

SACHS Annual Report

July 2020-June 2021

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We create experiences that transform the heart, mind and practice.



SECTION I

MISSION STATEMENT

The Southern Area Consortium of Human Services (SACHS), a county/ university partnership, is a forum for county directors to explore and exchange ideas and information on issues facing public human services and to develop strategies for addressing these issues. SACHS engages in strategy discussions, fiscal planning, research, policy development, executive development, and succession planning to improve the quality, accountability, and responsiveness of human services in the Southern California region.

SECTION II

VISION STATEMENT

SACHS provides dynamic and influential leadership and cutting-edge knowledge in the county human services arena, impacting social policies and advancing organizational excellence to help create safe, healthy, and thriving individuals, families and communities in the Southern California region.

SECTION III

CHAIR AND VICE-CHAIR

The SACHS chair and vice-chair are elected by SACHS members at the last meeting of each fiscal year. Each will serve a one-year fiscal year term (July-June), with the vice-chair assuming the responsibilities of the chair if the incumbent is not able to continue their role. The vice-chair will automatically assume the role of chair after serving as vice-chair.

FY 2020-2021

Chair—Debra Baetz

Vice-Chair—Antonia Jiménez

FY 2021-2022

Chair—Antonia Jiménez

Vice-Chair—Veronica Rodriguez

SECTION IV

ADMINISTRATIVE COMMITTEE

The Administrative Committee is made up of the current year's chair and vice-chair, as well as the previous year's chair. This committee is chaired by the previous year's SACHS chair. The Administrative Committee convenes before the last meeting of every calendar year to review financial documents and develop fee recommendations for the upcoming year. Each May this committee also nominates the SACHS vice-chair for the next fiscal year.

Committee Members:

- ♦ Debra Baetz
- ♦ Antonia Jiménez
- ♦ CaSonya Thomas

SECTION V

SACHS DIRECTORS

SACHS Directors during the 2020-2021 Fiscal Year:

- *Veronica Rodriguez*, Director-Imperial County Department of Social Services
- *Bobby Cagle*, Director-Los Angeles County Department of Children and Family Services
- *Antonia Jiménez*, Director-Los Angeles County Department of Public Social Services
- *Debra Baetz*, Director-Orange County Social Services Agency
- *Sayori Baldwin*, Director-Riverside County Department of Public Social Services
- *CaSonya Thomas*, Assistant Executive Officer-San Bernardino County Human Services
- *Daniel Nielson*, Director-Santa Barbara County Department of Social Services
- *Melissa Livingston*, Director-Ventura County Human Services Agency

SECTION VI

UNIVERSITY PARTNERSHIPS

University partners during the 2020-2021 Fiscal Year:

- *Dr. Carolyn McAllister*, Director of the School of Social Work— California State University, San Bernardino
- *Dr. Jong Won Min*, Director of the School of Social Work—San Diego State University

SECTION VII

STATE RELATIONSHIPS

State representatives who were invited to provide updates at SACHS Meetings during the 2020-2021 Fiscal Year:

- *Kim Johnson*, Director—California Department of Social Services (CDSS)
- *Will Lightbourne*, Director—Department of Health Care Services (DHCS)
- *Kim McCoy Wade*, Director—California Department of Aging (CDA)
- *John Boule*, Executive Director—California Statewide Automated Welfare System (CalSAWS)
- *Cathy Senderling-McDonald*, Director—County Welfare Directors Association of California (CWDA)



SECTION VIII

DIRECTOR'S ALTERNATES

SACHS Director's designated alternates:

- *Paula Llanas*, Assistant Director, Administrative Services, DSS—*Imperial*
- *Cynthia McCoy-Miller*, Senior Deputy Director, DCFS—*Los Angeles*
- *Karen Richardson*, Deputy Director, Administrative Support Bureau, DCFS—*Los Angeles*
- *An Tran*, Chief Deputy Director, SSA—*Orange*
- *Jennifer Claar*, Managing Director, DPSS—*Riverside*
- *Gilbert Ramos*, Director, Transitional Assistance Department, Human Services—*San Bernardino*
- *Terrie Concellos*, Deputy Director, Administrative Services, DSS—*Santa Barbara*
- *Jennie Pittman*, Deputy Director, Administration, HSA—*Ventura*

SECTION IX

FACILITATING AGENCY STAFF

Staff of the Academy for Professional Excellence, the facilitating agency for both the SACHS and Leaders in Action (LIA) programs, who provided support during FY 2020-2021:

- *Jennifer Tucker-Tatlow*, Chief Executive Officer
- *Tina Kerrigan*, LIA/SACHS Assistant Program Coordinator
- *Linda Haugan*, LIA Program Manager
- *Jacquelyn Furtado*, Director of Strategy & Outcomes
- *Karissa Hughes*, Organization Development Specialist
- *Joanne Chen*, Organization Development Specialist

SECTION X

SACHS GOAL

To explore and exchange ideas and information on strategic issues facing public human services and to develop strategies for addressing these issues.

SECTION XI

PROCESS OBJECTIVES

The following process objectives were confirmed at the annual planning session in August 2020.

1. *Convene quarterly meetings rotated in different locations throughout the Southern California Region.*
2. *Invite special audiences (e.g., fiscal, program or legislative staff) based on presentation topics.*
3. *Identify local, state, and national subject matter experts to present on strategic issues currently being faced by SACHS counties.*
4. *Provide a forum for directors to share issues that they are currently dealing with and to discuss potential strategies for addressing these issues.*

SECTION XII

OUTCOME OBJECTIVES

Five SACHS outcome objectives were confirmed at the Annual Planning Session in August 2020. Below, after each outcome objective is an update indicating how the objective was addressed during Fiscal Year 2020-2021.

1) Conduct research to inform planning, goal setting, decision-making, and project management regarding critical issues.

The following research summary was completed for SACHS Directors in August 2020: [*Understanding, Motivating and Engaging the Younger Workforce \(Generations Y & Z\)*](#).

2) Infuse strategic issues into Leaders In Action (LIA) curriculum.

In FY 2019-2020, prior to the March 2020 suspension of in-person LIA 16 training (due to COVID-19) executives and professional trainers provided training to LIA 16 participants (guided by SACHS priorities) on the following topics:

- *The Art of Influential Leadership*
- *Personality Styles: Navigating the Differences and Bringing Out the Best!*
- *The Power of Social & Emotional Intelligence*
- *Strengths-Based Leadership*
- *The Art of Facilitation*
- *Critical Thinking*
- *Cultural Connections and Self-Awareness: Leading a Diverse Workforce*

To continue connections/networking among LIA 16 participants and enhance leadership skills, between May-June 2020 the following trainings were provided in a virtual format:

- *Raising Hope*
- *The Art of Coaching-Part 1*
- *The Art of Coaching-Part 2*

In FY 2020-2021, training continued virtually for LIA 16 participants as the following trainings were provided by agency directors, executives, professional trainers and program alumni:

- *Presentation Skills*
- *Lessons Learned During Pandemic Crisis*
- *Advanced Coaching Practicum*
- *Fiscal Essentials*
- *Managing Litigations*
- *Striving for a Professional Quality of Life*
- *Exploring Fundamentals of Culturally Responsive Leadership*
- *Strategic Management*
- *Art of Facilitation Skills Lab*
- *Board of Supervisor Presentation Tips*
- *Political Savvy Panel*
- *Board of Supervisor Presentation*

In May 2021, a total of 22 LIA 16 graduates completed the training series.



LIA staff plan to resume in-person training for the upcoming LIA 17 cohort (FY 2021-2022).

3) Coordinate efforts with other consortia regarding statewide research objectives.

- The SACHS Annual Plan and research products were shared with other California Regional Training Academies (RTAs), regional consortia, individual counties and other statewide partners as appropriate.

4) Form a strategic coalition that works in collaboration with County Welfare Directors Association (CWDA) to influence policy and legislative initiatives that impact the Southern California region.

- Each SACHS meeting provided a forum for County Directors to explore and exchange ideas and information on issues facing public human services in the Southern California region and to develop strategies for addressing these issues. The quarterly SACHS meeting agendas allotted time for “Leader’s Circle” where Directors discussed mutual issues/challenges, innovations, promising practices, and lessons learned.
- For each main SACHS quarterly meeting discussion topic, intended outcome(s) were also identified by SACHS Directors to help guide content.
- The February 2021 SACHS Meeting included a meet-and-greet/check-in with the recently hired CWDA Executive Director, Cathy Senderling-McDonald. A joint decision was made to invite Cathy to attend two SACHS meetings per fiscal year to provide CWDA updates and allow for an opportunity to connect with SACHS Directors.
- At the February 2021 SACHS Meeting, Eileen Cubanski (Director of Budget and Fiscal Policy, CWDA) provided an informative presentation to SACHS Directors and county guests on 1991 and 2011 Realignment (changes in the administrative, programmatic, and/or fiscal responsibility for human services programs between the state and counties).
- Southern Region Child Welfare Directors also met on a quarterly basis during Fiscal Year 2020-2021 where they shared information across counties, explored resources and opportunities for strategic planning, problem-solving, and regional responses. The Southern Region Child Welfare Directors also collaborated with SACHS Directors, participating in roundtable discussions related to Child Welfare Services at the February 2021 SACHS Meeting.

5) Facilitate collaboration between San Diego State University/California State University, San Bernardino and SACHS Counties to enhance the public human services workforce by better aligning graduate characteristics and agency needs.

- Dr. Jong Won Min, Director of the SDSU School of Social Work, and Dr. Carolyn McAllister, Director of the CSUSB School of Social Work, are SACHS University Members. They both also attended a portion of the August 2020 SACHS Meeting focused on understanding, motivating, and engaging the younger workforce (generations Y and Z).
- Kimberly Mayer (Director, CalSWEC) attended portions of both the August 2020 and February 2021 SACHS Meeting discussions.
- Jennifer Tucker-Tatlow (CEO, Academy for Professional Excellence) is one of two Regional Training Academy Directors represented on the CalSWEC Advisory Board. CaSonya Thomas (San Bernardino County Human Services, Assistant Executive Officer) also serves as a County Director representative on the CalSWEC Advisory Board. In their roles they both help to promote agency/university partnerships.

	Leader's Circle Topics	Main Discussion Topics	Presenters/ State Guest(s)	Special Audience(s)	Outcome(s)
August 20-21, 2020 <i>Virtually</i> (via Zoom Meetings)	<ul style="list-style-type: none"> • COVID-19 Check-in • Equity and Social Justice • Continuum of Care Reform (CCR) • CalFresh Participation/ Error Rate • CalWORKs (Cal-OAR, CalWORKs 2.0, Child Care) 	<ul style="list-style-type: none"> • LIA Year 16 Updates • Annual Planning Survey Results • Fiscal Year 2020-2021 Critical Issues/ Discussion Topics/ Outcomes/ Research Plan • State Updates 	<ul style="list-style-type: none"> • Linda Haugan, LIA Program Manager • Kim Johnson, Director, CDSS • Kim McCoy Wade, Director, CDA • John Boule, Executive Director, CalSAWS 	For Research Presentation/ Discussion: <ul style="list-style-type: none"> • Kimberly Mayer, Director, CalSWEC • Dr. Carolyn McAllister, School of Social Work Director, CSU San Bernardino • Dr. Jong Won Min, School of Social Work Director, SDSU 	<ul style="list-style-type: none"> • Established SACHS Annual Plan including main discussion topics, Leader's Circle topics, research, guest speakers, and special audiences for FY 2020-21
November 19-20, 2020 <i>Virtually</i> (via Zoom Meetings)	<ul style="list-style-type: none"> • Master Plan for Aging • CWS-CARES • Equity and Social Justice • CCR • Medi-Cal 	<ul style="list-style-type: none"> • COVID-19 Response & Recovery/ Impact on Staff and Services • Teleworking • CalFresh • State Updates 	<ul style="list-style-type: none"> • Kim Johnson, Director, CDSS • John Boule, Executive Director, CalSAWS 	<ul style="list-style-type: none"> • SACHS Counties Food Insecurity Leads (for CalFresh Discussion) 	<ul style="list-style-type: none"> • Counties shared information and strategies on their COVID-19 responses as well as related impacts on HSA staff and services • Shared legislation, information, and strategies on CalFresh and food insecurity as it relates to those that do not qualify for CalFresh

	Leader's Circle Topics	Main Discussion Topics	Presenters/ State Guest(s)	Special Audience(s)	Outcome(s)
February 25-26, 2021 <i>Virtually</i> (via Zoom Meetings)	<ul style="list-style-type: none"> • Eligibility • CalSAWS • Medi-Cal • ABAWD Exemptions • CCR • Office Access Reviews • Expanding Flexibility of Services • Equity and Social Justice • IHSS 	<ul style="list-style-type: none"> • Child Welfare Services <ul style="list-style-type: none"> ◊ Structure and Challenges of Child Welfare Services Funding ◊ Advancing Racial Justice, Equity, and Inclusion for Children and Families ◊ FFTA Implementation and Pending Funding ◊ AB 12 County Fiscal Impacts ◊ COVID-19 Impacts - Lessons Learned and Emerging Opportunities • Realignment (and impacts of budget shortfall) • State Updates 	<ul style="list-style-type: none"> • Cathy Senderling-McDonald, Executive Director, CWDA • Eileen Cubanski, Director of Budget and Fiscal Policy, CWDA (for Realignment Presentation/ Discussion) • Kim Johnson, Director, CDSS • Greg Rose, Assistant Director, Equity & Inclusion, Children & Family Services, CDSS • Angie Schwartz, Deputy Director Children & Family Services Division, CDSS • Salena Chow, Chief Operating Officer, CDSS • Kim McCoy Wade, Director, CDA 	<ul style="list-style-type: none"> • Southern Counties Child Welfare Directors • Dawn Schoonhoven Scott, Director of Child Welfare Development Services (CWDS), Academy for Professional Excellence • Kimberly Mayer, Director, CalSWEC 	<ul style="list-style-type: none"> • Counties shared strategies to promote racial equity and mitigate bias, and updates on CWS funding, FFTA, CCR/RFA and AB 12 • Shared opportunities that have emerged for CWS as a result of COVID-19 • Increased knowledge of Realignment funding allocations/ implications at the county level • Counties shared strategies for how to prioritize and maximize Realignment backfills
May 20, 2021 <i>Virtually</i> (via Zoom Meetings)	<ul style="list-style-type: none"> • Check in on May Revise/ Budget Projections • Equity and Social Justice • CCR/High Needs Youth • CalWORKs • Public Charge • Data-sharing (limitations/ challenges; AB 2821) 	<ul style="list-style-type: none"> • Roundtable Discussion: Cross-Program Strategy Session (to explore integrated services across programs/ departments) • Presentation: Los Angeles DPSS Service-Delivery Model: First Contact Resolution (FCR) • State Updates 	<ul style="list-style-type: none"> • Kim Johnson, Director, CDSS • Will Lightbourne, Director, DHCS 	<ul style="list-style-type: none"> • SACHS Counties-CWS/ CalWORKs Leads; Homeless Coordinator Leads (for Roundtable Discussion) • Los Angeles DPSS Reps. (various) (for FCR Presentation) 	<ul style="list-style-type: none"> • Counties shared information and strategies regarding innovative and flexible service-delivery options across HSA programs • Design/lessons learned from Los Angeles DPSS FCR model shared

OUR WHY: **REVOLUTIONIZE
THE WAY PEOPLE
WORK TO ENSURE
THE WORLD IS A
HEALTHIER PLACE.**



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