percentage of African American children entering Foster Care changed minimally (increased from 15.6% to 16%). The absolute number decreased from 155 to 121. This is a reflection of overall decrease in placements from 995 to 756.

Ethnicity of children entering Foster Care	April 2020		April 2021	
Black	155	15.6%	121	16.0%
White	264	26.5%	218	28.8%
Latino	524	52.7%	382	50.5%
Asian/Pacific Islander	35	3.5%	20	2.6%
Native Americans	14	1.4%	9	1.2%
Missing	3	0.3%	6	0.8%
Total	995		756	

Source: California Child Welfare Indicators Project (CCWIP). Includes first entries in Care for more than 8 days from April 1 2019 to March 31, 2020

3. INCREASE THE NUMBER OF AFRICAN AMERICAN CHILDREN PLACED WITH KIN BY 5%

- There was an increase of 9% for African American children placed with kin from 20% (2020) to 29%

Source: Business Intelligence Query of CWS case management services

4. INCREASE THE NUMBER OF RELATIVE CAREGIVERS BY 5%

- The percentage of relative caregivers increased from 29% (702/2415) (July 2020) to 34% (772/2289) (July 2021)
 - o Relative caregivers include a relative guardian, a relative non-guardian, and all Non-related Extended Family Member caretakers who were currently providing care for dependent children

- Source: SafeMeasures

5. INCREASE THE NUMBER OF CAREGIVERS OF COLOR BY 5%

- There was a minimal change in the number of caregivers of color from 2019 to 2020 from 49.3% (789/1601) to 49.7% (735/1480).

- The ethnicity of the caregivers was missing or incomplete for 17% of the cases for both years.

Source: Business Intelligence Query of CWS case management services