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STATE OF HAWAI'I

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FIRST CIRCUIT
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IN THE CIRCUIT COURT OF THE FIRST CIRCUIT
STATE OF HAWAI'I

JOHN ROE NO. 121,

Plaintiff,

vs.

STATE OF HAWAI'I; JOHN A. TEIXEIRA;
JOHN DOES 1-10; DOE CORPORATIONS
1-10; DOE PARTNERSHIPS 1-10; DOE
NON-PROFIT ENTITIES 1-10; and DOE
GOVERNMENTAL ENTITIES 1-10,

Defendants.

CIVIL NO.: 1CC191001419
(Other Non-Motor Vehicle Tort)

TRIAL EXHIBIT P-5

Judge: Honorable Kevin T. Morikone
Trial: April 22, 2024

Francesca LeRue, MSW, MPA, ACSW 98609

Los Angeles, CA

leruestrategicconsulting@gmail.com

Curriculum Vitae

Accomplished and influential professional with expansive experience in child welfare leadership, management, and training. Brings 31+ years of public service experience to the table—with noted success in utilizing evidence-based principals for program enhancement. Boasts significant progressive experience in the development and oversight of child welfare programs across the greater Los Angeles and Bay Area. Leads curriculum design and comprehensive training for hundreds of new child welfare social workers in all Southern California counties. Committed to empowerment of people from all walks of life.

Professional expertise in assessment of public and non-profit programs and evaluation of adult learners in child welfare settings; directs comprehensive needs assessment and gap analysis via diverse methods. Articulate communicator continually focused on building and strengthening relationships across educational groups, communities, foundations, government/private sector partners, and peers. Collaborative leader skilled in mentoring, mobilizing, and empowering top-performing teams. Resourceful and respected; recognized for tenacity, critical thinking skills, and commitment to advancing the knowledge and compassion of social wellness for all.

EDUCATION

Master of Public Administration, Graduated with Distinction, 2010

Emphasis - Public Sector Management and Leadership, California State University Northridge

Master of Social Work, 1994

Emphasis - Children and Families, California State University, Long Beach

EXPERT WITNESS EXPERIENCE

Rose v. County of Los Angeles, Case No. 2:19-CV-05125-MWF-MAA*

June -July 2021

V. Lane v. Children's Hospital of Los Angeles*

Nov 2021 -Jan 2022

* Matter settled prior to deposition and trial

TEACHING EXPERIENCE

Instructor/ Consultant, University of California Davis

2020 to Present

Continuing and Professional Education – Human Services

Lead Consultant for the Active Supportive Intervention Services for Transition (ASIST) program which began in 2019 as a response to the need for specialized permanency services and supports in the transition of all children, youth, and non-minor dependents (NMDs) who were residing in residential placements or residential care facilities to that of home-based settings. The ASIST (also referred to as Specialized Permanency) program extends additional funding and consultation support to counties that choose to participate in the program (for state fiscal years 19/20, 20/21 and 21/22). Serving 10 California Counties : Butte, Kings, Merced, Monterey, San Bernardino, Santa Cruz, San Luis Obispo, Sonoma, Tulare and Yolo. ASIST/Specialized Permanency supports extensive family finding and engagement; specialized permanency services; child-specific, field-based training and coaching; system and program-level consultation; and in-home support through high-fidelity Wraparound services or other intensive permanency-focused support services. ASIST recommends augmentation of existing programs to provide extensive system and program-level change, direct services, resources and activities required to support children, youth and NMDs experiencing barriers to permanency.

Instructor/ Consultant, California State University Northridge

2020 to Present

Tseng College, Master of Public Administration

Developed curriculum and teach Program Implementation and Management for Non-Profit Sector. This masters level course examines the policies, strategies and the decision-making process to support successful program implementation from a manager's perspective. Nonprofit policy formulation places emphasis on training managers to develop and analyze problems, both in terms of choosing goals and organizing resources to achieve them. Students are given the opportunity to formulate strategic implementation considerations using environmental analysis, resource assessment, goal determination, program planning and evaluation and performance overview. The course concentrates on the process of implementing programs and the role of advocacy in achieving programmatic and overall mission attainment.

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MSW-Level Field Instructor - Various Southern California Universities

1996 – 2016

Expertly prepared students to enter the social work profession by integrating and applying theory to actual social work practice. Planned, implemented, monitored, and evaluated students' educational experience based on their progress in meeting the social work competencies. Educated students from multiple Southern California universities: University of Southern California, University of California, Los Angeles, California State University, Long Beach, and California State University, Los Angeles.

- Introduced students to the professional child welfare system; defined purpose, communities served, policies, and protocols.
- Fostered development of effective teacher-learner relationships between BSW and MSW students and the field instructor.
- Established compelling learning and growth opportunities by exposing students to broad-based and in-depth case assignments and field experiences.

Investigations – Public Child Welfare Academy, San Diego State University

2012 – 2016

Provided critical core curriculum on topics essential to proper child protection casework practice, including legal context and goals for safety, wellbeing, and permanency. Emphasized core component of the helping relationship, including cultural sensitivity, competency, and family engagement. Led instruction on protocols for initial assessment/investigation, comprehensive family assessment, and reporting.

Crisis Intervention - Public Child Welfare Academy, San Diego State University

2012 – 2016

Provided core curriculum addressing the principles and techniques of crisis intervention within child abuse or neglect cases. Training included definition of crisis, elements/ phases/ psychological effects of crises, emotional consideration of clients, and the 9-step crisis intervention model.

Ethics and Values - Public Child Welfare Academy, San Diego State University

2013 – 2016

Provided curriculum developed to assist new child welfare workers in recognizing the NASW Code of Ethics guides and practices within Child Welfare Services. Helped students identify ethical issues related to child welfare practice. Facilitated awareness of how one's own values may influence decision-making in public child welfare—as well as awareness of emotional responses to clients in areas where new social workers values are often challenged.

Risk Management Learning Series: Lessons Learned for Academy Staff

2014 – 2016

Delivered interactive training sessions to provide Children's Social Workers (CSW) and supervisors with hands-on practice utilizing lessons learned to guide quality investigations and casework. Provided examples of utilizing critical thinking and implementing Core Practice Model (CPM) values and practice behaviors to enhance decision-making and work with families at key stages. Highlighted CPM principles as vital for verifying information and improving understanding of families' underlying needs. Empowered CSWs and supervisors to identify applicable policies, define gaps in investigations and services, and reinforce the use of sound judgment when assessing and documenting child safety.

Risk Management Re-Focus Training

2014 – 2015

Devised and delivered "Re-Focus Training" for all Risk Management staff; tailored training for Internal Affairs staff across two special sessions: Nexus and Outcome and Child Safety/ Issue Rule Analysis Conclusion (IRAC) for report writing.

RELEVANT PROFESSIONAL EXPERIENCE

Chief Program Officer, Koreatown Youth + Community Center

2020 to Present

Koreatown Youth + Community Center is a Non-Profit Organization serving the Los Angeles Metro area and beyond. Serving in a senior capacity, directing the operations of the agency's Children and Family Services programs and other agency-wide efforts, with an operating budget of nearly \$16 million and a staff of nearly 180 and over 2,000 volunteers annually. Programs include but are not limited to:

- Clinical Services, a mental health program providing evidence-based services for low-income children and families;
- Recovery Services, an outpatient treatment program providing help for people facing drug and alcohol problems;
- Prevention Education, a Youth Drug Abuse Prevention, a leadership advocacy program for high school students;
- Community Education, a substance abuse prevention program for youth and parents to gain knowledge, improve

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communication, skills and build a strong defense against risk factors; Responsible Retailer Campaign, and Prevention Community Council;

- Youth Services, a daily after-school program, summer day camp, and Bridge Program, which recruits, trains and places high school students to work directly with schools to close the gap in their academic, social and emotional growth; and
- Kids Town, a preschool developmental program for children 2.5 to 5.
- Community Research and Program Evaluation Unit develops and implements agency-wide systems to conduct continuing assessments and analyze findings of human service needs of the community served by KYCC and the effectiveness of KYCC's multiple programs and services.
- Koreatown Storytelling Intergenerational Program, an intergenerational, multilingual and multiethnic oral history and digital media program that teaches ethnographic and storytelling techniques to high school students and elders to investigate cultural practices and racial, economic and health inequities in our community.

Department of Family & Children's Services, Social Services Agency, Santa Clara County

2017 – 2020

Director

Championed proper welfare and protection of 2,000 at-risk or abused children in one of California's most populous counties. Managed \$180M budget and 780-member staff. Employed extensive child welfare experience and polished leadership skills to optimize critical areas of agency's performance.

- Decreased number of children in care to a rate significantly lower than the national and state levels, while increasing the number safely at home.
- Developed programs, directed operations, and improved performance in the vital services of Child Safety and Risk Assessment, Emergency Response, Resource Family Home Care, Family Maintenance, Family Reunification, and Community Services.
- Orchestrated successful departmental reorganization by restructuring and consolidating divisions to amplify efficiency, add divisional management support, retain staff, ensure \$130M in contracts produced successful outcomes for children, and decrease staff-to-supervisor ratio across the department.

Los Angeles County Department of Children and Family Services

1989 – 2016

Progressive levels of responsibilities from Line Children's Social Worker to Division Chief

Division Chief, Risk Management

2012 – 2017

Spearheaded risk management initiatives and orchestrated activities of department's Internal Affairs, Critical Incident/Child Fatality, Red Team, Senate Bill 39, and CACI Appeals sections. Conceptualized, managed, and executed refined strategies aligned with program strategy, culture, and organizational objectives.

- Designed strategies for proactive and responsive support; provided analysis and guidance to advance all program objectives within the division.
- Revitalized the mission and vision of the department and enhanced practices and policies to mitigate future incidents; initiated rigorous analysis of case practice and operational/systemic issues to generate action plans.
- Optimized quality of investigations by leading interactive training series; provided Children Social Workers with hands-on practice utilizing lessons-learned from the analysis of 300+ critical incidents, near fatalities, and child fatalities.
- Led development of a Proof of Concept for the use of predictive analytics to prevent child fatalities.

Special Assistant, Office of the Executive Director

2011 – 2012

Supported the Executive Bureau encompassing multiple high-profile divisions: Child Protection Hotline, Emergency Response Command Post, and Risk Management Division.

- Served as Lead Manager on Children's Special Investigation Unit (CSIU); gathered information and completed response report for approval of Deputy Director and Director, and presented findings at Board of Supervisor's Deputy Child Fatality Roundtable.
- Facilitated development of Sensitive Case Roundtable (SCRT) meetings to establish action needed (if necessary) for any DCFS employee with substantiated allegations of abuse or neglect.

Assistant Regional Administrator

2004 – 2011

Managed the Belvedere Emergency Response (ER) section as sole Assistant Regional Administrator. Coordinated, directed, and evaluated all programs and operations.

- Ensured appropriate services to 12 zip codes within LA County's predominately Spanish-speaking communities—with an average of 800 child abuse/neglect referrals per month (office had highest rate of relative placement department-wide.)
- Excelled as community liaison and as team decision-making meeting facilitator.
- Co-Founder, developed, implemented, and managed The Belvedere Parents in Partnership Program (PIP).

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Program Director, Out of Home Care Management

1999 – 2004

Developed, assigned, and evaluated work performed by the Out-of-Home Care Investigation Section (OHCIS), Special Studies Sections, Appeals and State Hearings, and Resolution of Fiscal Audits completed by the Office of Auditor-Controller. Assisted in the development of the division's budget.

- Led mediation and negotiation between out-of-home providers and the department; developed reporting procedures (including statistical data on trends) and tracking systems to ensure accurate and timely reports/assignments.
- Directed investigations of abuse/neglect allegations and violations of licensing standards within homes and facilities providing care for DCFS placed children.
- Directed program and fiscal audits/reviews of outside contractors and monitored corrective action plans (audits included comprehensive review of the delivery of services provided by 71 foster family agencies, 35 family preservation networks, and 45 AB 1733/2994 contractors.)
- Devised specialized training on new and/or changes to departmental, county, state, and federal policies and procedures.

Senior Head, Contract Review Section

1994 – 1999

Developed, implemented, and managed program audits of 205 group home corporations—consisting of 476 sites and a county-operated emergency shelter care facility.

- Completed annual audits to ensure compliance with contract requirements and state regulations; provided foster children with safe, nurturing environments and appropriate care and services.
- Developed the Distinguished Service Awards Program, a quality care rating system recognizing group homes meeting exemplary standards of care.
- Developed five-year longitudinal research study to evaluate the effectiveness of department's emancipation program; designed and managed the Foster Youth Info Line, a support-line for current foster youth.
- Recognized as key member of the Placement Committee and the Commission for Children and Families; co-chaired the Quality and Accountability of Care sub-group.

Program Analyst, Budget Section

1992 – 1994

Supported development and management of department's FY 92/93 budget (\$630M) to ensure expenditures did not exceed potential revenue. Assisted in FY 93/94 (\$690M) budget development.

- Managed Family Preservation contractors' budget and spending allocations; completed legislative analysis to determine the fiscal impact on the department, and developed budgets for new programs.
- Represented the department at the California Department of Social Services during the implementation of Title 1V-A Emergency Assistance Program for Emergency Shelter Care, Non-Federal Foster Care, and the Family Preservation Program.

Children Social Worker, Santa Fe Springs Office

1989 – 1992

Served as case manager providing services to children from situations of abuse, neglect, and other forms of maltreatment.

- Ensured the social, physical, psychological, and emotional well-being of all children served.
- Orchestrated home visits to investigate allegations of abuse or neglect; performed assessments to determine whether a parent or guardian was fit to provide care, or whether a child should be temporarily or permanently removed from his/her home and placed within foster care or adoptive families.

ADDITIONAL PROFESSIONAL EXPERIENCE

Consultant, Office of Management and Budget (OMB) & Administration for Children's Services (ACS), NYC

2006 – 2007

Excelled as a Specialist and Administrator with laser focus on developing and implementing programs for the protection of children suspected of being at risk of abuse/neglect. Demonstrated expertise in extensive caseload investigation, family team fact-finding conference facilitation, and preventive services; recognized for ability to offer insights and experience on how child protection services are essential to assisting ACS in reviewing CPS workload, program services, and staffing structure.

Mediator, Consortium for Children

2001 – 2004

Implemented Permanency Planning Mediation, a non-adversarial, confidential intervention—at request of the child welfare agency or the court—when it was determined reunification for a child or sibling group would not be successful and prior to any court action to terminate family reunification or parental rights commenced. Focused parents on their child's need for permanence and solicited their participation in permanency planning. Developed post-adoption and/or legal guardianship contact agreements.

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Therapist, Child Sexual Abuse Program (CSAP)

2006 – 2007

Provided compassionate group counseling to sexually-abused children, aged 10 to 15.

Therapist, Central Los Angeles Sexual Abuse Unit

2000

Led group therapy for non-offending parents with aim of ending child sexual abuse and healing the trauma. Supported parents in implementing positive life changes and fostering healthy relationships within the family and community.

PROFESSIONAL DEVELOPMENT

Certificate of Completion, Santa Clara County Leadership & Transformation Program

Management Science & Engineering, Stanford University, 2018

Certificate of Completion, Executive Leadership Development Program

Department of Human Resources, Los Angeles County, 2014

Certificate of Completion, Leaders in Action, Executive Development Program

Academy for Professional Excellence, San Diego State University, School of Social Work, 2010

Certified Mediator

Center for Dispute Resolution, 2002; Lemmon Mediation Institute, 2000

PUBLICATIONS

If Odysseus Were a Child Welfare Department Director, Pollack, Daniel, MSSA (MSW), JD and LeRue, Francesca, MSW, MPA.
The American Professional Society on the Abuse of Children, The Advisor, March 2021.

Youth Offender's Perspective on Gangs, Delinquency and Community Services, 1994

Thesis MSW California State University, Long Beach, CA AWARDS Certificate of Recognition

HONORS

Certificate of Recognition, The ARRT of Promoting Child Safety, 2013

By the Los Angeles County Quality and Productivity Commission

Commissioner's Memorial Award, 2011

The Belvedere Parents in Partnership Program (PIP)

The Belvedere Faith-based Partnership

LANGUAGES

English and Spanish