

The Social Policy Institute (SPI) at San Diego State University

> About SPI Associates

Effecting change that will lead to increased wellness across generations is a significant endeavor. With over 100 years of collective experience, the SPI Associates are dedicated catalysts for system and practice change, specializing in enhancing Wellness System capacity. Together, we lead system transformation by identifying and addressing structural gaps while guiding organizations toward more effective and equitable practices. We facilitate this process by engaging family, community stakeholders, and multi-system leaders to improve youth, family, and community well-being. Our work seeks to ensure that all children and families have equitable opportunities to achieve their aspirations and embody overall wellness while propelling California forward as a leader in public and community systems serving children, youth, and families.

> The Opportunity

Particularly post-COVID, the needs of children, youth, and families have continued to evolve, yet many public systems and community-based networks have failed to keep pace. With alignment of support for systems serving children and families, the opportunity to act and achieve significant results has never been clearer. In California, there are existing assets in place to support some public and community systems and cross-sector partners, yet not all counties have the technical assistance and capacity building they need to make progress.

The alignment of systems will reshape the structures and values that have marginalized under-resourced communities and people of color. Creating systems that serve the community, promote engagement by the community, and listen to the community are necessary pillars of transformative change.

> Our Services

- Specialized Consultation
- Technical Assistance
- Capacity Building



> Contact

 <https://sdsusocialpolicyinstitute.org/>

 6505 Alvarado Road, Suite 209 San Diego, CA 92120

 socialpolicyinstitute@sdsu.edu

Our Approach to System Transformation

Challenges

- Inspire and guide the demand for change
- Overcome fragmentation across systems and engage diverse stakeholders
- Manage the change process from current to future state

- Consider state and local budget limitations
- Align fragmented system requirements and resources
- Leverage budget forecasting and cash flow management

- Address workforce shortages and manager turnover rates
- Confront ongoing issues related to staff burnout
- Shift from reactivity to proactivity in organizational crisis management

- Support marginalized populations and communities
- Address the history of system bias and inequity
- Promote community involvement in design and implementation of supportive services



Leadership and Governance

Finance and Resources

Workforce Development

Community Partnerships

Opportunities

- Create a Wellness System of Care to improve family and community well-being
- Coordinate multi-system strategies
- Develop local approaches to improve equity and quality of life for community members

- Identify and maximize local and state federal funding
- Blend and braid current funding streams
- Explore private mission driven funding opportunities

- Develop workforce recruitment and retention strategies
- Create new career pathways and pipelines with key community entities
- Implement multi-system training to enhance staff competencies

- Create strategies for youth and family involvement in system governance
- Increase local stakeholders in addressing community-wide issues
- Develop collaborative approaches for multi-system accountability to community issues and goals



Meet the SPI Associates



Steve Hornberger

As the Co-Director of the Social Policy Institute, Steve provides more than 30 years of senior-level expertise in human services administration, community building, and program development. He is nationally recognized for cross system collaboration and community centered approaches to improving community well-being and was elected into the NASW Pioneers in 2008 for his demonstrated leadership, innovation, and success. He is a strong advocate for family, peer to peer and community involvement to increase equity and has been successful engaging and sustaining collaboration among federal, state, and local stakeholders.



Lori Clarke

Lori is the Co-Director/Co-Principal Investigator of the Social Policy Institute and leads SPI's system change efforts with state and county teams, focusing on innovation and capacity-building for parent and youth empowerment. She has driven progress in child, family, and community wellness initiatives, including California's Child Welfare Services Redesign and the California Evidence-based Clearinghouse for Child Welfare. Throughout her career, she has infused hope and progress into local and statewide initiatives and integrated health and human service learning systems nationwide.



Judy Webber

Judy's transformative career spans over 35 years in both the public and private sectors of social services and health care, with 19 years served as Deputy Director for the Human Services Agency in Ventura County, overseeing the department of Children and Family Services. Her leadership in Ventura County drove early adoption of child welfare reforms and effective cross-system partnerships, notably through AB 2083. Judy's dedication earned her the CWDA Executive Leadership Award and NASW Pioneer Award, reflecting her commitment to empowering children, families, and marginalized communities.



Mark Varela

Mark is a retired public safety professional who served 34 years with the probation profession, working the last 13 years as Ventura County's (CA) Chief Probation Officer. During his tenure as Chief, Mark led the Probation Agency through systemic reform efforts and landmark legislative initiatives impacting the criminal justice system. He played a key role in the design and implementation of many community-based programs for justice-involved individuals aimed to drive transformation and reduce recidivism. Mark held leadership roles in local and state commissions, steering committees, and community/stakeholder collaboratives.

