California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☑ SIP ☐ Progress Report ☐

County	Los Angeles
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Outcome Data Period	

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California - Child and Family Services Review

County Self-Assessment

2011 – 2015

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Introduction

Los Angeles County (County) is one of the Nation's largest counties and has the largest public child welfare system in the country. The Department of Children and Family Services (DCFS) and the Probation Department's Child Welfare section (PCW) together serve children who are in foster care or at risk of entering foster care, either through the Juvenile Dependency or Delinquency Court as a result of actual or potential child abuse, abandonment, neglect, or exploitation. These children are served through a continuum of services that begins with prevention and ends with aftercare. Both child welfare agencies provide protective services to children in their own homes and in out-of-home care, and promote permanency through guardianship and adoption when reunification is not a viable option. All references to child welfare in general in the County hence refer to the DCFS and the PCW and include foster youth whether under Dependency or Delinquency status, unless otherwise specified. The DCFS and PCW agencies have a strong partnership; work collaboratively to achieve Federal, State, and County child welfare mandates; and strive to improve outcomes for children and families in the areas of safety, permanency, and well-being. This County Self-Assessment (CSA) is a joint endeavor by the DCFS and PCW to provide a cohesive examination of the Los Angeles County's welfare system through the calendar years 2011 to 2015.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

The California-Child and Family Services Review (C-CSFR) Team is comprised of three primary entities that work together to assure that continuous quality improvement takes place within the Los Angeles County (County) child welfare system. Representatives from the Department of Children and Family Services (DCFS), Probation Child Welfare (PCW) and the California Department of Social Services (CDSS) meet quarterly and work to ensure that the County develops and uses aspects of the C-CFSR—namely the County Self-Assessment (CSA) and System Improvement Plan (SIP)[1]—in efforts to move the County toward greater efficacy. Although various divisions of the DCFS and PCW agencies and other individuals/groups participate in the quarterly meetings, the following sections of the Departments hold leadership roles and are critical members of the Team:

[1] The System Improve Plan (SIP) is a five-year operational agreement between the CDSS and the County; it provides an outline for how the County will improve its system of care for children and families and delineates how programs and services will be funded.

- Office of Outcomes and Analytics (OOA), DCFS;
- Community-Based Support Division (CBSD), DCFS; and
- Placement Permanency and Quality Assurance (PPQA), PCW.

CORE REPRESENTATIVES

The County understands and values the importance of stakeholder feedback in the continuous quality improvement approach and seeks input from individuals, organizations, and communities to help the system better adjust and conform to the needs of its clients and consumers. Please see Attachment II for a list of Core Representatives that the DCFS and PCW have engaged and collaborated with from 2011 to 2015. The information obtained from the County's stakeholder engagement is included in the Stakeholder Feedback section of this report.

THE CSA PLANNING PROCESS

The County Self-Assessment (CSA) is a comprehensive evaluation of Los Angeles County's child welfare system, covering both the DCFS and PCW's service areas and practices from prevention and protection through permanency and young adulthood. It is completed every five years and lays the framework for the development of the County's System Improvement Plan (SIP), identifying the target service and program areas needing further attention, development, and growth. The CSA sets out to conduct a thorough analysis of the Departments' current systems and resources, to highlight any agency gaps or challenges that ultimately affect practices and performance outcomes. It also highlights efforts and progress made toward achieving identified priorities and milestones.

In order to obtain a varied grasp and substantial understanding of the successes and needs of the child welfare system, the County hosts both periodic and as-needed meetings, forums, and events to gather feedback and information from critical internal and external stakeholders. Several ways that the County gathers the necessary feedback to develop strategic plans and make informed decisions are as follows:

<u>System Improvement Plan (SIP) Stakeholder Events</u>

The DCFS and PCW sponsor System Improvement Plan (SIP) Stakeholder Events to engage Department staffs, public and private sector community partners, contracted agencies, and child welfare service consumers in discussions on pertinent areas within the County's child welfare system. Stakeholder feedback from these annual meetings are used to support the County's assessment of strengths and needs and are incorporated into the County's SIP and subsequent SIP Progress Reports. The Stakeholder meetings for this round of the C-CFSR took place on June 27, 2012, June 26, 2013, June 25, 2014, and June 4, 2015 and focused on teaming, communication, and

managing for results—areas of need that were determined from the previous 2011-2015 SIP for the County.

Stakeholder Engagement Meetings

Stakeholder Engagement Meetings are imbedded throughout the strategic planning process. The DCFS hosts meetings and forums while developing the agency's Strategic Plan to ensure that the priorities and areas of focus are drafted and tailored to target the needs of the Department, community, and service consumers. Stakeholders are also engaged in focus group settings after the Strategic Plan is established, for active work toward meeting the various plan objectives. Formal Stakeholder Engagement meetings were held on October 2, 2014 and December 2, 2014 with participation from the child welfare, health, mental health, education, and legal sectors. Government entities, religious affiliates, various community partners, and vested individuals participated in helping the Department formulate the current Strategic Plan.

Director's Advisory Council

The DCFS Director's Advisory Council Charter was established in 2014 to give foster youth and families a direct connection and voice to the agency Director; it provides the Director with perspectives and direction in refining and modifying agency practices and approaches, with the goal of improving the lives of children in and exiting care. The group consists of a Chair person, a Co-Chair person, a Secretary, and Committee members, with representation from each DCFS Regional Office. The Council has roughly 20 members, meets once monthly, and requires a one-year commitment.

Contract Bidding Redesign Forums

The DCFS Safe Children Strong Families (SCSF) contract bidding redesign was initiated in 2012 to establish a connection of services that would help the Department achieve the goals of engaging families, reducing reliance on out-of-home care, improving permanency outcomes, and improving child and family well-being. The SCSF sought to build a service delivery continuum ranging from support and prevention to permanency and wellness, and included five contract programs:

- Prevention and Aftercare (PnA) Services;
- Child Abuse and Neglect Prevention and Intervention Treatment (CAPIT);
- Family Preservation (FP) Services;
- Adoption Promotion and Support Services (APSS); and
- Partnerships for Families (PFF).

As part of the contract bidding redesign process, the DCFS conducted focus groups and forums beginning in 2012 to obtain feedback from stakeholders that

included community providers, organizations, and Los Angeles County Board Deputies.

Peer Review

The Los Angeles County Peer Review was conducted by DCFS and PCW from June 22 through June 25, 2015 in preparation for the CSA. Eight counties participated and worked collaboratively to make up the County's Peer Review team; the counties in attendance were Kern, Napa, Nevada, Orange, San Bernardino, Santa Clara, Tulare, and Ventura. The Peer Review participants met each day to review selected DCFS and PCW cases and evaluated practices to extract information on how to strengthen and improve services in the County's child welfare system. Entrance and Exit Conferences were held at the beginning and end of the Peer Review and were facilitated by the County's CDSS liaisons. Focus groups were also held daily with participants that were not a part of the Peer Review.

The DCFS and PCW also participate in broader systemic assessments and Institutional Analyses (IA) to help determine and identify what the County's barriers and challenges to successful outcomes are. These studies provide a wealth of information and often highlight where the Departments can expend efforts and draft initiatives to maximize improvements for gains in the child welfare system.

Center for the Study of Social Policy (CSSP) Institutional Analysis (IA)

In early 2011 to 2012, the DCFS participated in an Institutional Analysis (IA) facilitated by the Center for the Study of Social Policy (CSSP) as part of the California Partners for Permanency (CAPP) project, which sets to find and/or support permanency for African-American and American Indian/Alaska Native (AI/AN) children and youths that linger in long-term foster care without viable permanency options. The study titled *Child Welfare Practice: Creating a Successful Climate for Change*, held two objectives, which were to:

1. Provide CAPP with detailed information to consider in the design and implementation of their practice model, and
2. Identify for the County, specific problematic practices resulting from the way work is organized in three of the DCFS offices.

As part of the IA, the CSSP conducted 164 individual interviews, 34 group interviews, 40 observations of meetings, and 32 case reviews. Various administrators, social work staffs, private providers, community partners, attorneys, foster parents, and foster youths were consulted for purposes of the IA.

Los Angeles County Blue Ribbon Commission on Child Protection (BRCCP)

In 2013 following the death of a child in the County's child welfare system, the Los Angeles County Board of Supervisors (BOS) established the Blue Ribbon Commission on Child Protection (BRCCP) and tasked it with reviewing child protection failures, identifying organizational barriers to child-safety, and providing a feasible plan to implement needed reforms. As part of the review, the BRCCP held 15 public hearings, interviewed more than 300 stakeholders across all programs associated with child-safety, examined 28 child fatality cases, and researched practices across the country. The BRCCP published its Final Report on April 14, 2014, which contained a lengthy list of recommendations and ultimately led to the creation of a County Office of Child Protection (OCP) in early 2015 that answers directly to the BOS. The OCP now oversees a Countywide effort to improve practices throughout County Departments that impact child safety and well-being.

California State University Los Angeles (CSULA) Crossover Youth Focus

A focus on youths involved in both the Delinquency and Dependency systems (i.e., crossover youths or dually-involved youths) has become a priority as Child Welfare, Probation Child Welfare (PCW), and Juvenile Justice looks more closely at prevention. The efforts to improve outcomes for these youths has a long history dating back to the 1990s under the leadership of Judge Michael Nash and the Crossover Committee he formed to develop a WIC 241.1 protocol for Los Angeles County. This work was enhanced when Los Angeles County partnered with the Child Welfare League of America in 2005 to build a multidisciplinary team approach into the protocol and then again between 2010 through 2012, when the County worked closely with the Georgetown University Center for Juvenile Justice Reform (CJJR) and Casey Family Programs to implement the Crossover Youth Practice Model (CYPM). CJJR developed the CYPM in 2010, and it has been implemented in and is improving the lives of youths in 91 counties within 21 states. Los Angeles County is one that has implemented the CYPM and is achieving improvement and better outcomes for youth. Please refer to Attachment III for more information on the CYPM.

Dr. Denise Herz, Director of the School of Criminal Justice and Criminalistics at California State University Los Angeles (CSULA), has worked closely with the Juvenile Court, the DCFS, and Probation on this issue since 2004 and has also served as a consultant for Georgetown University CJJR's crossover youth work since 2007. Her research and work with both the DCFS and PCW agencies over the years has been monumental in the development of improved practices in foster and Group Home (GH), Juvenile Hall, and Camp settings.

PARTICIPATION OF CORE REPRESENTATIVES

Since the C-CFSR model is built on the ideology that client and community partner feedback are vital in the progressive evolution of child welfare systems, the County makes strides to ensure that the required stakeholders are involved in all points of the C-CFSR process. On the same wavelength, the DCFS and PCW also strive to establish and maintain relationships with individuals and community agencies for constant collaboration at the Department levels for program growth and development.

The following divisions within DCFS and PCW convene regular meetings with their respective stakeholders in their approaches to continuous quality improvement:

- Adoption and Permanency Resources Division (APRD);
- American Indian Units (AIUs);
- Community-Based Support Division (CBSD);
- Health Management Division;
- High Risk Services Division;
- Out-of-Home Care Management Division (OHCMD);
- DCFS and PCW Youth Development Services (YDS) sections;
- PCW Placement Permanency and Quality Assurance (PPQA);
- PCW Child Trafficking; and
- PCW Residential Based Services (RBS).

STAKEHOLDER FEEDBACK

Stakeholder input and feedback is both essential in the C-CFSR process and invaluable in moving the County toward achieving successful outcomes. Stakeholders provide assistance in the meaningful analysis of system strengths and needs, and grounds the DCFS and PCW in their commitments to agency goals, missions, and values.

System Improvement Plan (SIP) Stakeholder Events

As part of the 2011-2015 SIP, stakeholders were surveyed annually around teaming, communication, and managing for results at the SIP Stakeholder events. The stakeholder feedback provided proved to be more informative in recent years, as the DCFS and PCW have become more adept at the data collection process. In 2014, respondents reported the following advancements and existing challenges:

Advancements

- Improved accessibility to managers and
- Improved utilization and sharing of data.

Challenges

- Limited communication between the DCFS and Probation;

- Lack of communication with primary stakeholders;
- Need for better teaming between Children's Social Workers (CSWs) and Deputy Probation Officers (DPOs);
- Need for common language;
- Need for joint training on common shared goals; and
- Need for easier communication between the DCFS and Probation, and with external partners.

From 2014 to 2015, there was an increase in positive ratings in all eight of the survey items on the Stakeholder participant survey, demonstrating growth on the County's part toward achieving success at better teaming, communication, and management. The results clearly indicate however, that the County's child welfare agencies need to continue in their efforts to improve how they communicate, as well as how they communicate with vested stakeholders. The County also has to work toward establishing better cohesion with its child welfare partners especially on common language and goals, for progressive movement on systemic levels. As such, improvement in communication and teaming will remain as focal points in the County's 2016-2020 SIP.

Stakeholder Engagement Meetings

Meeting participants proffered feedback and perspectives that led to the development of the Department's 2015-2017 Strategic Plan. Collaborators worked together throughout 2013, 2014, and 2015 to help the DCFS pare down more than 50 objectives into a more feasible 19. Please see Attachment IV for the DCFS Strategic Plan.

Director's Advisory Council

The Director's Advisory Council has held more than 24 meetings since the Charter's formation and has facilitated discussions on:

- Room designs for Team Decision Meeting (TDM) and Child Family and Team (CFT) meetings;
- Developing a Resource Parent Case Management System;
- Increasing training and support for relative caregivers;
- Employing Transitional Age Youths (TAYs) and current foster youths as caregiver recruiters;
- Establishing resources for undocumented clients;
- Expediting mental health services to children in out-of-home care;
- Organizing an interfaith summit;
- Creating an alliance of attorneys to assist TAYs with legal issues;
- Developing a protocol for the distribution of foster placement packets;
- Foster care and kinship recruitment; and
- Academic achievement for foster children in the County's child welfare system.

The Council has proved to be an invaluable advisory body to the Department's Director, providing insight and guidance to move the agency towards greater efficiency in services and practices.

Contract Bidding Redesign Forums

As a direct result of the stakeholder feedback received from community providers and organizations, the Family Preservation (FP) and Partnerships for Families (PFF) portions of the Safe Children and Strong Families (SCSF) contract redesign were cancelled on July 23, 2014; the Department's community partners contested the Request for Proposals (RFPs), citing errors in the evaluation instrument. The other three program contracts were awarded and became effective January 1, 2015. The DCFS staffs in the responsible Department Bureaus have since been involved in revising the evaluation tool for the contract bidding process.

Peer Review

The Peer Review participants from the eight California counties provided valuable feedback pertaining to the following areas:

- Professional background, knowledge, and experiences of the CSWs and DPOs;
- Efforts by the CSW and DPOs to maintain connections with youths;
- Concurrent and permanency planning;
- Assessments and other services provided to youths;
- Placement matching;
- Permanency options and aftercare services; and
- Agency practice models and other areas.

Please refer to Section 11 for detailed information obtained from the Peer Review held in June 2015.

Center for the Study of Social Policy (CSSP) Institutional Analysis (IA)

The stakeholders involved in the CSSP's IA shared the following:

Strengths and Positive Practices

- Commitment to decreasing racial disproportionality and disparities;
- Efforts to improve communication and partnership with the Juvenile Courts;
- Efforts to engage families and community partners;
- Focus on early intervention, permanency, and well-being;
- Quality Assurance efforts established as part of *Katie A.*; and
- Implementation of data-driven management.

Overarching Institutional Conditions that Contribute to the Experience of African American Families

- High caseloads preventing effective work with families;
- Culture of fear inhibiting workers;
- Rules and regulations deterring relative placement; and
- Lack of meaningful infrastructure to support the DCFS in providing parents with "reasonable efforts" to reunify.

Based on the IA results, the CSSP made several practice and reform recommendations that the County took into consideration since the report's publication in January 2013. Lowering caseloads; moving the DCFS from a culture of fear to a culture of learning; and continuing the development and refinement of data agenda and quality assurance mechanisms are among the recommendations that the County is actively pursuing. The resulting effects are noted in relevant sections throughout the CSA. CSSP's IA can be accessed at: http://www.cssp.org/publications/child-welfare/institutional-analysis/Child-Welfare-Practice-Creating-a-Successful-Climate-for-Change.pdf.

Los Angeles County Blue Ribbon Commission on Child Protection (BRCCP)

The BRCCP published recommendations for reforms to the current County's child welfare system in two stages. The first was issued through the BRCCP's Interim Report dated December 30, 2014 and included 10 recommendations for the BOS and County to implement. Some of the considerations were to:

- Develop outcomes measures other than tragic fatalities to assess system performance;
- Require high quality services for children under the age of five;
- Ensure that Law Enforcement (LE) agencies cross-report, investigate, and share information; and
- Screen children under age one at Medical Hubs.

The second set of recommendations was issued through the BRCCP Final Report, which was published on April 18, 2014 with extensive considerations that mainly involve the DCFS, but span across several County Departments. One of the recommendations was for the DCFS to adopt performance-based contracting, as contracting was identified as the agency's "weakest" area of operation. The Final Report is accessible at http://ceo.lacounty.gov/pdf/brc/BRCCP_Final_Report_April_18_2014.pdf.

The Office of Child Protection (OCP) issued an update on December 16, 2015, that describes the County's progress on implementing the BRCCP's recommendations. Of the 65 recommendations the County will incorporate, 12 have already been implemented and 27 are currently underway in development and application.

California State University Los Angeles (CSULA) Crossover Youth Research

Many research reports have been completed by Dr. Herz. One of the more insightful articles was a result of collaboration with Dr. Joseph Ryan at the University of Illinois at Urbana-Champaign in 2008. The purpose of this study was to examine and compare the characteristics and processing outcomes of probation youths with a child welfare case (current or historical) to those without contact with the child welfare system. Results revealed concerning differences between crossover youth and non-crossover youth to the Delinquency System in Los Angeles County. Of the 69,009 youths entering the juvenile justice system for the first time in Los Angeles County between 2002 and 2005, seven percent (4,811) had an open child welfare case, and this percentage increased for African-American youths. Compared to the non-child-welfare youths, youths entering from the child welfare system were:

- Twice as likely to be African-American (46 percent of crossover youth vs. 21 percent for all others);
- Significantly younger (median 15.0 years of age vs. 15.6);
- More likely to be a female offender (37 percent vs. 24 percent);
- More likely to be associated with a violent (22 percent vs. 16 percent) or threat-related (5 percent vs. 3 percent) offense; and
- More likely to receive a disposition for suitable placement while their counterparts were more likely to receive Home-on-Probation as a disposition. Although the percentage was much lower, a similar pattern was found for correctional placements.

This brief concluded that pushing crossover youths deeper into the secure facilities within the juvenile justice system is unnecessary and unlikely to resolve the complex needs associated with maltreatment and juvenile offending. To date, more innovative approaches have been developed to working more effectively with crossover youths in large part due to the passage of AB 129. This bill presented opportunities to develop innovative approaches in California in that it permits counties to create a dual-status protocol with the agreement of the Court and various county agencies. This protocol allows youths to simultaneously retain both a Dependency and a Delinquency status. Currently seven counties, including Los Angeles County, have developed dual-status protocols to improve the handling of crossover youths in their jurisdictions.

One such innovative approach that has been developed is the 241.1 Multi-Disciplinary Team (MDT) process. Through the youth, family, and stakeholder engagement, feedback was obtained to improve assessments; treatment approaches; engagement of the youths and their families in the case planning process; and earlier family finding/permanency planning efforts. The 241.1 Project for Crossover Youth Annual Report dated May 1, 2015, revealed that effective services require:

- Matching youth's needs and risk to appropriate levels of service;
- Using multi-modal treatments to address different risks and needs; and
- Meaningfully engaging youths and their families in services.

GENERAL COUNTY DEMOGRAPHICS

OVERVIEW

Los Angeles County's resident population is the largest of any county in the nation. There are 10.1 million (26.1%) of California's 38.8 million residents residing in Los Angeles County (U.S. Census Bureau, 2014). Los Angeles County is home to 3.2 million households. There are approximately 2.3 million children from birth through age 17 in Los Angeles County. This is 25.2% of 9.15 million children from birth to age 17 in California.

In addition to its urban core, the County includes vast areas of high desert, valleys, mountains, and 76 miles of beaches. Within the County, there are 93 school districts, 2,283 public schools[2], 178 parks[3], 85 regional and community libraries[4], and 57 law enforcement agencies[5]. There are 88 incorporated cities each with their own city council. Unincorporated areas make up 65% of the County and are home to approximately one million people. The unincorporated municipalities are governed by the Los Angeles County Board of Supervisors (BOS)[6].

POPULATION

The County is very diverse in its geographic, racial, ethnic, and socio-economic makeup. According to the population estimate data released by the Census for 2014, the racial/ethnic composition of the County is 48.4% Hispanic or Latino; 26.8% White Non-Hispanic or Latino; 14.8% Asian and 9.2% Black or African-American; 1.9 Native American, Alaska Natives, Native Hawaiians and Pacific Islanders; and 2.9% two or more races. The Los Angeles County population increased 3.0% from April 1, 2010 to July 1, 2014.

In 2014, the median age in Los Angeles County was 35.8 years old. The median age for the female population was 36.9 years old and that of the male population was 34.7 years old.

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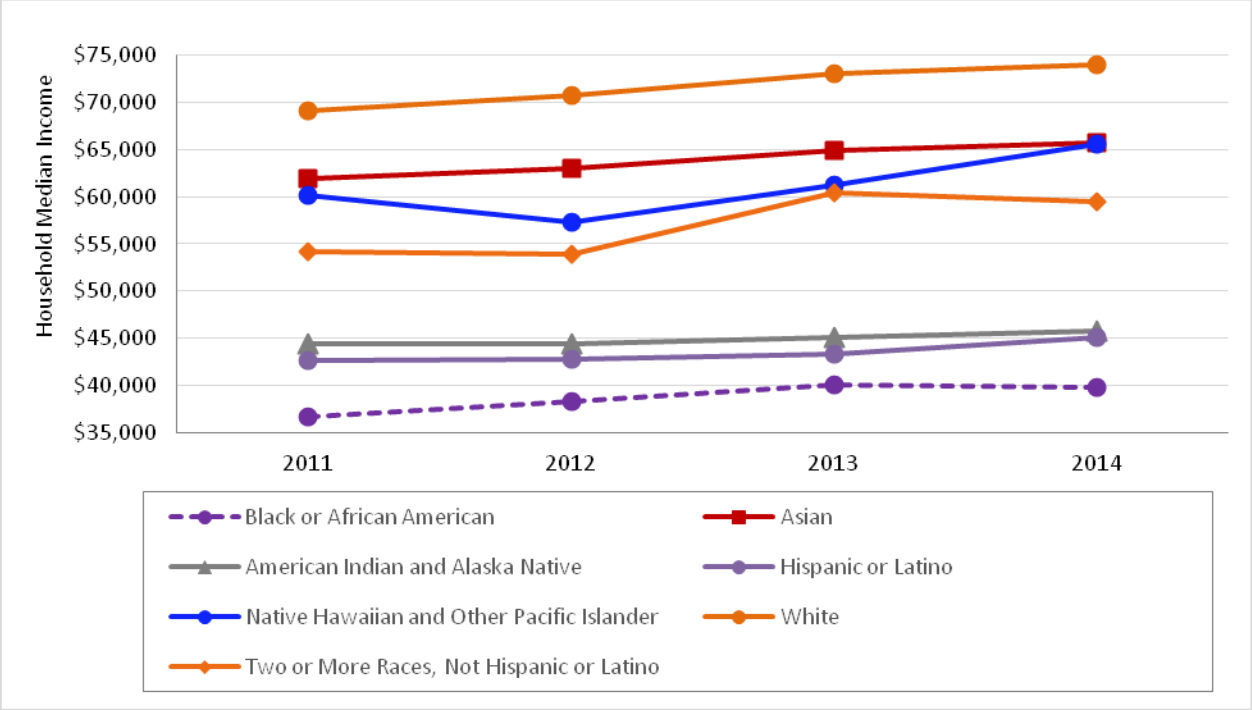
[2] Los Angeles County Office of Education, Fact Sheet 2015
[3] Los Angeles County Department of Parks & Recreation
[4] County of Los Angeles Public Library, County Libraries by City
[5] Los Angeles Almanac, Los Angeles County Sheriff's Department, Municipal Police Departments in Los Angeles County
[6] Public Affairs, Chief Executive Office, Estimated Population – Unincorporated Areas, County of Los Angeles

MEDIAN INCOME

According to the 2014 American Community Survey, the median income for all races in Los Angeles County was $55,746. For White Non-Hispanic or Latino, the median income was $74,048. For Asians, the median was $65,694. For Native Hawaiian and other Pacific Islanders, their median income was $65,566. For American Indian/Alaska Native (AI/AN), the median income was $45,725. For Hispanic or Latinos, the median income was $45,045. For Black or African Americans, the median income was $39,774.

As shown in Figure 4.10, the overall household median income increased for all races/ethnicities in 2014. Native Hawaiian and Other Pacific Islander household median incomes most dramatically increased 14.4% from $57,318 in 2012 to $65,566 in 2014. The median income for White households increased 4.7% from $70,698 in 2012 to $74,048 in 2014. Black or African-American household median incomes increased 4% from $38,247 in 2011 to $39,774 in 2014. AI/AN household median incomes increased 2.8% from $44,464 in 2012 to $45,725 in 2014.

Figure 4.10: Household Median Incomes by Race/Ethnicity in Los Angeles County, 2011 to 2014



Source: U.S. Census Bureau, American Fact Finder, Median Income in the Past 12 Months, 2011-2014

POVERTY

In Los Angeles County, the percentage of people living below poverty level[7] in 2014 was 18.7%. For the same year, 26.7% of children under 18 years old lived below

[7] The Census Bureau uses a set of dollar value thresholds that vary by family size and composition to determine who is in poverty. Further, poverty thresholds for people living alone or with nonrelatives (unrelated individuals) and two-

poverty level. Of all people in the County ages 18 to 64, 16.7% lived below poverty level, and 13.9% of elderly ages 65 and over lived below poverty level. By gender, 17.3% of the male population lived below poverty level and 20% of the female population lived below poverty level.

Table 4.11: Federal Register Poverty Level Guideline – 2014

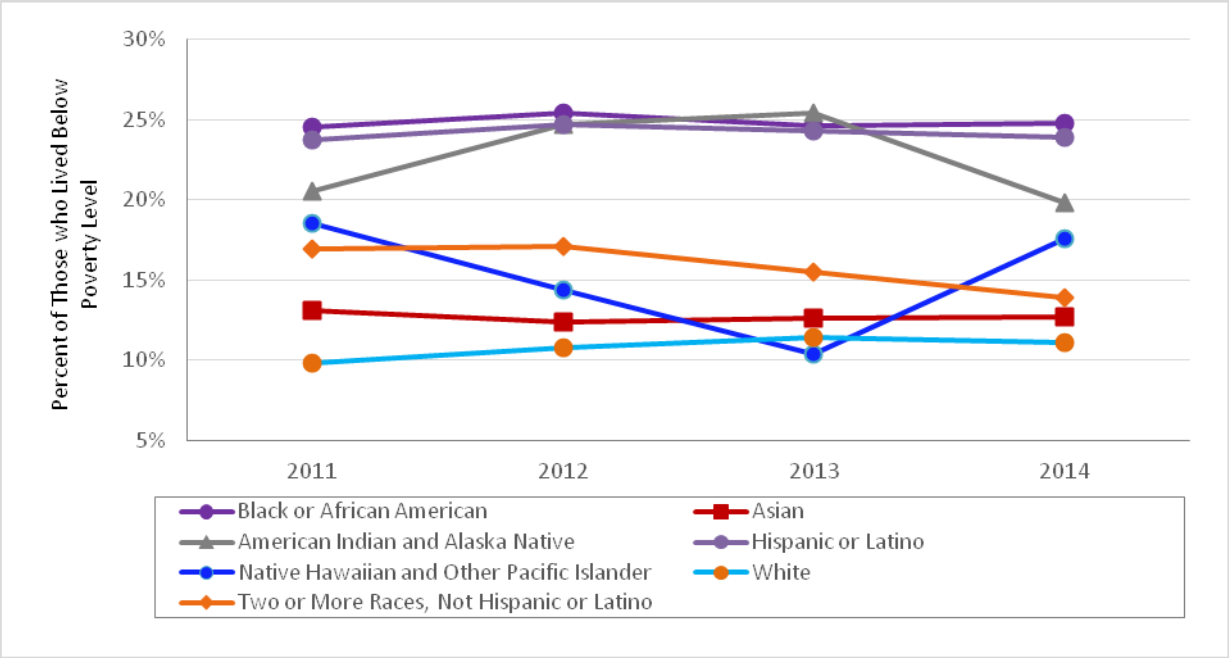
PERSONS IN FAMILY/HOUSEHOLD	POVERTY GUIDELINES
1	$11,670
2	$15,730
3	$19,790
4	$23,850
5	$27,910
6	$31,970
7	$36,030
8	$40,090

Data pull: February 9, 2016 Federal Register Daily Journal of the United States Government. https://www.federalregister.gov/articles/2014/01/22/2014-01303/annual-update-of-the-hhs-poverty-guidelines#t-1

By race/ethnicity, 24.8% of the Black or African-American population lived below poverty level, and 23.9% of the Hispanic or Latino origin lived below poverty level in 2014. For the White Non-Hispanic or Latino populations, 11.1% lived below poverty level. Among the Asian Pacific Islanders, 12.7% of the Asian population and 17.6% of the Native Hawaiian and Other Pacific Islander populations lived below poverty level, while 19.8% of AI/AN lived below poverty level.

person families vary by age (under 65 years or 65 years and older). If a family's total income is less than the dollar value of the appropriate threshold, then that family and every individual in it are considered to be in poverty. Similarly, if an unrelated individual's total income is less than the appropriate threshold, then that individual is considered to be in poverty. The poverty thresholds do not vary geographically. They are updated annually to allow for changes in the cost of living (inflation factor) using the Consumer Price Index (CPI). Poverty status was determined for all people except institutionalized people, people in military group quarters, people in college dormitories, and unrelated individuals under 15 years old. These groups were excluded from the numerator and denominator when calculating poverty rates. Since the ACS is a continuous survey, people respond throughout the year. Because the income items specify a period covering the last 12 months, the appropriate poverty thresholds are determined by multiplying the base-year poverty thresholds (1982) by the monthly inflation factor based on the 12 monthly CPIs and the base-year CPI. Source: US Census Bureau

Figure 4.12: Percentage Lived Below Poverty Level by Race/Ethnicity in Los Angeles County, 2011 to 2014



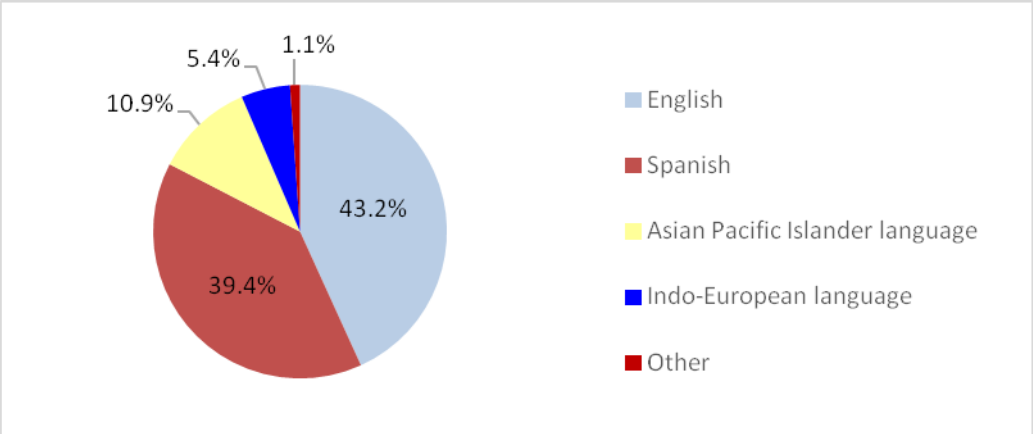
Source: U.S. Census Bureau, American Fact Finder, Poverty Status in the Past 12 Months, 2011-2014

The overall percentage of Black or African-Americans living below poverty level has been steady from 2011 to 2014. The percentage of Asian, Native Hawaiian, and Other Pacific Islanders, and two or more races, not the Hispanic or Latino living below poverty level decreased from 2011 to 2014. Among the Native Hawaiian and Other Pacific Islander populations, the percentage of those living below poverty level decreased from 2011 to 2013, and then increased in 2014. The percentage of Hispanic and Whites living below poverty level increased from 2011 to 2014 (Figure 4.12).

LANGUAGE SPOKEN AT HOME

According to Census estimates for 2014, 43.2% of the Los Angeles County population ages 5 and under are English-only speakers and 56.8% of the population speaks a language other than English. Among those who speak a language other than English, the greatest percentages are Spanish or Spanish Creole speakers. Approximately 11.0% of the population is Asian and Pacific Island language speakers.

Figure 4.13: Language Spoken at Home in Los Angeles County, 2014



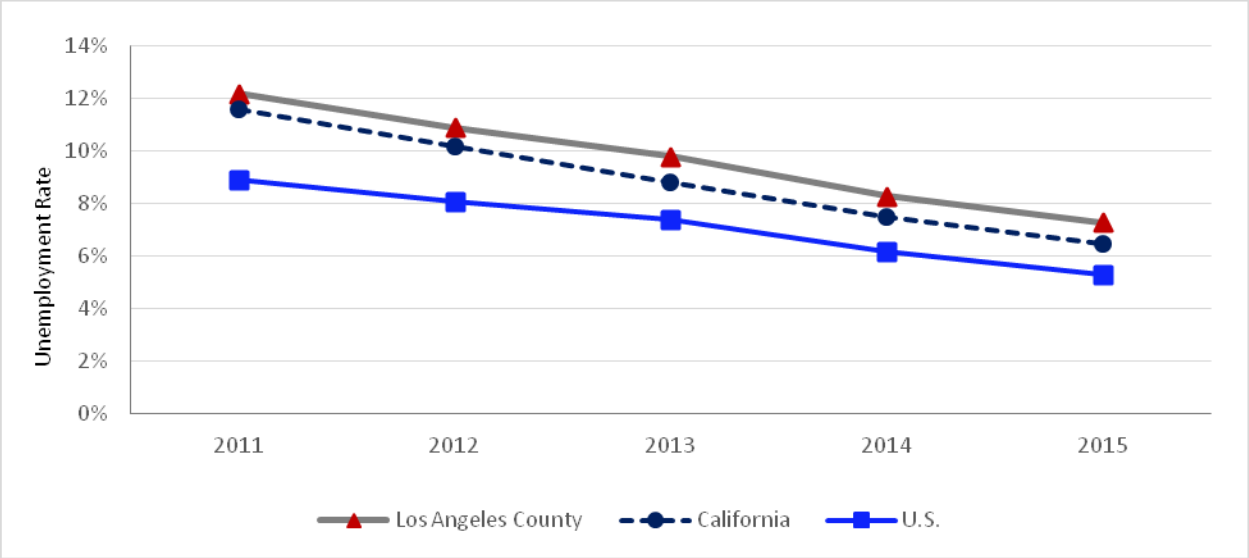
Source: U.S. Census Bureau, American Fact Finder, Language Spoken at Home, 2014

UNEMPLOYMENT

According to the Bureau of Labor Statistics, as of August 2015, the size of the labor force in Los Angeles County is 5,039,414. The number of people employed is 4,685,256. The number of people unemployed is 354,158. The unemployment rate then was 7.0%, a 44.2% decrease since August 2011, when the unemployment rate was 12.9%.

As shown in Figure 4.14, the overall national unemployment rate gradually decreased over the past five years. The unemployment rates for Los Angeles County and California were higher than the rates for the Nation during those periods. The unemployment rates for Los Angeles County were slightly higher than those for the state of California.

Figure 4.14: Unemployment Rates in Los Angeles County and California, 2011 to 2015

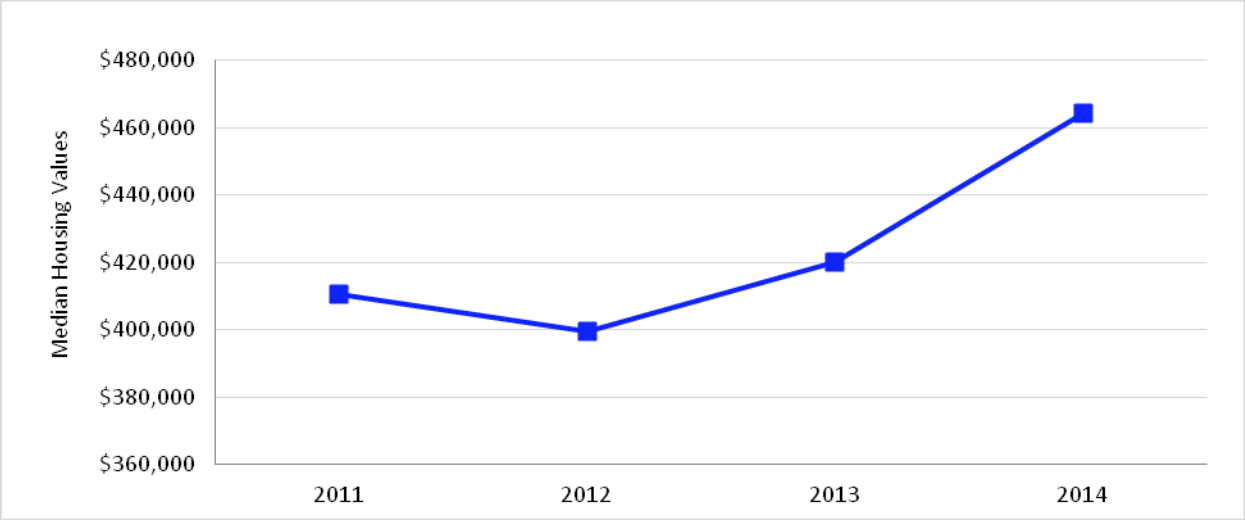


Source: Bureau of Labor Statistics, Unemployment Rates, 2011-2015

HOUSING COSTS

According to the Census, the median value of owner-occupied housing units in Los Angeles County was estimated at $464,400 in 2014. The median value increased by 13.1% since 2011, when it was $410,600. The median gross rent increased by 6.7%, from median value of $1,161 in 2011 to $1,239 in 2014 (Figure 4.15).

Figure 4.15: Median Values for Owner-Occupied Housing Units in Los Angeles County, 2011 to 2014



Source: U.S. Census Bureau, American Fact Finder, Selected Housing Characteristics, 2011-2014

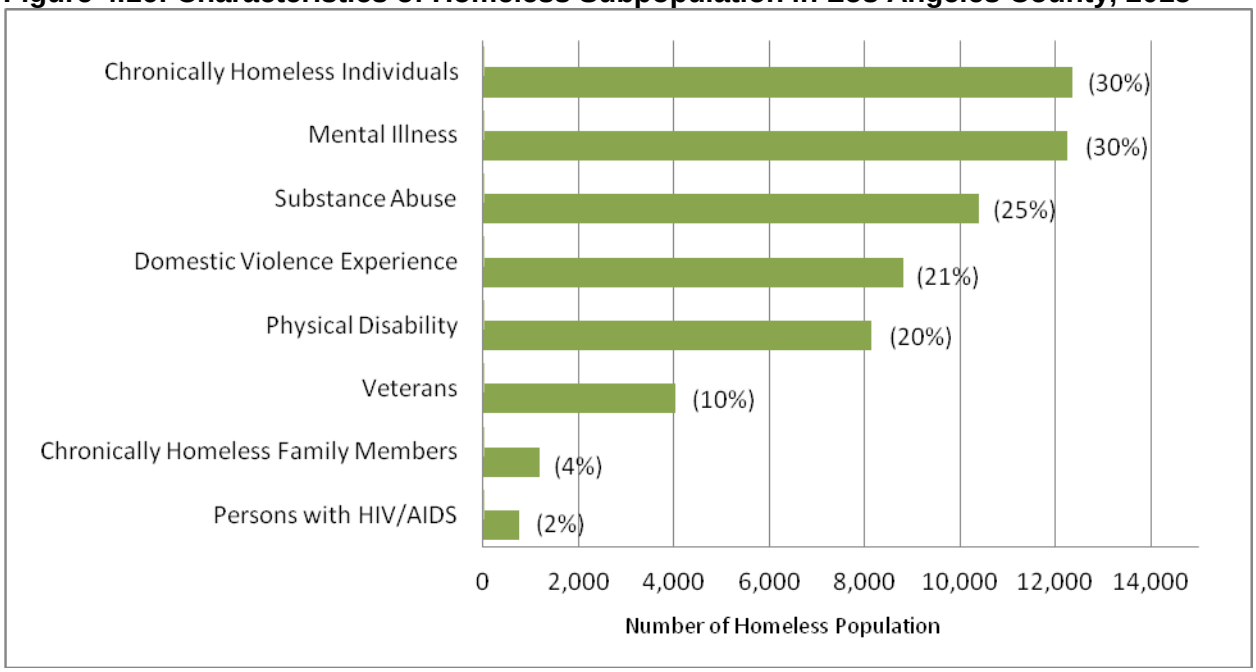
HOMELESSNESS

The Los Angeles Homelessness Services Authority (LAHSA) is a coordinated network of city and County agencies, nonprofits, and civic and community leaders that have a shared commitment to serving and reducing the homeless population. According to LAHSA, the 2015 Greater Los Angeles Homeless Count is the largest in the Nation. The total homeless population for 2015 increased 12% since 2013. By household type, the homeless population in 2015, was 81% single adults, 18% family members, and 1% unaccompanied minors. By race/ethnicity, 66% of the homeless population was Black or African-American and Hispanic. The male homeless persons (66%) were twice as many as their female counterparts (33%). By age, the largest group was from the ages of 25 to 54, followed by the age group of 55 to 61[8].

Figure 4.16 shows selected characteristics of the homeless subpopulation. About 30% of the homeless population was chronically homeless individuals. Mental illness, substance abuse issues, and domestic violence experience make up the bulk of Los Angeles County's homeless subpopulations.

[8] Note: Demographic and household data is for Los Angeles Continuum of Care and does not include data from Glendale, Pasadena, and Long Beach.

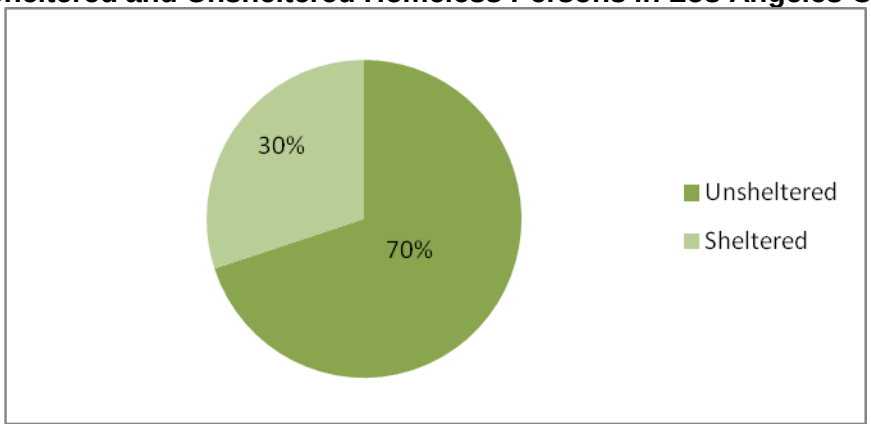
Figure 4.16: Characteristics of Homeless Subpopulation in Los Angeles County, 2015



Notes: Demographic characteristics are not mutually exclusive. Data is for Los Angeles Continuum of Care and does not include data from Glendale, Pasadena, and Long Beach.
Source: Los Angeles Homeless Services Authority, 2015 Greater Los Angeles Homeless Count Results.

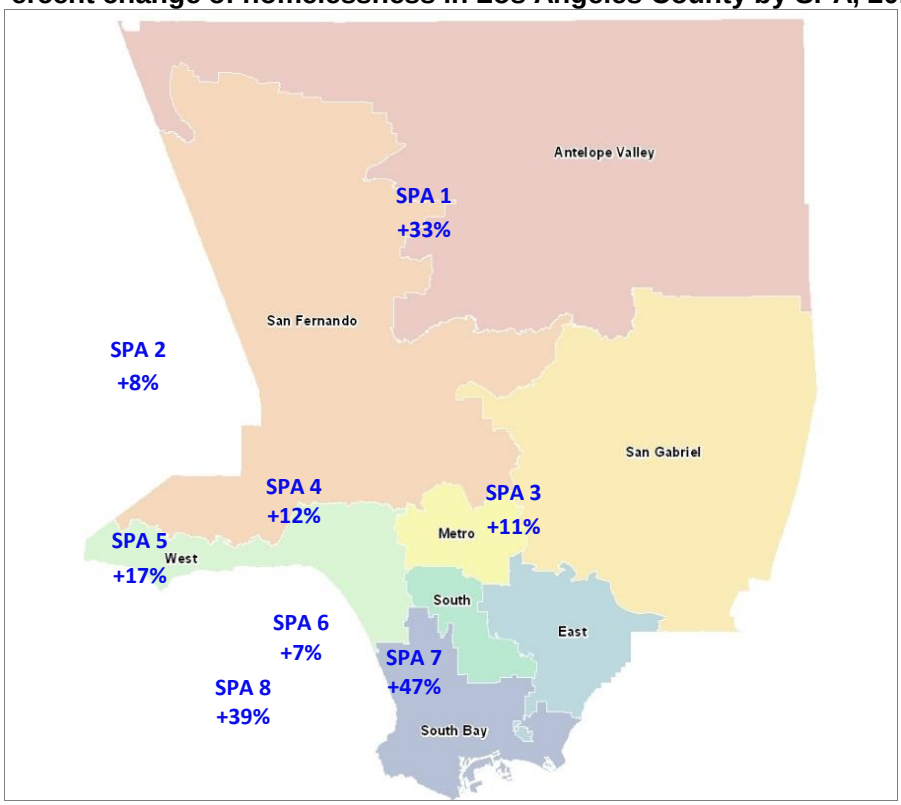
According to LAHSA, homeless persons in 2015 were more than twice as likely to be unsheltered and homeless as they were in previous years. (Figure 4.17)

Figure 4.17: Sheltered and Unsheltered Homeless Persons in Los Angeles County, 2015



Note: Data represents unsheltered and sheltered totals in Los Angeles County including Glendale, Pasadena and Long Beach.
Source: Los Angeles Homeless Services Authority, 2015 Greater Los Angeles Homeless Count Results.

Figure 4.18: Percent change of homelessness in Los Angeles County by SPA, 2013 to 2015



Source: Los Angeles Homeless Services Authority, 2015 Greater Los Angeles Homeless Count Results.

Los Angeles County is divided into the following eight Service Planning Areas (SPAs) for health care planning purposes.

- SPA 1: Antelope Valley;
- SPA 2: San Fernando;
- SPA 3: San Gabriel;
- SPA 4: Metro;
- SPA 5: West;
- SPA 6: South;
- SPA 7: East; and
- SPA 8: South Bay (includes Catalina Island).

By SPA in Los Angeles County, SPAs 7, 8, and 1 experienced the largest increase in homeless population from 2015 to 2013 (Figure 4.18). The homeless population percentage increased 47% in SPA 7 from 2015 to 2013. SPA 8 had a 39% increase in their homeless population and SPA 1 had a 33% increase in their homeless population for the same period.

FEDERALLY RECOGNIZED ACTIVE TRIBES IN LOS ANGELES COUNTY

While there are no federally recognized Indian Tribes in Los Angeles County, in 2014, Los Angeles had the largest American Indian/Alaska Native (AI/AN) population count

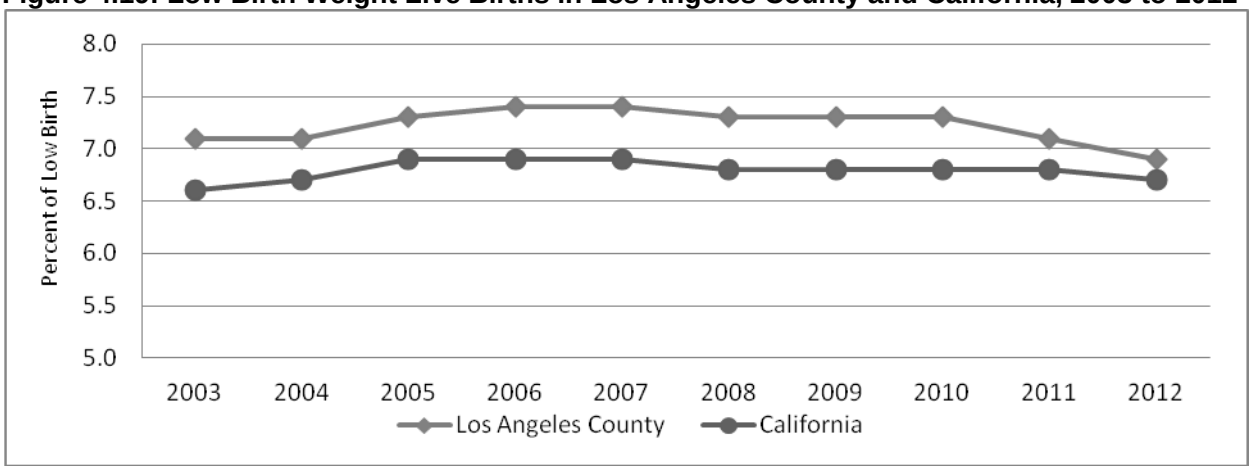
(235,000) of any county in the Nation. Overall, California had the largest AI/AN population of any state in 2014 (1.1 million) and the largest numeric increase since 2013 (13,000)[9].

CHILD MALTREATMENT INDICATORS

LOW BIRTH WEIGHT

Low birth weight is defined as live births weighing less than 2,500 grams. As of 2012, low birth weight was 6.9% of the total number of live births in Los Angeles County and 6.7% of the total number of live births in California. As shown in Figure 4.19, for 10 years from 2003, the rate of low birth weights in Los Angeles County has been steady. Overall low birth weight rates in Los Angeles County for those time periods were higher than those in California.

Figure 4.19: Low Birth Weight Live Births in Los Angeles County and California, 2003 to 2012

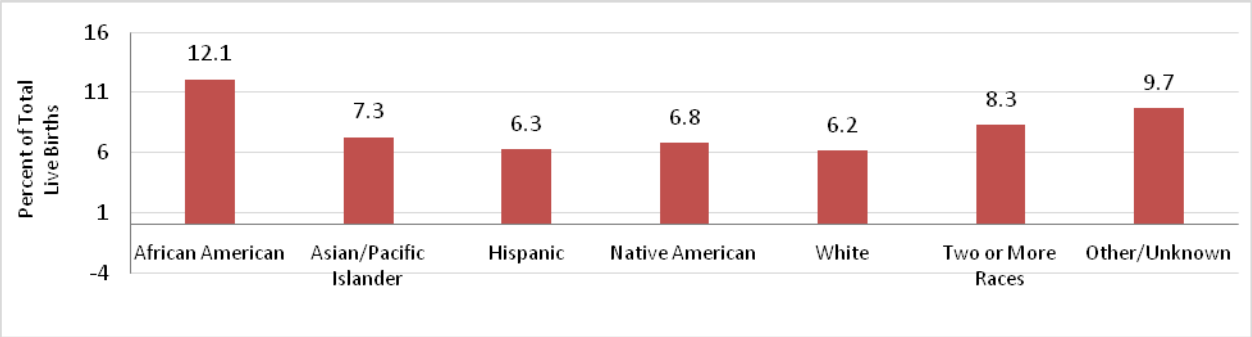


Source: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2003-2012

Figure 4.20 presents low-birth-weight live births, broken down by the percent of total live births by mother's race/ethnicity in Los Angeles County in 2012. African-American mothers had the highest rate (12.1) of low-birth-weight live births, whereas White mothers had the lowest rate (6.2) of low-birth-weight live births among all races/ethnicities. The low-birth-weight live birth rate of the African-American mothers was nearly two times higher than that of White mothers.

[9]http://nativenewsonline.net/currents/america-more-diverse-population-figures-show-american-indian-and-alaska-native-population-grew-by-1-4-percent-in-a-year/ Pull date: February 9, 2016

Figure 4.20: Percent of Low Birth Weight Live Births by Race/Ethnicity in Los Angeles County, 2012

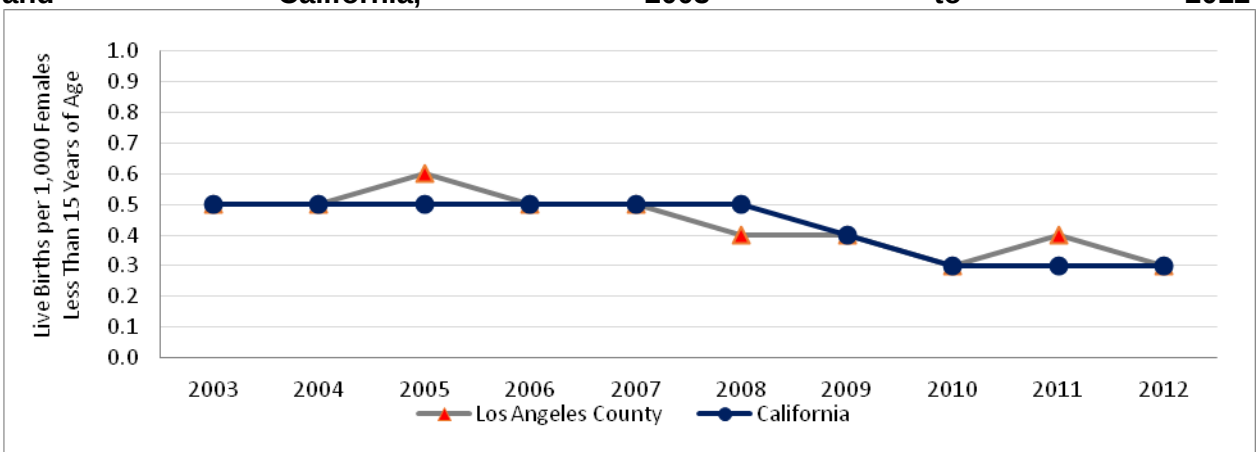


Source: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2012

TEEN FERTILITY RATE

Teen fertility rate is defined as the number of live births per 1,000 adolescent females age 15 to 19. Figure 4.21 shows a comparison of live births per 1,000 females less than 15 years of age between Los Angeles County and California, during Calendar Year (CY) 2003 to 2012. The fertility rate for teen mothers less than 15 years old in Los Angeles County and California for 2012 was 0.3 per 1,000 live births. In 2008, the fertility rate for that population in Los Angeles County was lower than that of California. However, in 2005 and 2011, fertility rates for the same population in Los Angeles County were higher than those in California.

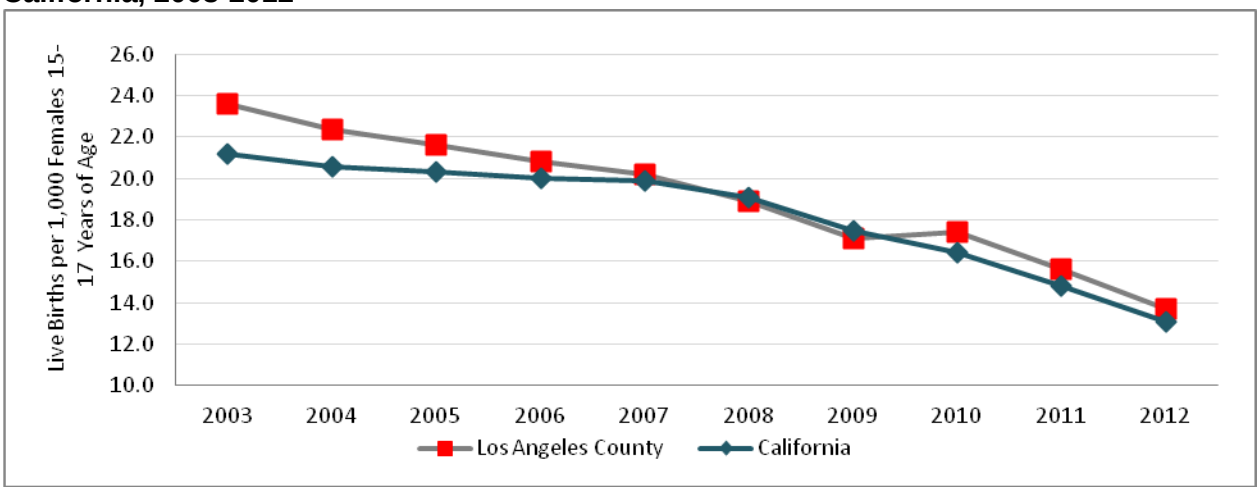
Figure 4.21: Live Births per 1,000 Females Less Than 15 Years in Los Angeles County and California, 2003 to 2012



Sources: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2003-2012. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2000-2050", Sacramento, California, July 2007. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2010-2060", Sacramento, California, January 2013. 2010 Census Summary File 1 – California: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011. 2010 Census Summary File – Los Angeles: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011.

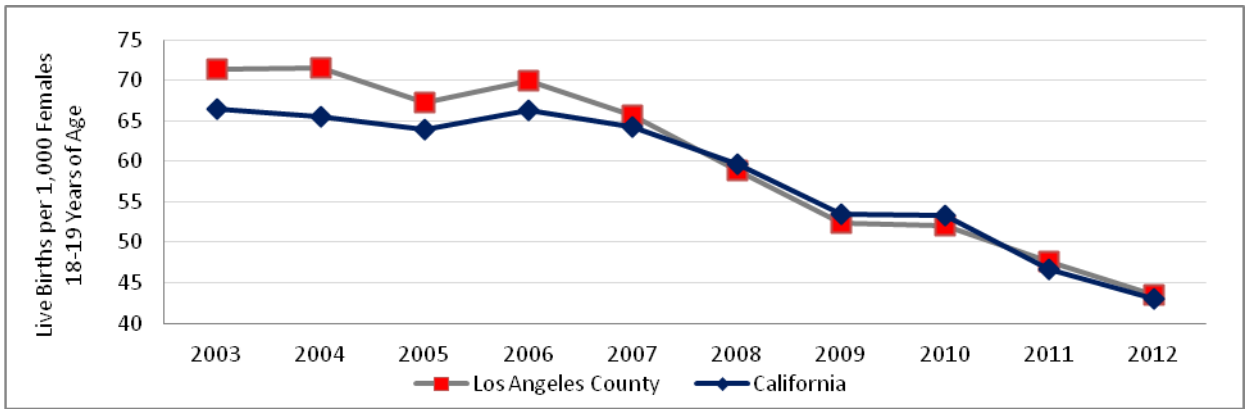
A comparison of live births per 1,000 females ages 15 to 17 between Los Angeles County and California during 2003 to 2012 (Figure 4.22), shows that the fertility rate for adolescent females ages 15 to 17 in Los Angeles County for 2012 was 13.7 per 1,000 live births. For the same year, the fertility rate for teen mothers, ages 15 to 17 in California was 13.1 per 1,000 live births. Except for CY 2008 and 2009, the fertility rates for Los Angeles County teen mothers ages 15 to 17, were higher than those for California during CY 2003 to 2012. In 2008, the fertility rate for Los Angeles County teen mothers, ages 15 to 17 was 18.9 and 19.1 for the State of California. In 2009, the fertility rate for teen mothers, ages 15 to 17 was 17.1 for Los Angeles County and 17.5 for the State of California.

Figure 4.22: Live Births per 1,000 Females 15 to 17 Years in Los Angeles County and California, 2003-2012



Sources: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2003-2012. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2000-2050", Sacramento, California, July 2007. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2010-2060", Sacramento, California, January 2013. 2010 Census Summary File 1 – California: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011. 2010 Census Summary File – Los Angeles: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011.

Figure 4.23: Live Births per 1,000 Females 18 to 19 Years in Los Angeles County and California, 2003 to 2012



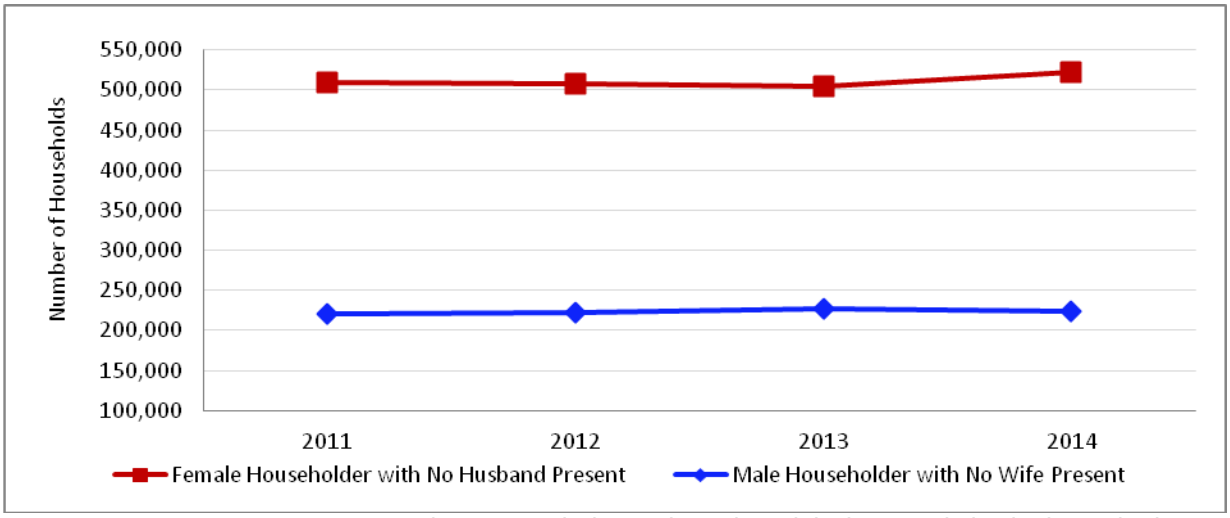
Sources: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2003-2012. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2000-2050", Sacramento, California, July 2007. California Department of Finance, "Race/Ethnic Population with Age and Sex Detail, 2010-2060", Sacramento, California, January 2013. 2010 Census Summary File 1 – California: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011. 2010 Census Summary File – Los Angeles: Single Years of Age and Sex: 2010, Prepared by the Census Bureau, 2011.

The fertility rate for teen mothers ages 18 to 19 (Figure 4.23) for Los Angeles County and California has shown a steady decrease from 2003 to 2012. The fertility rate for Los Angeles County decreased from 71.4 per 1,000 live births in 2003 to 43.5 per 1,000 live births in 2012. During the same time period, the fertility rate for the State of California decreased from 66.5 per 1,000 live births in 2003 to 43.1 per 1,000 live births in 2012. This is a move in the positive direction.

FAMILY STRUCTURE

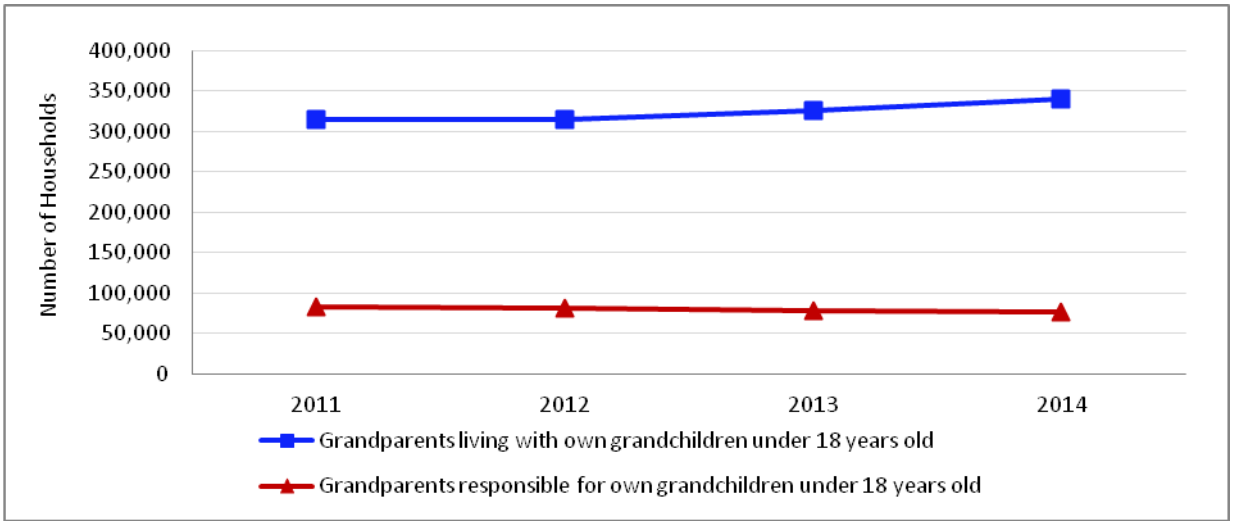
In Los Angeles County during 2011 to 2014, overall single-parent households increased by 2.3% from 732,067 in 2011 to 749,016 in 2014. During the same period, single-male-parent households increased 1.8% from 220,362 in 2011 to 224,266 in 2014. Single-female-parent households increased 2.6% from 509,694 in 2011 to 522,736 in 2014.

Figure 4.24: Single Parent Households in Los Angeles County, 2011 to 2014



Source: U. S. Census Bureau, American Fact Finder, Selected Social Characteristics in the United States, 2011-2014

Figure 4.25: Grandparents Living with/Responsible for Own Grandchildren (under age 18)



Source: U. S. Census Bureau, American Fact Finder, Selected Social Characteristics in the United States, 2011-2014

The trend reflected in Figure 4.25, related to households with grandparents living with their own under age 18 grandchildren, shows an increase of 7.8% between CY 2011 through 2014. Of the 315,120 households in 2011 that were living with their grandchildren, 26.5% were responsible for their care. That percentage dropped to 22.5% in CY 2014.

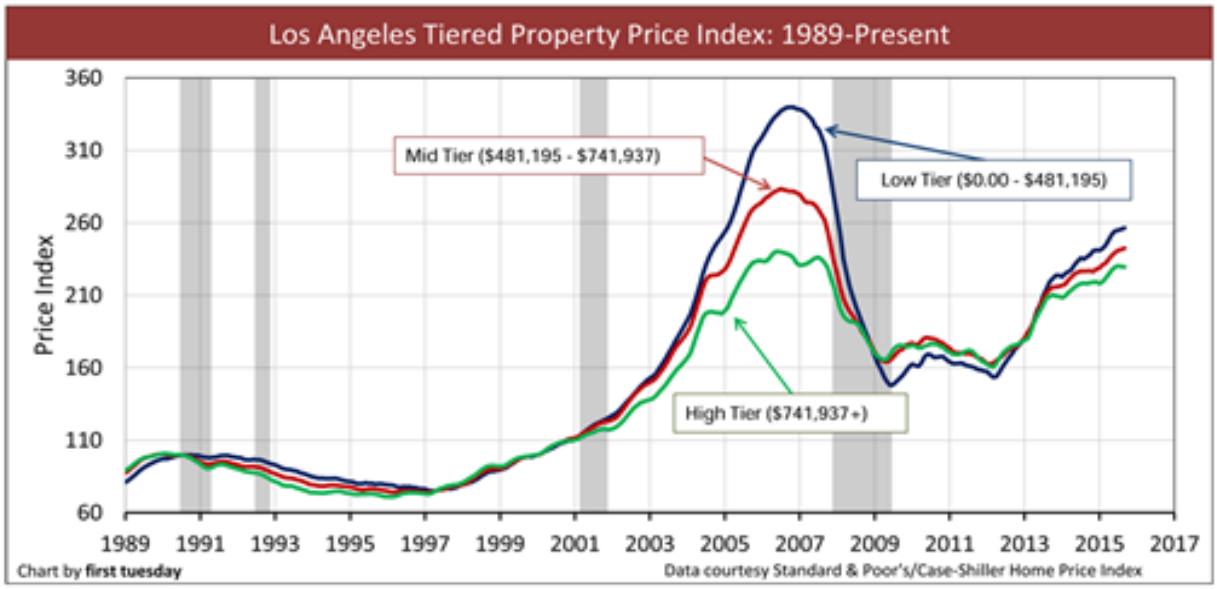
HOUSING COSTS AND AVAILABILITY

Los Angeles County has seen a rise and fall in home prices since 2007. In response to a recession that began in 2008, housing prices began to fall and unemployment rates climbed. Home prices and the cost of rentals moved in response to the ability of buyers

and tenants to pay the asking rates. As incomes rates fluctuated, housing costs did the same.

Los Angeles County is one of the most expensive housing areas in the Nation (Logan, LA Times April 2015). The average Los Angeles resident pays about 47% of their income on housing (First Tuesday).

Figure 4.26: Los Angeles Tiered Property Price Index



HTTP://JOURNAL.FIRSTTUESDAY.US/LOS-ANGELES-HOUSING-INDICATORS-2/29229/

The Board of Supervisors (BOS) for the County is well aware of the challenges for constituents with regard to housing. Specifically, the BOS has a concentrated focus on the rising number of homeless in Los Angeles County. In August of 2015, the BOS launched the Homeless Initiative, which includes 47 recommended strategies bucketed into six specific areas. A $100 million dollar budget was set aside in a special fund to support the initiative.

There is cross-County Department engagement in the Homeless Initiative. Probation carries a lead role in strategies around prevention for the Family Reunification (FR) support for formerly incarcerated persons. The Department of Children and Family Services (DCFS) and Probation Child Welfare (PCW) together have the lead responsibility for providing housing supports for youths and families leaving foster care or juvenile probation. In addition to prevention, the Homeless Initiative focuses on subsidized housing and expediting re-housing for families who have been displaced. The DCFS and PCW will leverage the resources available through the Homeless Initiative by using the supports provided to the children and families involved in child welfare services.

2-1-1 CALLS

Table 4.27 shows 2-1-1 calls by top 30 reason categories in Los Angeles County during CYs 2011 to 2015. Emergency shelter was one of the primary reasons for 2-1-1 calls. During 2012 to 2014, emergency shelter was ranked first. In 2015, the highest rank for 2-1-1 calls was for Adult Protective Services, followed by calls for Emergency Shelter.

Table 4.27: 2-1-1 Calls by Top 20 Reasons in Los Angeles County, CY2011 to CY2015

Rank	2011 Service Request	2011 Percent	2012 Service Request	2012 Percent	2013 Service Request	2013 Percent	2014 Service Request	2014 Percent	2015 Service Request	2015 Percent
1	Income Maintenance (DPSS/SSI/ WIC)	9.96%	Emergency Shelter	9.99%	Emergency Shelter	7.04%	Emergency Shelter	6.45%	Adult Protective Services	6.30%
2	Emergency Shelter	9.10%	Information Services	7.80%	Groceries	5.46%	Utility Assistance	6.20%	Emergency Shelter	6.10%
3	Information Services	7.38%	Income Maintenance (DPSS/SSI/ WIC)	7.55%	Adult Protective Services	5.39%	Adult Protective Services	5.29%	Utility Service Providers	5.66%
4	Food	6.80%	Food	6.50%	Utility Assistance	5.25%	Groceries	5.29%	Utility Assistance	5.64%
5	Protective Services	5.50%	Protective Services	5.70%	Information Lines/ Websites	4.42%	Information Lines/ Websites	4.37%	Information Lines/ Websites	4.73%
6	Utility Assistance	4.53%	Utility Assistance	4.59%	Food Expense Assistance	3.43%	Food Expense Assistance	3.46%	Groceries	4.24%
7	Legal Assistance	3.44%	Legal Assistance	3.26%	Housing Counseling/ Search Assistance	2.93%	Housing Counseling/ Search Assistance	3.42%	Case Management	4.04%
8	Counseling	2.81%	Counseling	2.63%	Transitional Shelter/ Housing	2.88%	Case Management	3.06%	Housing Counseling/ Search Assistance	3.75%
9	Hospitals/ Clinics	2.62%	Housing Counseling/ Search/ Information	2.48%	Public Assistance	2.56%	Transitional Shelter/ Housing	2.80%	Transitional Shelter/ Housing	3.09%
10	Housing Counseling/ Search/ Information	2.12%	Hospitals/ Clinics	2.16%	Health Insurance	2.23%	Health Insurance	2.79%	Early Childhood Education	2.08%
11	Subsidized Housing	2.07%	Landlord/ Tenant	2.09%	Case Management	2.18%	Public Assistance	2.41%	Landlord/ Tenant	2.06%
12	Landlord/ Tenant	1.96%	Subsidized Housing	1.86%	Landlord/ Tenant	2.01%	Early Childhood Education	1.97%	Public Assistance	1.90%
13	Crisis Intervention	1.85%	Law Enforcement	1.72%	Housing Expense Assistance/ Home Loans	1.95%	Landlord/ Tenant	1.91%	Health Insurance	1.89%
14	Law Enforcement	1.72%	Crisis Intervention	1.70%	General Counseling	1.77%	Housing Expense Assistance/ Home Loans	1.72%	Permanent Housing: Independent Settings	1.79%
15	Substance Abuse	1.55%	Other Community Services	1.68%	Hospitals/Clinics	1.71%	Utility Service Providers	1.69%	Information about 211 LA County	1.75%
16	Other Community Services	1.43%	Health Screening	1.66%	Early Childhood Education	1.69%	Permanent Housing: Independent Settings	1.64%	General Legal Aid	1.67%
17	Employment	1.43%	Housing Payment Assistance	1.59%	General Legal Aid	1.66%	Employment	1.62%	Food Expense Assistance	1.64%
18	Other Financial Assistance	1.31%	Substance Abuse	1.54%	Permanent Housing: Independent Settings	1.56%	General Legal Aid	1.58%	Housing Expense Assistance/ Home Loans	1.61%
19	Housing Payment Assistance	1.24%	Other Financial Assistance	1.37%	Crisis Intervention	1.44%	Information about 211 LA County	1.39%	General Counseling	1.55%
20	Material Resources	1.24%	Employment	1.34%	Employment	1.33%	General Counseling	1.55%	Crisis Intervention	1.41%

Note: The table shows only top 30 call reason categories.
Source: 211 LA County

SUBSTANCE ABUSE

Table 4.28 shows the number and percentage of annual treatment admissions by type of drugs in Los Angeles County, from July 2004 through June 2015. The proportions for Cocaine decreased whereas the proportions for Heroin gradually increased during the tracked time periods.

Table 4.28: Number and Percentage of Annual Treatment Admissions, by Primary Drug of Abuse, Los Angeles County, FY04-05 to FY14-15

Frequency and percentage of annual treatment admissions*, by primary drug of abuse, Los Angeles County, FY04/05-FY14/15														
	Alcohol		Marijuana		Methampheta-mine		Heroin		Cocaine		Prescription Drug		Other Drug	
Fiscal Year	N	%	N	%	N	%	N	%	N	%	N	%	N	%
FY04-05	12,841	18.2	11,007	15.6	16,040	22.8	14,894	21.1	12,574	17.9	1,827	2.6	1,257	1.8
FY05-06	13,380	17.7	12,300	16.2	18,500	24.4	15,886	21.0	12,844	16.9	1,845	2.4	1,047	1.4
FY06-07	14,406	18.5	13,713	17.6	17,898	22.9	15,860	20.3	12,868	16.5	2,120	2.7	1,198	1.5
FY07-08	16,258	19.8	15,824	19.3	16,088	19.6	17,471	21.3	13,030	15.9	2,265	2.8	1,088	1.3
FY08-09	18,017	21.5	17,540	21.0	14,515	17.3	17,903	21.4	11,848	14.2	2,545	3.0	1,332	1.6
FY09-10	16,493	21.5	17,539	22.9	11,703	15.3	18,089	23.6	8,609	11.2	2,841	3.7	1,361	1.8
FY10-11	15,742	21.2	17,700	23.8	11,249	15.2	18,449	24.8	6,759	9.1	2,974	4.0	1,393	1.9
FY11-12	15,876	21.8	17,976	24.7	10,391	14.3	18,569	25.5	5,687	7.8	3,107	4.3	1,230	1.7
FY12-13	15,695	21.2	18,774	25.4	11,179	15.1	19,111	25.8	5,086	6.9	3,147	4.3	988	1.3
FY13-14	11,896	18.1	14,250	21.7	11,378	17.3	20,296	30.9	3,894	5.9	3,171	4.8	851	1.3
FY14-15	9,188	15.4	9,929	16.6	11,705	19.6	21,984	36.8	2,913	4.9	3,216	5.4	748	1.3

Note: *Admissions indicate total number of clients (can be duplicated) who received treatment during each FY year.
Source: Los Angeles County Department of Public Health, February 2016

As shown in Table 4.29, among unique clients who used illicit drugs in Los Angeles County during Fiscal Year (FY) 2014-2015, 68.8% of Heroin users were male and 31.2% Heroin were female. Among Methamphetamine users, 53.9% were male and 46% were female. By race/ethnicity, among 16,482 Heroin users, Whites were more likely to use Heroin (47.9%), followed by Hispanic (37.8%), Black/African-American (9.4%), Native Indian/Alaska Native (3.2%), and Asian/Pacific Islander (1.1%). Among 9,442 Methamphetamine users, Whites were more likely to use Methamphetamine (61.4%), followed by Hispanic (25.1%), Black/African-American (7.6%), American Indian/Alaska Native (AI/AN) (2.5%), and Asian/Pacific Islander (0.6%). By age, 43.2% of Marijuana users were under 17 and 27.5% of Marijuana users were 18 to 25. In contrast, 27.4% of Heroin users were age 45 to 54 and 36.2% of Methamphetamine users were 26 to 34. The age of initiation for Marijuana was 11 years and younger (14.6%). The age of initiation of Methamphetamine and Heroin was age 12 to 17 (42.7%), and 18 to 25 (45.4%) respectively.

Table 4.29: Demographic Characteristics of Unique Clients, by Selected Illicit Drugs of Abuse, Los Angeles County, FY14-15

Demographic characteristics of unique clients, by selected illicit drugs of abuse, Los Angeles County, FY14-15													
		Heroin N=16,482		Methamphetamine-mine N=9,442		Marijuana N=8,902		Alcohol N=7,880		Cocaine N=2,511		Prescription Drugs N=2,797	
		N	%	N	%	N	%	N	%	N	%	N	%
GENDER	Male	11,334	68.8	5,089	53.9	5,857	65.8	4,715	59.8	1,614	64.3	1,534	54.8
	Female	5,141	31.2	4,339	46.0	3,042	34.2	3,159	40.1	895	35.6	1,263	45.2
	Other	7	0.04	14	0.1	*	*	6	0.1	*	*	*	*
RACE	White	7,900	47.9	5,793	61.4	5,125	57.6	3,162	40.1	1,620	64.5	1,649	59.0
	Hispanic/ Latino	6,235	37.8	2,371	25.1	2,567	28.8	2,347	29.8	509	20.3	645	23.1
	Black/African American	1,552	9.4	719	7.6	787	8.8	1,898	24.1	269	10.7	266	9.5
	American Indian/Alaska Native	534	3.2	239	2.5	122	1.4	184	2.3	42	1.7	50	1.8
	Asian/Pacific Islander	174	1.1	59	0.6	40	0.4	78	1.0	12	0.5	14	0.5
	Other	87	0.5	261	2.8	261	2.9	211	2.7	59	2.3	173	6.2
AGE	Under 17	28	0.2	318	3.4	3,849	43.2	725	9.2	27	1.1	16	0.6
	18-25	1,753	10.6	1,935	20.5	2,444	27.5	915	11.6	163	6.5	254	9.1
	26-34	3,267	19.8	3,417	36.2	1,359	15.3	1,460	18.5	323	12.9	710	25.4
	35-44	3,225	19.6	2,289	24.2	647	7.3	1,542	19.6	478	19.0	604	21.6
	45-54	4,517	27.4	1,193	12.6	388	4.4	1,797	22.8	909	36.2	661	23.6
	55-64	3,024	18.3	271	2.9	188	2.1	1,125	14.3	533	21.2	447	16.0
	65 and over	666	4.0	19	0.2	27	0.3	316	4.0	78	3.1	105	3.8
EDUCATION	Elementary or junior high	1,338	8.1	743	7.9	1,478	16.6	834	10.6	193	7.7	144	5.1
	Some high school	4,824	29.3	3,643	38.6	4,892	55.0	2,326	29.5	806	32.1	417	14.9
	High school completed	7,640	46.4	3,881	41.1	2,093	23.5	3,278	41.6	1,160	46.2	1,373	49.1
	Some college or beyond	2,680	16.3	1,175	12.4	439	4.9	1,442	18.3	352	14.0	863	30.9
EMPLOY-MENT	Employed	3,074	18.7	1,229	13.0	656	7.4	966	12.3	300	11.9	793	28.4
	Unemployed	5,022	30.5	2,722	28.8	1,604	18.0	1,598	20.3	497	19.8	597	21.3
	Not in labor force	8,362	50.8	5,491	58.2	6,642	74.6	5,315	67.5	1,714	68.3	1,407	50.3
HOUSING	Homeless	1,979	12.0	2,764	29.3	687	7.7	1,478	18.8	723	28.8	247	8.8
	Not homeless	14,502	88.0	6,678	70.7	8,215	92.3	6,402	81.2	1,788	71.2	2,550	91.2
AGE OF INITIATION OF PRIMARY DRUG	11 years and younger	212	1.0	270	2.3	1,448	14.6	912	9.9	46	1.6	26	0.8
	12-17 years old	7,156	32.6	4,995	42.7	7,450	75.0	5,579	60.7	719	24.7	582	18.1
	18-25 years old	9,972	45.4	4,061	34.7	888	8.9	2,340	25.5	1,311	45.0	1,113	34.6
	26+ years old	4,644	21.1	2,379	20.3	143	1.4	357	3.9	837	28.7	1,495	46.5
MENTAL HEALTH	Had mental health issue	3,406	20.7	2,695	28.5	1,634	18.4	3,061	38.8	1,126	44.8	843	30.1
	No mental health issue	13,076	79.3	6,747	71.5	7,268	81.6	4,819	61.2	1,385	55.2	1,954	69.9
PHYSICAL HEALTH	Had medical problem in past 30 days	2,522	15.3	1,214	12.9	653	7.3	1,309	16.6	500	19.9	647	23.1
	No medical problem in past 30 days	13,960	84.7	8,228	87.1	8,249	92.7	6,571	83.4	2,011	80.1	2,150	76.9
DISABLITY	Yes	3095	18.8	1,583	16.8	1,082	12.2	2,439	31.0	895	35.6	661	23.6
	No	13,383	81.2	7,859	83.2	7,820	87.8	5,441	69.0	1,616	64.4	2,136	76.4
CRIMINAL JUSTICE	Yes	596	3.6	3,165	33.5	1,773	19.9	884	11.2	892	35.5	87	3.1
	No	15,886	96.4	6,277	66.5	7,129	80.1	6,996	88.8	1,619	64.5	2,710	96.9
LGBQ	Yes	513	3.9	709	8.6	372	4.6	325	4.7	174	7.4	108	5.0
	No	12,518	96.1	7,557	91.4	7,659	95.4	6,630	95.3	2,178	92.6	2,057	95.0

Source: Los Angeles County Department of Public Health, February 2016

Table 4.30 shows the number and percentage of the most common drug reports among drug items analyzed by the National Forensic Laboratory Information System (NFLIS) laboratories in Los Angeles County and the U.S. in 2013. Among those analyzed by NFLIS laboratories, the most common drug reported was Methamphetamine (34.9%), followed by Marijuana/Cannabis (30.5%), and Cocaine (17.8%) in Los Angeles County. The most common drug report among those analyzed by NFLIS was Methamphetamine, followed by Cocaine (Rank 2), and Marijuana/Cannabis (Rank 3) in the nation.

Table 4.30: The Most Common Drug Reports Among Drug Items Analyzed by NFLIS Laboratories, by Number and Percentage of Total Reports, Los Angeles County, and Rankings for Los Angeles County and the United States, 2013

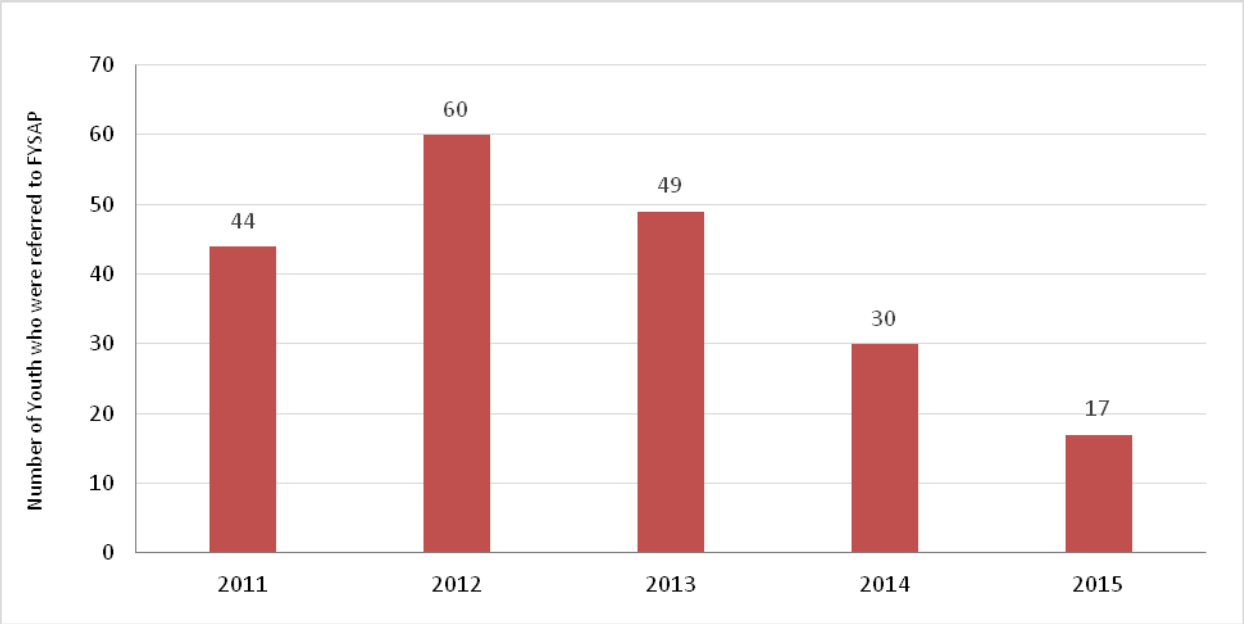
Drug (Los Angeles County Ranking)	Number	Percentage	Los Angeles County Rank	U.S. Rank
Methamphetamine	13,067	34.9	1	1
Marijuana/Cannabis	11,413	30.5	2	3
Cocaine	6,653	17.8	3	2
Heroin	2,307	6.2	4	4
PCP (Phencyclidine)	310	0.8	5	22
Hydrocodone	289	0.8	6	6
Alprazolam	278	0.7	7	7
MDMA (3,4-Methylenedioxy-methamphetamine)	253	0.7	8	25
Codeine	211	0.6	9	28
Oxycodone	199	0.5	10	5
Other	2,483	6.6	—	—
Total	**37,463**	**100**	**—**	**—**

Notes: Data are for January – December 2013. Ranks exclude “negative results” and “unknown.”
Source: NFLIS, DEA, May 9, 2014

The Los Angeles County DCFS oversees the Foster Youth Substance Abuse Program (FYSAP) and tracks youths referred to the program. With regard to caregivers/parents, the DCFS tracks those who have been referred through the Dependency Drug Court and the Substance Abuse (SA) Access Program that the Department oversees. Both FYSAP and SA Access Programs are available countywide.

Figure 4.31 shows the total number of youths who were referred to the FYSAP during 2011 to 2015. The number of youths who were referred to the FYSAP decreased since 2013. The number of youths referrals decreased by 71.7% from 60 in 2012 to 17 in 2015.

Figure 4.31: Number of Youths Referred to the Foster Youth Substance Abuse Program during 2011 to 2015



Notes: For 2011, data is from July to December. For 2015, data reflects up to end of November.

Source: Los Angeles County DCFS Child Welfare Health Services Section, Number of youths who were referred to the Foster Youth Substance Abuse Program, 2011-2015

Table 4.32 shows the number of caregivers/parents who were referred to the SA Access Program during 2012 to 2015. The number of referrals for caregivers/parents to the SA Access Program increased 18% from 1,785 in 2013 to 2,106 in 2014.

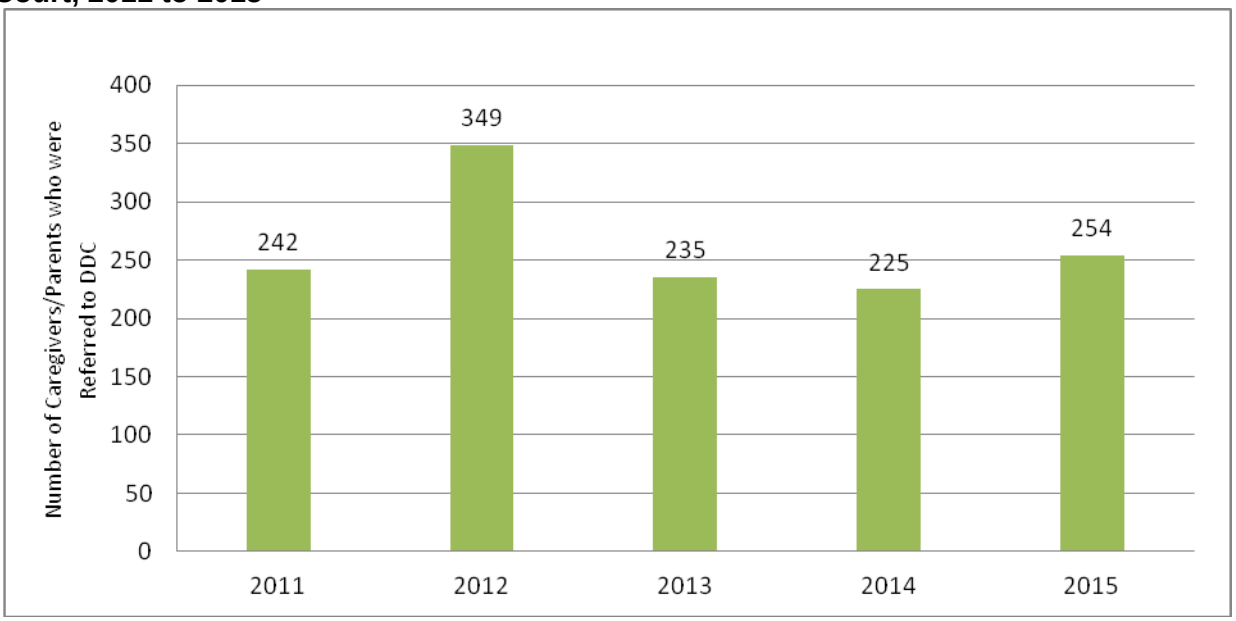
Table 4.32: Number of Caregivers/Parents Referred to the Substance Abuse Access Program, 2012 to 2015

SPA	Office	2012	2013	2014	2015
SPA 1	Lancaster	5	27	124	21
	Palmdale	19	65	74	13
SPA 2	WSFV	65	329	420	91
	Santa Clarita	20	97	103	69
SPA 3	Covina	10	32	29	9
	Glendora	23	100	133	78
	El Monte	9	27	65	28
	Pomona	14	55	36	0
	Pasadena	21	157	135	64
SPA 4	Metro North	12	91	104	27
SPA 5	West LA	7	57	25	10
SPA 6	Compton	0	93	110	28
	Wateridge	12	67	63	78
	Vermont	6	79	134	52
SPA 7	Belvedere	7	42	87	38
	SFS	23	132	114	83
SPA 8	South County	46	207	201	65
	Torrance	38	128	149	64
Total		**337**	**1,785**	**2,106**	**818**

Notes: For 2011, data reflects from July to December. For 2015, data reflects up to end of November.
Source: Los Angeles County DCFS Child Welfare Health Services Section, Number of caregivers/parents who were referred to the Substance Abuse Access Program, 2012-2015.

Figure 4.33 reflects the number of caregivers/parents referred to the Family Dependency Drug Court (DDC). The number of referrals for caregivers/parents to the DDC increased 44.2% from 242 in 2011 to 349 in 2012, and decreased 27.2% from 349 in 2012 to 254 in 2015.

Figure 4.33: Number of Caregivers/Parents Referred to the Family Dependency Drug Court, 2011 to 2015



Notes: For 2011, data reflects from July to December. For 2015, data reflects up to end of November.
Source: Los Angeles County DCFS Child Welfare Health Services Section, Number of caregivers/parents who were referred to the Family Dependency Drug Court, 2011-2015.

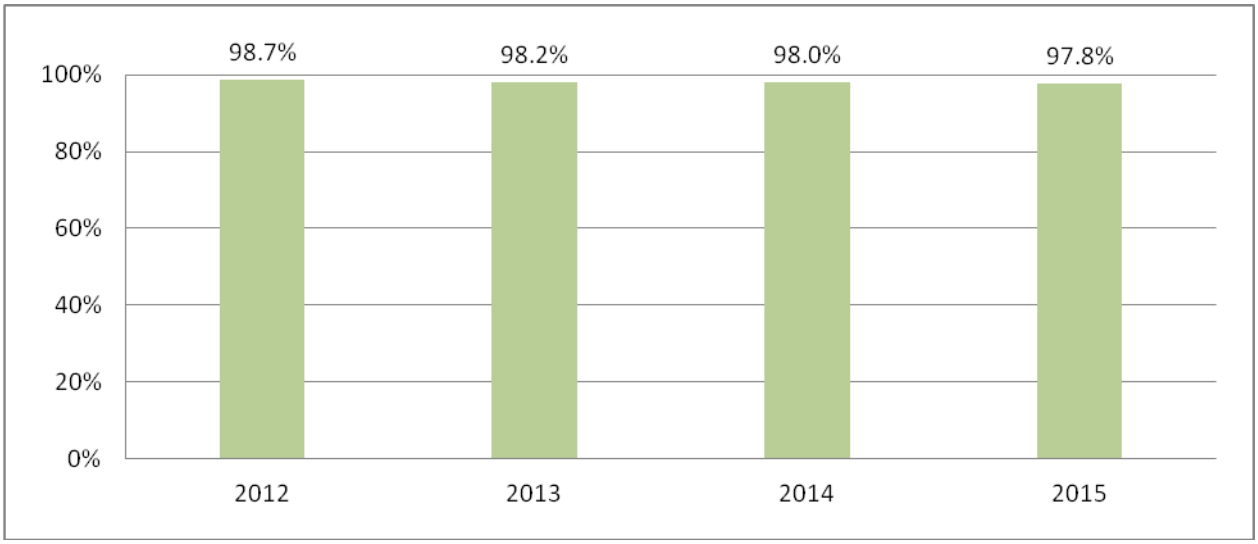
MENTAL HEALTH

Mental health screenings are required for the following children under DCFS Jurisdiction:

- Newly detained children with a case opening in the month;
- Newly open non-detained children with a case opening in the month; and
- Children in an existing open case, not currently receiving mental health services, with a Case Plan Update due, or with a behavioral indicator identified requiring the completion of a Mental Health Screening Tool (MHST) within the month.

Figure 4.34 shows the completion rates of mental health screenings during 2012 to 2015. The overall rate of screening was approximately 98% during 2012 to 2015. The rate of screening is defined as the percent of children screened out of the total number requiring screenings using a MHST. The number of children requiring screens may be reduced by the number of children in cases that were closed or by the number of runaway/abducted children in the 30-day period.

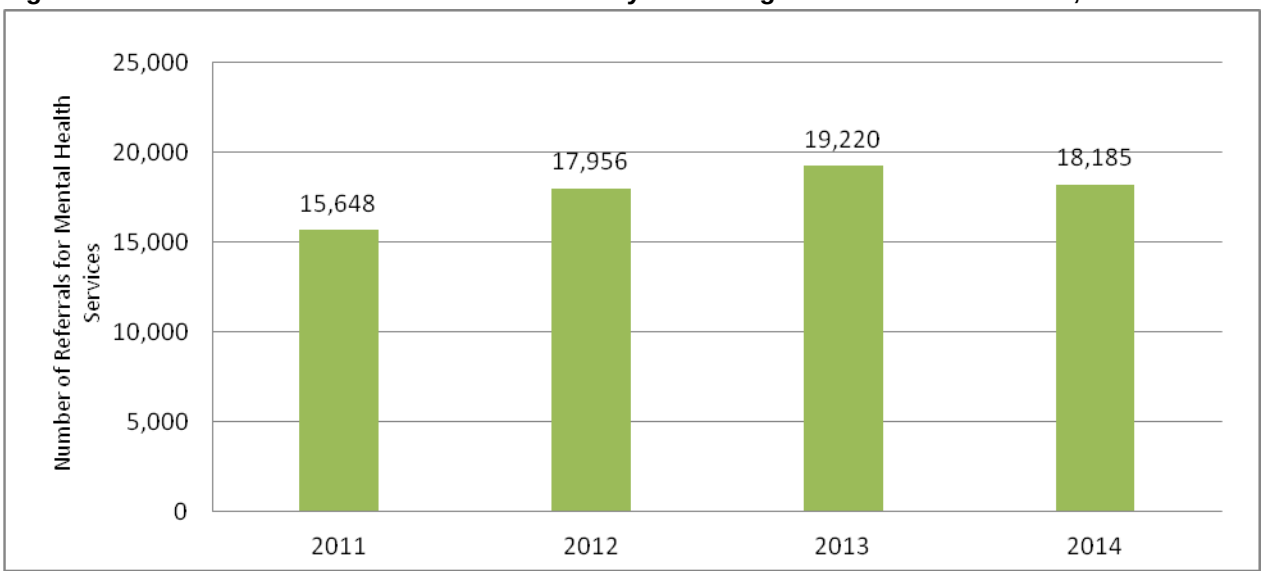
Figure 4.34: Rate of Completion of Mental Health Screenings, Los Angeles County, 2012 to 2015



Source: Los Angeles County DCFS, the SITE, Referral Tracking System Calendar Year Summary Data Reports, 2012-2015.

Figure 4.35 shows the number of children who were referred to mental health services. The number of children referred to mental health services is defined as the number of children with a positive MHST. The number of children who were referred to mental health services increased 16.2% from 15,648 in 2011 to 18,185 in 2014.

Figure 4.35: Number of Children who are Currently Receiving Mental Health Services, 2011 to 2014

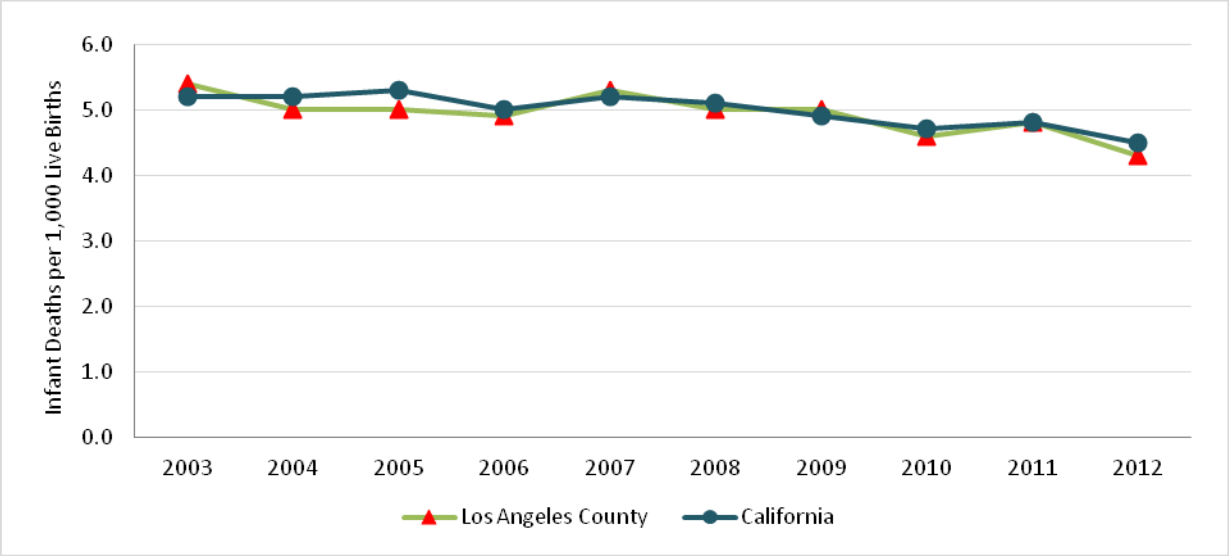


Source: Los Angeles County DCFS, the SITE, Referral Tracking System Calendar Year Summary Data Reports, 2011-2014.

CHILD FATALITIES AND NEAR FATALITIES

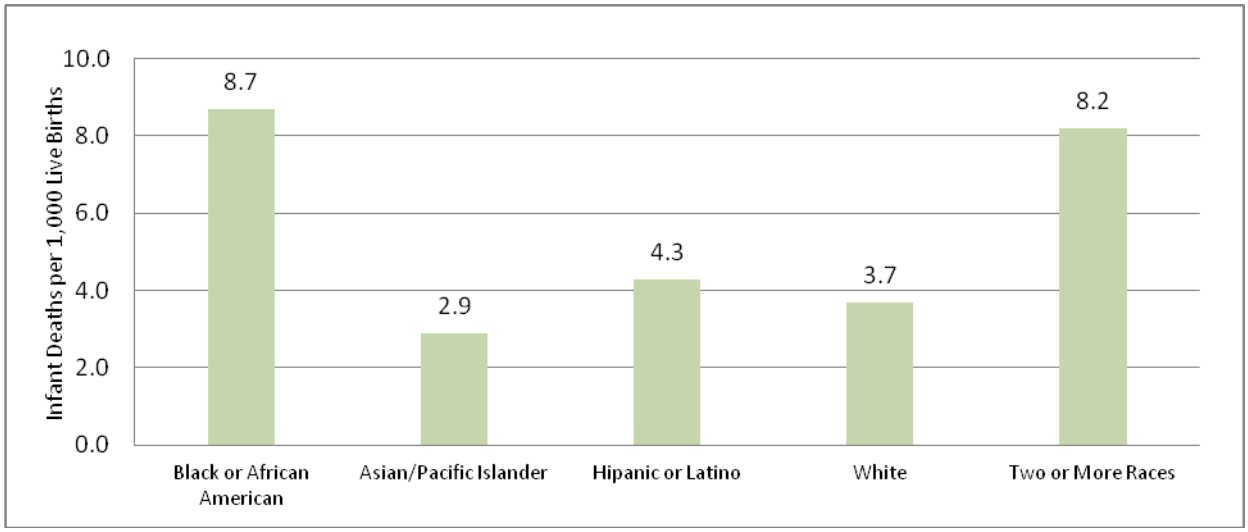
According to the California Department of Public Health, infant death rates per 1,000 live births decreased 20.4% from 5.4 in 2012 to 4.3 in 2003 in Los Angeles County. For California, infant death rates per 1,000 live births decreased by 13.5% from 5.2 in 2003 to 4.5 in 2012 (Figure 4.36).

Figure 4.36: Infant Deaths per 1,000 Live Births, Los Angeles County and California, 2003 to 2012



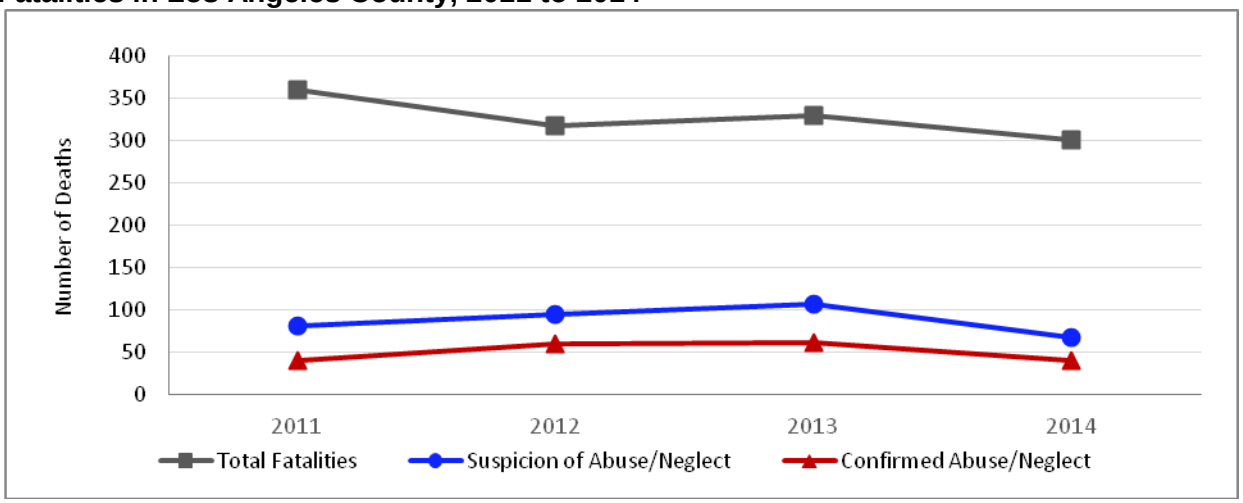
Notes: Infant mortality rate is defined as infant deaths occurring less than 365 days per 1,000 live births. The numerator is the number of infant deaths occurring at less than 365 days of age, by place of residence, in a calendar year. The denominator is the total number of live births, by place of residence, in a calendar year.
Source: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2003-2012

Figure 4.37: Infant Death Rate per 1,000 Live Births by Race/Ethnicity, Los Angeles County, 2012



Note: Infant mortality rate is defined as infant deaths occurring less than 365 days per 1,000 live births.
Source: California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section, 2012

Figure 4.38: Suspicion of Abuse or Neglect and Confirmed Abuse/Neglect among Child Fatalities in Los Angeles County, 2011 to 2014



Notes: Data represents the total number of deaths reported to the DCFS Child Protection Hotline from 2011-2014. It also shows deaths that were as a result of confirmed abuse/neglect.
Source: Critical Incident Fatality Tracking System, Risk Management Report, Child Fatality Data as of May 31, 2015

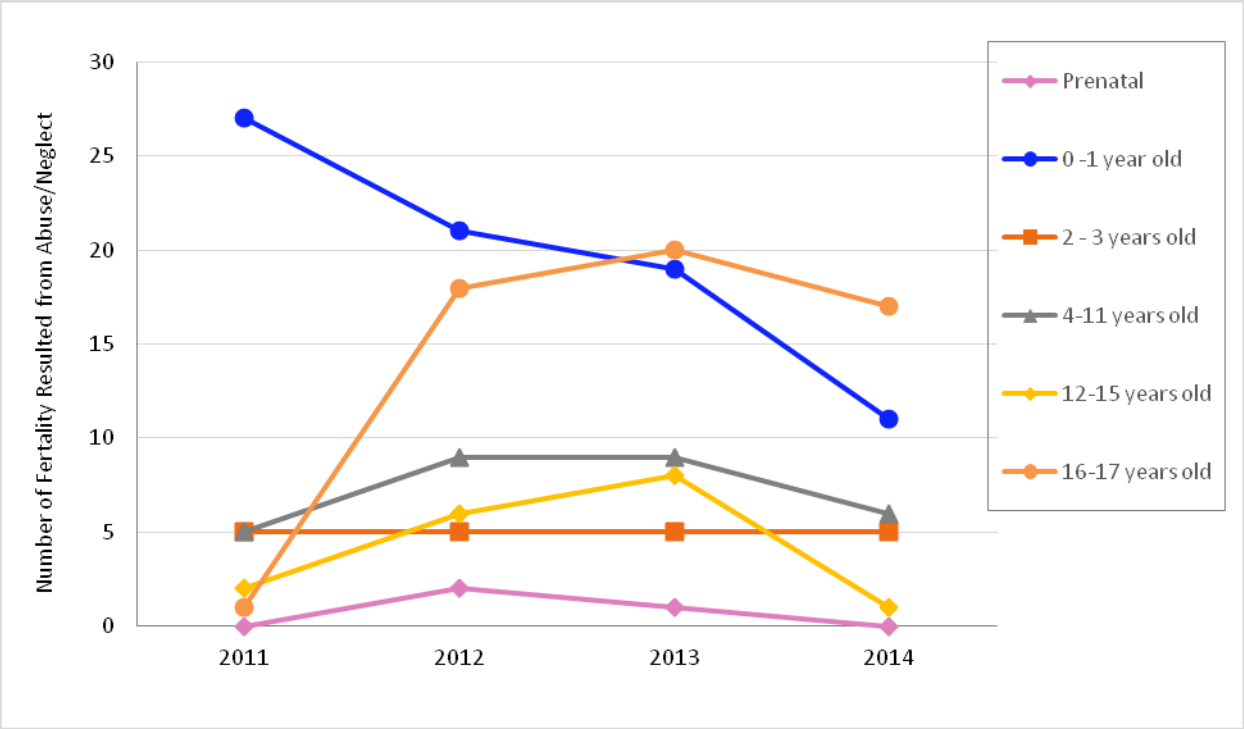
To more fully understand child fatality in Los Angeles County, data can be broken down by ethnicity or by those cases where there was suspected or confirmed abuse or neglect. The rate of infant death for the African-American population in 2012 was nearly three times that of Asian and Pacific Islanders and more than twice the rate displayed for the White population (Figure 4.37). The total number of child fatalities decreased 16.4% from 359 in 2011 to 300 in 2014. Among those fatalities, suspicion of abuse/neglect decreased 16.0% from 81 in 2011 to 68 in 2014. Confirmed abuse/neglect showed no percent change in subsequent fatalities from 2011 to 2014.

Among child deaths, deaths with DCFS referral and/or case history decreased 9.6% from 167 in 2011 to 151 in 2014, whereas deaths with no DCFS referral and/or case history decreased 22.4% from 192 in 2011 to 149 in 2014. Among child deaths that were as a result of confirmed abuse/neglect, deaths with DCFS referral and/or case history increased 31.6% from 19 in 2011 to 25 in 2014. Child deaths with no DCFS referral or case history decreased 28.6% from 21 in 2011 to 15 in 2014.

During the periods from 2011 to 2014, deaths that were as a result of abuse/neglect were more likely to happen among 0 to 1-year-old children (Figure 4.39). Among 0 to 1-year-old children, the total number of deaths decreased 59.3% from 27 in 2011 to 11 in 2014.

Notably, reported deaths among children ages 16 to 17 dramatically increased from 1 in 2011 to 18 in 2012 due to changes in reporting regulations. A decrease in child deaths can be seen in nearly every age group for the CY year 2014.

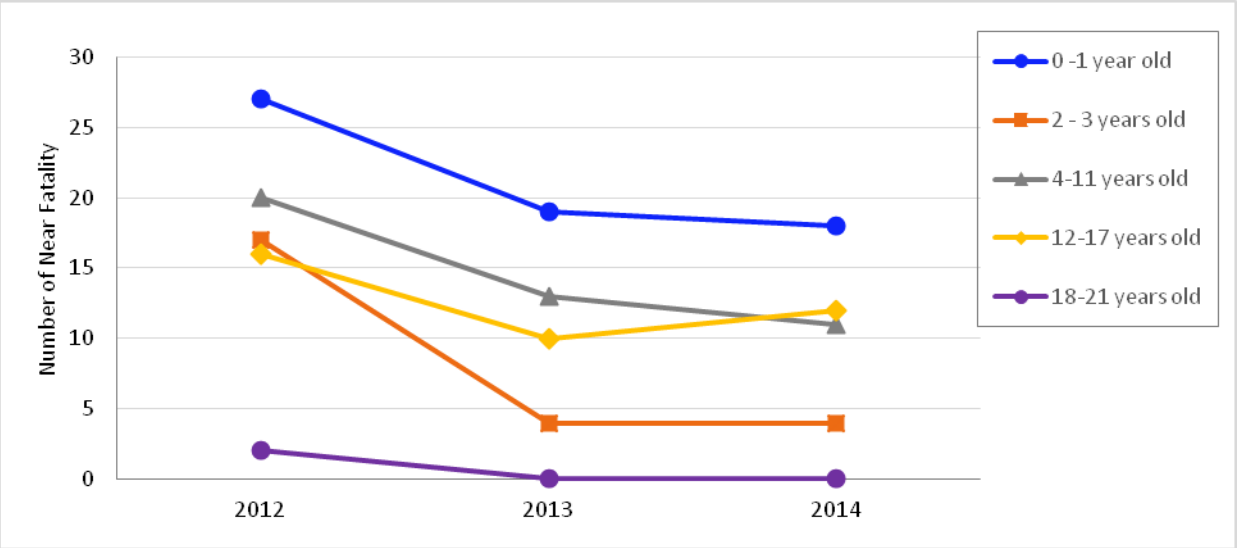
Figure 4.39: Fatality Resulted from Abuse or Neglect by Age in Los Angeles County, 2011 to 2014



Source: Critical Incident Fatality Tracking System, Risk Management Report, Child Fatality Data as of May 31, 2015

A Near Fatality is a severe childhood injury or condition that is caused by abuse or neglect which results in the child receiving critical care for at least 24 hours following the child's admission to a critical care unit(s). As shown in Figure 4.40, the total number of near fatality dramatically decreased 45.1% from 82 in 2012 to 45 in 2014. During the periods from 2012 to 2014, near fatalities were more likely to happen among 0 to 1-year-old children.

Figure 4.40: Near Fatality by Age in Los Angeles County, 2012 to 2014



Source: Critical Incident Fatality Tracking System, DCFS STAT, May 20, 2015

CHILDREN WITH DISABILITIES

Schools in Los Angeles County provide special education services for a number of disabilities; learning disability, speech or language impairment, and autism are among the most common. The number of children with learning disabilities decreased 4.6% from 82,105 in 2010 to 78,306 in 2014 while the number of children with speech or language impairments increased 38.9% from 25,188 in 2010 to 34,977 in 2014. Services delivery for children with autism dramatically increased 66.7% from 15,983 in 2010 to 26,636 in 2014.

According to the DCFS Medical Case Management Services data, the total number of non-school age children, 0 to 5 years old in DCFS Medical Case Management Services is 212 as of February 22, 2016. Among those, 80% have disabilities and received DCFS Regional Center services due to medical problems.

Table 4.41 shows the number of public school children in grades K-12 receiving special education services by type of disability. Among those children, the top three disability types were learning disability, speech or language impairment, and autism. The number of children with learning disabilities decreased 4.6% from 82,105 in 2010 to 78,306 in 2014. On the other hand, the number of children with speech or language impairments increased 38.9% from 25,188 in 2010 to 34,977 in 2014. The number of children with autism dramatically increased 66.7% from 15,983 in 2010 to 26,636 in 2014.

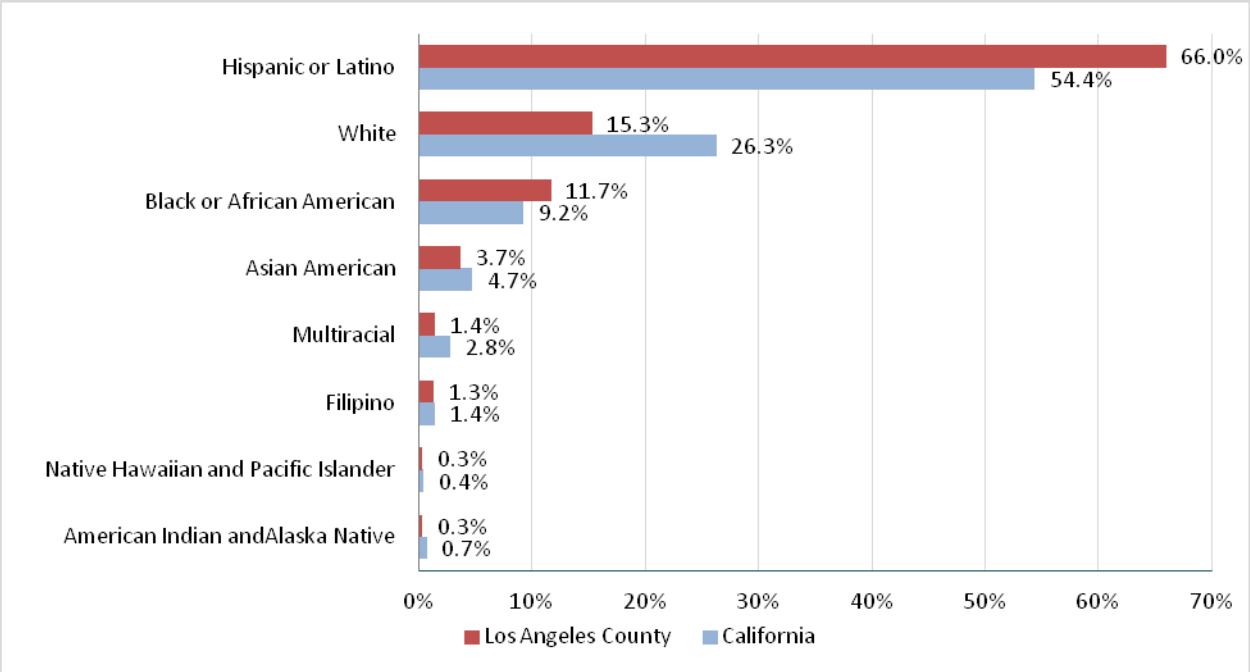
Table 4.41: Number of Public School Children in Grades K-12 Receiving Special Education Services by Disability Type, 2010 to 2014

Disability	2010	2011	2012	2013	2014
Learning Disability	82,105	79,898	78,955	78,397	78,306
Speech or Language Impairment	25,188	24,293	23,044	22,616	34,977
Autism	15,983	17,364	18,871	20,529	26,636
Other Health Impairment	14,065	14,830	15,895	17,097	18,490
Intellectual Disability	9,444	9,444	9,343	9,256	10,216
Emotional Disturbance	6,924	6,405	6,317	5,929	5,707
Orthopedic Impairment	3,376	3,275	3,214	3,125	3,740
Hard of Hearing	1,745	1,835	1,880	1,924	2,591
Multiple Disability	1,036	982	988	1,048	1,195
Visual Impairment	864	865	877	879	1,043
Deaf	825	762	758	711	842
Traumatic Brain Injury	390	377	385	369	378
Deaf-Blindness	20	20	22	18	32

Source: As cited on kidsdata.org, Special Tabulation by the California Dept. of Education, Special Education Division; Assessment, Evaluation and Support (Nov. 2014); California Department of Education, California Basic Educational Data System (CBEDS); National Center for Education Statistics, Digest of Education Statistics, 2013, Table 204.30: "Children 3 to 21 years old served under Individuals with Disabilities Education Act (IDEA), Part B, by type of disability: Selected years, 1976-77 through 2011-12" (Nov. 2014).

Figure 4.42 shows the percentage of public school children in grades K-12 receiving special education services by race/ethnicity in 2014. Among those children in Los Angeles County, 66% were Hispanic/Latino, 15.3% were White, 11.7% were Black or African-American, and 3.7% were Asian-American.

Figure 4.42: Percentage of Public School Children in Grades K-12 receiving Special Education Services by Race/Ethnicity, Los Angeles County and California, 2014



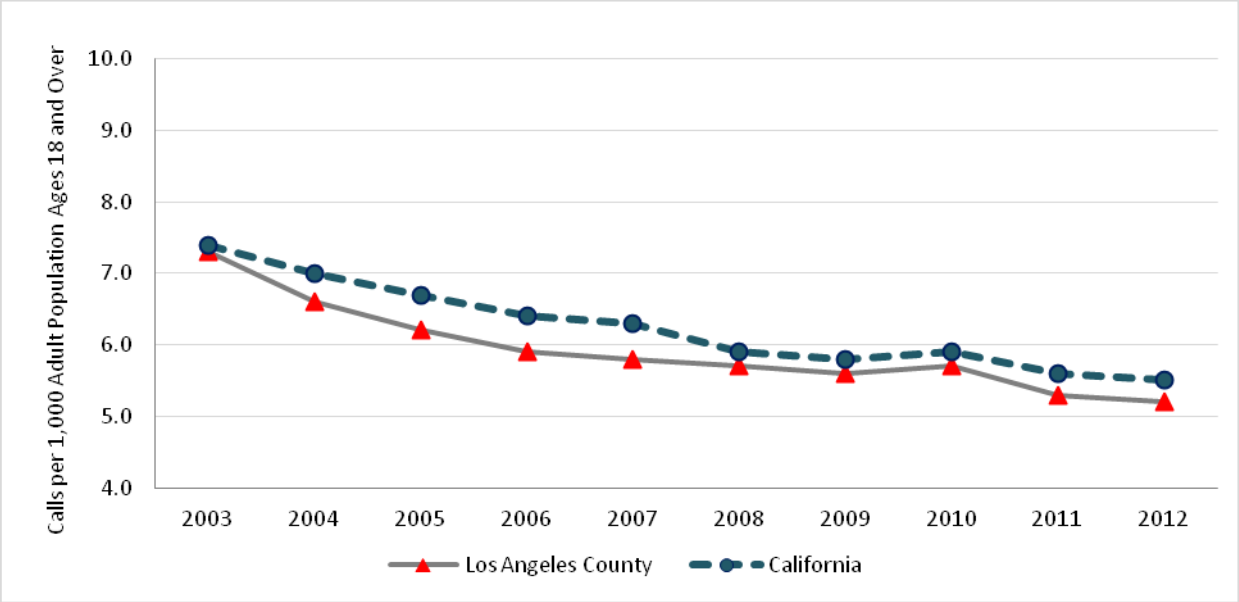
Source: As cited on kidsdata.org, Special Tabulation by the California Department of Education, Special Education Division; Assessment, Evaluation and Support (Nov. 2014).

RATES OF LAW ENFORCEMENT CALLS FOR DOMESTIC VIOLENCE

Domestic violence statistics for Los Angeles County come from three main sources: the law enforcement and criminal justice systems, the healthcare and public health systems, and self-reported surveys. Each source of information collects data for different purposes and uses different definitions, making it difficult to report comprehensive domestic violence information. Los Angeles County and the State of California have seen a steady decrease in domestic-violence-related calls from 2003 to 2012. In 2012, domestic-violence-related call rates were 5.2 in Los Angeles County and 5.5 per 1,000 calls in California. Domestic violence however, remains an area of concern and is frequently tied to the work of the County's child welfare agencies.

Los Angeles County established a Domestic Violence Council in 1979 that continues to meet and function. The Council is made up of public and private representatives from organizations that work specifically in the area of domestic violence. Membership includes the DCFS and Probation Department. There are several sub-committees and task forces on the Council, such as the Committee on System Improvement; Lesbian, Gay, Bisexual, Transgender (LGBT) group; Religion and Domestic Violence group; and the Immigration Committee. The Domestic Violence Council works throughout the County to address specific issues related to domestic violence through resources fairs, support programs, research, and training.

Figure 4.43: Domestic-Violence-Related Calls to Law Enforcement Agencies per 1,000 Adult Population Ages 18 and Over, Los Angeles County and California, 2003 to 2012



Notes: Local police jurisdictions' mandated reporting on "domestic violence-related calls for assistance" is one data source commonly used to describe the frequency of domestic violence in California, because it is population-based and easily accessible. Numerator is the total domestic violence-related calls for assistance to law enforcement agencies, by place of residence, in a calendar year. Denominator is the total adult population ages 18 and over, by place of resident, in a calendar year.
Sources: California Department of Justice, Division of Law Enforcement, Law Enforcement Information Center Special Report, Domestic Violence-Related Calls for Assistance by Type of Call and Weapon, by County, 2003-2012. California Department of Justice, Criminal Justice Statistics Center, Special Request Unit, California Criminal Justice Profile, 2003-2012. For denominator, California Department of Finance, "Race/Ethnic Population with Age & Sex Detail, 1970-2020," Sacramento, California, May 2014; California Department of Finance, "Race/Ethnic Population with Age & Sex Detail, 1970-2050," Sacramento, California, July 2007.

CHILD WELFARE AND PROBATION CHILD WELFARE POPULATION

DCFS CHILD WELFARE SERVICES PARTICIPATION RATES

The first point of contact with the County child welfare system is the DCFS Child Protection Hotline (CPH). On average, the Department receives approximately 180,000 calls to the CPH each year. When a report of alleged abuse is received, CPH staffs determine whether the information provided constitutes child abuse or neglect. If information gathered at the CPH requires the need for an in-person response, a referral is generated and a response time is assigned to the referral based on the safety and risk factors affecting the child in question. The number of referrals that the Department responded to in-person over the past three calendar years is noted below (CWS/CMS Datamart History Table, 2015):

- CY 2012 –154,930;
- CY 2013 –149,688; and
- CY 2014 –151,341.

The Department has notably one of the largest caseloads in the Country compared to other neighboring child welfare counties and the Nation alike. The Department provided services to an average of 36,000 children annually between CYs 2012 and 2014 (CWS/CMS Datamart History Table, 2015). In-home services provided include Family Maintenance (FM) cases where children are allowed to stay in the care of their parents in their homes while receiving services. FM cases can be both Voluntary (no Juvenile Dependency Court involvement), or Involuntary (Court involvement). Out-of-home care services provided include services to the family while children are in the homes of foster care providers, relatives, or other caregivers. Table 4.45 below shows that the number of active cases increased from CYs 2011 to 2013. The number of in-home cases has declined since 2013 while the number of out-of-home cases has increased each year since 2011.

Table 4.45: DCFS Active Cases Calendar Year 2010 to 2014

Calendar Year	In-Home[1] Cases	Out-of-Home[2] Cases	Total DCFS Active[3] Cases
2010	14,899	18,896	33,795
2011	16,598	18,389	34,987
2012	16,141	19,054	35,195
2013	16,241	20,629	36,870
2014	15,464	20,809	36,273

Data Source: CWS/CMS Datamart History Table as of 11/13/15.

[1]In-home cases are the total number of children being serviced in-home.
[2]Out-of-home cases are the total number of children in an out-of-home placement.
[3]Total DCFS active cases include children who are placed in an adoptive home, guardian home, and medical placement.

During FY 2014-2015, children ages five to nine represented 30.7% of the referrals with children ages 10 to 13 (21.0%) and zero to two (17.8%) representing the second and third highest number of referrals. Of the children referred to the Department during this same FY, 6.9% were removed from their home. Compared to the prior FY, 2013-2014, there has been an overall decrease in referrals, removals, substantiated allegations, and initial placements during the current FY 2014-2015.

Los Angeles County has been examining best practices around the closure of ER referrals within a 30-day legal timeframe. In the latter half of FY 2014-2015, the DCFS conducted an evaluation of delinquent referrals in an effort to understand the challenges of closing referrals within the legal timeframe. The informal evaluation suggested that areas for the DCFS to consider for adjustment included the adjustment of a lengthy investigative narrative and the refinement of closure procedure. As a result of the evaluation, a *Referral Backlog Protocol* was developed that allowed for greater discretion in safely closing backlogged (i.e., delinquent) referrals that meet certain

criteria. Additionally, an *Individualized Investigation Narrative* was implemented to streamline documentation, guide in-person referral investigations, and improve referral closure timelines. The implemented changes may have facilitated the decrease in substantiated allegations and removals.

Table 4.46 shows the breakdown in the number of children referred and removed, and substantiated allegations by age for FY 14-15.

Table 4.46: Number and Percent of Children by Age and Area of Child Welfare (FY 14-15)

Age Group	Referrals		Removals		Substantiated Allegations	
	Number	Percent	Number	Percent	Number	Percent
0-2	26,826	17.8%	3,523	34.0%	7,191	26.5%
3-4	17,215	11.4%	1,253	12.1%	3,356	12.4%
5-9	46,131	30.7%	2,518	24.3%	7,504	27.7%
10-13	31,576	21.0%	1,446	14.0%	4,674	17.3%
14-15	15,306	10.2%	811	7.8%	2,479	9.2%
16-17	13,192	8.8%	692	6.7%	1,882	6.9%
18+	146	0.1%	107	1.0%	6	0.0%
Total	**150,392**	**100%**	**10,350**	**100%**	**27,092**	**100%**

Data Source: Family to Family Status Report, CWS/CMS Datamart as of 08/15/15.

Disproportionality and disparity are common phenomena in the child welfare system in Los Angeles County. Table 4.47 shows the breakdown in the number of referrals, removals, and substantiated allegations by race/ethnicity. Relative to the number in the child population, African-American children were more than two times as likely to be referred to the Department for alleged child abuse or neglect and have a substantiated allegation, and three times as likely to be removed from their homes.

Table 4.47: Number and Percent of Children by Race and Area of Child Welfare (FY 14-15)

Race/Ethnic Group	Child Population		Referrals		Removals		Substantiated Allegations	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Hispanic/Latino	1,538,433	61.9%	88,922	59.1%	6,157	59.5%	17,359	64.1%
White	474,210	19.1%	16,746	11.1%	1,258	12.2%	3,102	11.4%
African American	206,510	8.3%	28,447	18.9%	2,611	25.2%	5,331	19.7%
American Indian/ Alaska Native	3,663	0.1%	299	0.2%	34	0.3%	55	0.2%
Asian/Pacific Islander	261,392	10.5%	3,749	2.5%	202	2.0%	685	2.5%
Other	0	0.0%	12,229	8.1%	88	0.9%	560	2.1%
Total	**2,484,208**	**100%**	**150,392**	**100%**	**10,350**	**100%**	**27,092**	**100%**

Data Source: Family to Family Status Report, CWS/CMS Datamart as of 08/15/15.

African-American children experience racial disproportionality at most, if not all, key decision points of child protection services (Knott & Giwa, 2012). While it is understood that institutional racism exists in the child welfare system, eliminating those inequalities is an extensive process. The DCFS and PCW have made great efforts in the past few years to address the issues of disproportionality and disparity particularly among African-American children in the system. Los Angeles County has a well-established *Eliminating Racial Disparity and Disproportionality (ERDD)* workgroup that focuses on issues of disparity and disproportionality. The ERDD workgroup convenes regularly and includes County agencies, the Juvenile Dependency Court, and child welfare community partners. During this review period, the ERDD workgroup convened trainings, held seminars that raise cultural awareness, and implemented a Volunteer Cultural Broker Program into seven of 18 DCFS Regional Offices. The DCFS's 2015-2017 Strategic Plan identified specific priorities and metrics designed to reduce disproportionality and disparity for African-American children including reducing entries into the County's child welfare system, increasing initial placements with relatives, and increasing moves to permanency.

CHILD WELFARE PLACEMENT

The Types of Placement data for FY 2014-2015 (as of June 30, 2015), for out-of-home care is outlined in Table 4.48 below. Compared to the same time last year during FY 2013-2014 (as of June 30, 2014), there were slightly fewer children in out-of-home placement in 2014. During these two points in time, the percentage of children in the various placement types has remained about the same. Looking three years back during FY 2011-2012, there were a total of 15,478 children in out-of-home care, demonstrating an increase in out-of-home placements by 15.7% from FY 2011-2012 to the current FY 2014-2015.

Table 4.48: Number and Percent of Children by Placement Type, Point-in-Time (Sep. 2015)

Placement Type	Number	Percent
Relative/NREFM[1] Home	9,198	51.4%
Foster Family Home	1,362	7.6%
Foster Family Agency Certified Home	5,132	28.7%
Small Family Home	32	0.2%
Group Home	1,129	6.3%
Supervised Independent Living Placement	1,014	5.7%
Other[2]	38	0.2%
Total	**17,905**	**100.0%**

Data Source: Family to Family Status Report, CWS/CMS Datamart as of 08/15/15.
Note: Out-of-home placement types do not include non-foster care placements, adoptive homes, or guardian homes.
[1]Non-Relative Extended Family Member Home.
[2]Other out-of-home placement types include county shelter, Tribal, and court-specified homes.

Table 4.49: Children in Out-of-Home Care by Age and Placement Type

Age/ Placement	Relative/NREFM Home		Foster Family Home		Foster Family Agency Certified Home		Small Family Home		Group Home		Supervised Independent Living Placement		Other		*Total Number*	*Total Percent*
0-2	2,285	24.8%	334	24.5%	1,343	26.2%	5	15.6%	4	0.4%			2	5.3%	***3,973***	***22.2%***
3-4	1,370	14.9%	179	13.1%	641	12.5%	4	12.5%	4	0.4%			2	5.3%	***2,200***	***12.3%***
5-9	2,633	28.6%	315	23.1%	1,329	25.9%	4	12.5%	31	2.7%			1	2.6%	***4,313***	***24.1%***
10-13	1,362	14.8%	237	17.4%	771	15.0%	8	25.0%	166	14.7%			1	2.6%	***2,545***	***14.2%***
14-15	587	6.4%	108	7.9%	354	6.9%	2	6.3%	336	29.8%			1	2.6%	***1,388***	***7.8%***
16-17	644	7.0%	105	7.7%	343	6.7%	5	15.6%	451	39.9%			4	10.5%	***1,552***	***8.7%***
18+	317	3.4%	84	6.2%	351	6.8%	4	12.5%	137	12.1%	1,014	100%	27	71.1%	***1,934***	***10.8%***
Total	**9,198**	**100%**	**1,362**	**100%**	**5,132**	**100%**	**32**	**100%**	**1,129**	**100%**	**1,014**	**100%**	**38**	**100%**	**17,905**	**100%**

Data Source: Family to Family Status Report, CWS/CMS Datamart as of 08/15/15.

Between FYs 2011 and 2015, the number of young adults age 18 and older in out-of-home care has increased by an average of 20.2% over the years. This change may be attributed to the enactment of the Assembly Bill (AB) 12 legislation, which became effective on January 1, 2012, and allows for eligible 18-year-olds in foster care to remain in care up to age 21.

Relative Care/Non-related Extended Family Member (NREFM) placements have become an integral part of the child welfare system representing 51.4% of the out-of-home care placements during FY 2014-2015. Foster Family Agency (FFA) Certified Homes (28.7%) are the second largest placement type. Relative placements have remained the leading placement type for children in out-of-home care for the past three FYs. Research has shown some evidence that children in kinship care have better

outcomes (i.e., safety, stability, and well-being) than children in non-relative care (Messing, 2006). Similar studies have found that children placed with relatives were more likely to indicate that they were satisfied with their placements compared with children placed with non-relatives (Berrick, 1998; Lorkovich, Piccola, Groza, Brindo, & Marks, 2004). Relative caregivers can provide continuity, lessen the trauma of separation, preserve family ties, and offer growth and development within the context of the child's culture and community (Berrrick, 1998).

DCFS Child Welfare Services Allegation Rates

General Neglect is the most common type of allegation in child welfare services, representing an average 30% of the referrals received. During CYs 2010, 2011, 2012, 2013, and 2014, the Department saw irregular trends in allegations, most notably with decreases in 2011, increases from years 2011 to 2012, declines in 2013, and gradual increases again in 2014, in almost every category of child abuse (see Tables 4.50 and 4.51).

Table 4.50: Number of Referrals by Allegation Type

Calendar Year	Sexual Abuse	Physical Abuse	Severe Neglect	General Neglect	Emotional Abuse	Exploitation	Caretaker Absence/ Incapacity	At Risk, Sibling Abuse	Total Referrals Received
2010	17,371	37,474	2,837	49,399	18,772	100	2,922	41,596	170,471
2011	16,181	36,699	3,189	48,010	20,237	96	2,553	40,758	167,723
2012	17,914	39,525	3,734	52,298	22,058	75	2,439	43,784	181,827
2013	17,131	38,945	3,694	51,841	20,907	113	2,119	41,886	176,636
2014	17,070	39,692	3,447	54,029	22,382	119	2,140	40,726	179,605

Data Source: CWS/CMS Datamart History Table as of 11/13/15.

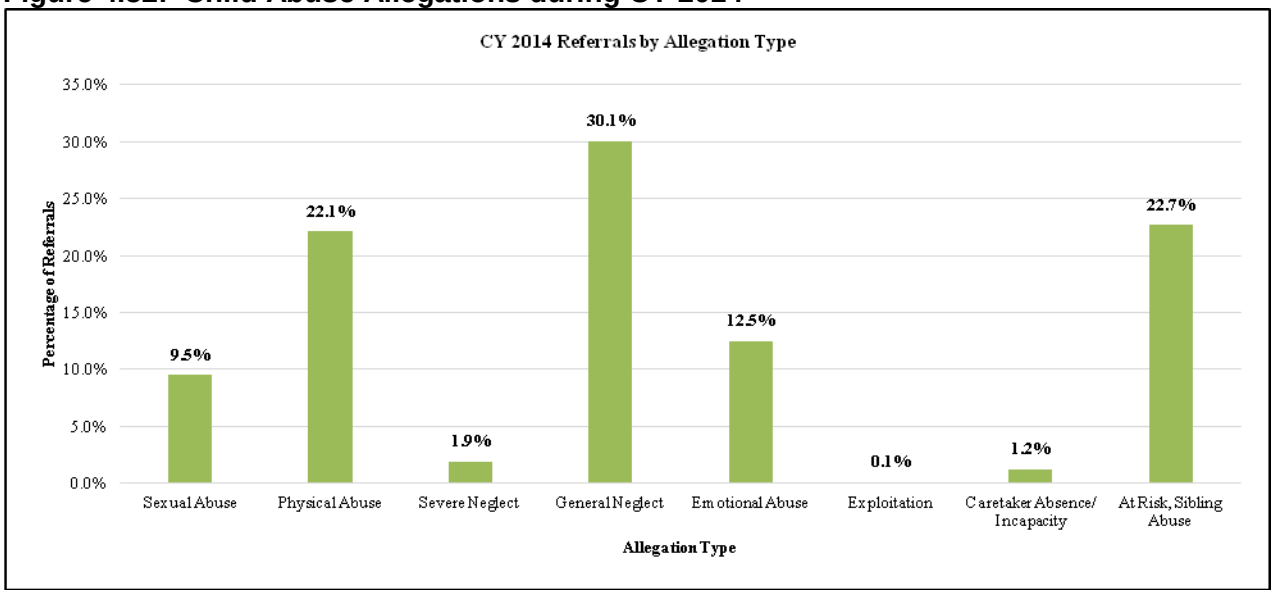
Table 4.51: Percentage of Referrals by Allegation Type

	2009	2010	2011	2012	2013	2014	Percentage Difference Since the last CSA in 2009
Sexual Abuse	9.1%	10.2%	9.6%	9.9%	9.7%	9.5%	0.0
Physical Abuse	20.2%	22.0%	21.9%	21.7%	22.0%	22.1%	0.1
Severe Neglect	1.4%	1.7%	1.9%	2.1%	2.1%	1.9%	0.4
General Neglect	30.0%	29.0%	28.6%	28.8%	29.3%	30.1%	0.0
Emotional Abuse	11.3%	11.0%	12.1%	12.1%	11.8%	12.5%	0.1
Exploitation	0.1%	0.1%	0.1%	0.0%	0.1%	0.1%	0.0
Caretaker Absence/ Incapacity	2.2%	1.7%	1.5%	1.3%	1.2%	1.2%	-0.5
At Risk, Sibling Abuse	22.8%	24.4%	24.3%	24.1%	23.7%	22.7%	0.0

Data Source: CWS/CMS Datamart History Table as of 11/13/15.

Child exploitation has gained increased awareness throughout the County since 2012. This category of child abuse is the only one to have increased in the past three years from CY 2012 through 2014. Los Angeles County officials recognized the increasing number of children and youths as victims of sexual exploitation. To address the population of what is known as Commercial Sexual Exploitation of Children (CSEC), the County developed a joint response procedure called the First Responder Protocol. The Departments of Probation, Children and Family Services (DCFS), Public Social Services (DPSS), Mental Health (DMH), Public Health (DPH), Health Services (DHS), and Sheriff established the protocol as a multiagency response model to address the sex trafficking of children.

Figure 4.52: Child Abuse Allegations during CY 2014



Data Source: CWS/CMS Datamart History Table as of 11/13/15

PROBATION CHILD WELFARE SERVICES PARTICIPATION RATES

Los Angeles County Probation Department (Probation) is the largest probation department in the world serving approximately 21,000 youths and families. The majority of these youths receive prevention and Family Maintenance (FM) services, and approximately five percent of all youths served by Probation are placed in out-of-home care and receive permanency services which include Family Reunification (FR), adoption, legal guardianship, Extended Foster Care (EFC), and transition into adulthood. Using point-in-time data, there were 1,205 probation youths in foster care (foster families, residential Group Homes [GH], and caregiver homes) beginning in July 2010. This number has not increased significantly through the years with 1,196 probation youths being in care as of October 2015. What decreased significantly is the number of youths placed in residential GH care. Point-in-time data for Probation youths are as follows (CWS/CMS 2015 Q2 Extract):

- July 2010 – 1,205 Probation youths;
- July 2011 – 1,174 Probation youths;
- July 2012 – 1,126 Probation youths;
- July 2013 – 1,194 Probation youths;
- July 2014 – 1,188 Probation youths;
- July 2015 – 1,233 Probation youths; and
- October 2015 – 1,196 Probation youths.

According to Probation's internal data for January 1, 2015 to December 31, 2015, Probation's Adoption of Safe Families Act (ASFA) Team conducted 224 home assessments decreasing 20.3% from those completed in the previous year (see Table

4.53-A). The number of homes assessed in 2012 increased 20.1% from those assessed in 2011. Over the past two years, the data show that the number of caregiver homes assessed has been trending down. This downward trend may be due to the number of youths reunifying with biological parents or entering into Extended Foster Care (EFC).

Table 4.53-A: Number of Homes Assessed and Percent of Approvals, Point-in-Time

	2011	2012	2013	2014	2015
Number of Homes Assessed	254	305	317	281	224
Percentage of Homes Approved	18.9%	12.5%	16.7%	19.2%	30.8%

Data Source: Placement Permanency and Quality Assurance Data (2011-2015) as of 3/9/2016

Residential Based Services (RBS) point-in-time data for October 2015 shows that there were 1,196 youths in foster care. Of those, 717 were in GH care and 53 were placed in relative/Non-Related Extended Family Member (NREFM) care. Of the 53 youths placed in relative/NREFM care, 31 were first-time placements with relative/NREFM caregivers. While State-site data shows a slight increase, internal County data indicate that this number has decreased significantly from the 993 foster youths in out-of-home care in 2011. For the month of October, there were 93 foster care referrals ordered by Delinquency Court into out-of-home care. Of those, 16 were first-time entries (placements) and 77 were re-entries (replacements).

The majority (average 57.3%) of Probation foster youths in care are ages 16 to 17 years, with ages 11 to 13 and 18 to 20 years being the second and third highest age group for Probation youth. The number of Probation foster youths in care, ages 18 to 20 years over the past two years increased by 81.3% in July 2015 and continues to increase moving forward. The California Fostering Connections to Success through AB12 EFC legislation is a contributing factor in this growth of Non-Minor Dependent (NMD) Probation youths in care. (See Table 4.53-B below)

Table 4.53-B: Number and Percent of Probation Youth by Age Group, Point-in-Time

Age Group	Jul-10		Jul-11		Jul-12		Jul-13		Jul-14		Jul-15	
11 to 15 yrs	415	34.4%	387	33.0%	352	31.3%	289	24.2%	255	21.5%	213	17.3%
16 to 17 yrs	719	59.7%	727	61.9%	667	59.2%	696	58.3%	627	52.8%	641	52.0%
18 to 20 yrs	71	5.9%	60	5.1%	107	9.5%	209	17.5%	306	25.8%	379	30.7%
Total	**1,205**	**100.0%**	**1,174**	**100.0%**	**1,126**	**100.0%**	**1,194**	**100.0%**	**1,188**	**100.0%**	**1,233**	**100.0%**

Data Source: CWS/CMS 2015 Quarter 2 Extract as of 12/7/15.

Male foster youths represent the majority (average 78.1%) of youth in PCW, although the number of female youths has been on the rise since July 2014 (see Table 4.54-A

below). This table does not account for transgender youths as we are still in the process of developing effective ways to identify and track them. However, PCW is currently serving five transgender youths who have been clearly identified and case planning is addressing their unique needs.

Table 4.54-A: Number and Percent of Probation Youth by Gender, Point-in-Time

Gender	Jul-10		Jul-11		Jul-12		Jul-13		Jul-14		Jul-15	
Female	243	20.2%	233	19.8%	255	22.6%	266	22.3%	264	22.4%	298	24.5%
Male	962	79.8%	941	80.2%	869	77.2%	927	77.8%	912	77..6%	920	75.5%
Missing	-		-	-	2	0.2%		-	-	-	-	-
Total	**1,205**	**100.0%**	**1,174**	**100.0%**	**1,126**	**100.0%**	**1,193**	**100.0%**	**1,176**	**100.0%**	**1,218**	**100.0%**

Data Source: CWS/CMS 2015 Quarter 3 Extract of 3/7/16.

Hispanic/Latino Probation youths represent on average 62.2% of youth in care. African-American youths represent on average 28.3% of Probation youth in care while making up only 8.3% of youths in the Los Angeles County child population, demonstrating the overrepresentation of African-American youth in Probation (see Table 4.54-B).

Table 4.54-B: Number and Percent of Probation Youth by Race, Point-in-Time

Age Group	Child Population		Jul-10		Jul-11		Jul-12		Jul-13		Jul-14		Jul-15	
Hispanic/ Latino	538,433	61.9%	749	62.2%	730	62.2%	686	60.9%	745	62.4%	750	63.1%	768	62.3%
White	74,210	19.1%	92	7.6%	94	8.0%	94	8.3%	101	8.5%	90	7.6%	89	7.2%
African American	06,510	8.3%	349	29.0%	335	28.5%	329	29.2%	327	27.4%	328	27.6%	349	28.3%
American Indian/ Alaska Native	3,663	0.1%	1	0.1%	0	0.0%	3	0.3%	2	0.2%	3	0.3%	7	0.6%
Asian/Pacific Islander	61,392	10.5%	13	1.1%	15	1.3%	12	1.1%	17	1.4%	15	1.3%	15	1.2%
Total	**484,208**	**100.0%**	**1,204**	**98.8%**	**1,174**	**98.7%**	**1,124**	**98.5%**	**1,192**	**98.2%**	**1,186**	**98.3%**	**1,228**	**97.8%**

Data Source: CWS/CMS 2015 Quarter 2 Extract as of 12/7/15.
Note: A total of 12 records were missing a race and therefore excluded from analysis.

PCW data from the California Child Welfare Indicators Project (CCWIP) shows that Probation foster youths are primarily housed in GH settings. Current point-in-time data for July 2015 shows that 1,233 Probation youths were placed in out-of-home care on July 2015. Of those, 774 (62.8%) Probation foster youths in care were in GH settings and one was in a Foster Family Agency (FFA). Reliance on GH settings for Probation youths has decreased with the increased search for relatives and NREFMs and the limited availability of foster homes for Probation foster youths. In July 2011, 935 Probation youths were in GH settings, and as of July 2015, there were 774 Probation youths, demonstrating a decrease in this type of placement by 17.2%. Although there has been a slight increase of 2% of Probation foster youths in care from July 2010 to July 2015, it is important to address the needs of this population to ensure that they reach favorable outcomes in terms of safety, permanency, and well-being. Past research has shown that juvenile residential settings incur a great deal of costs

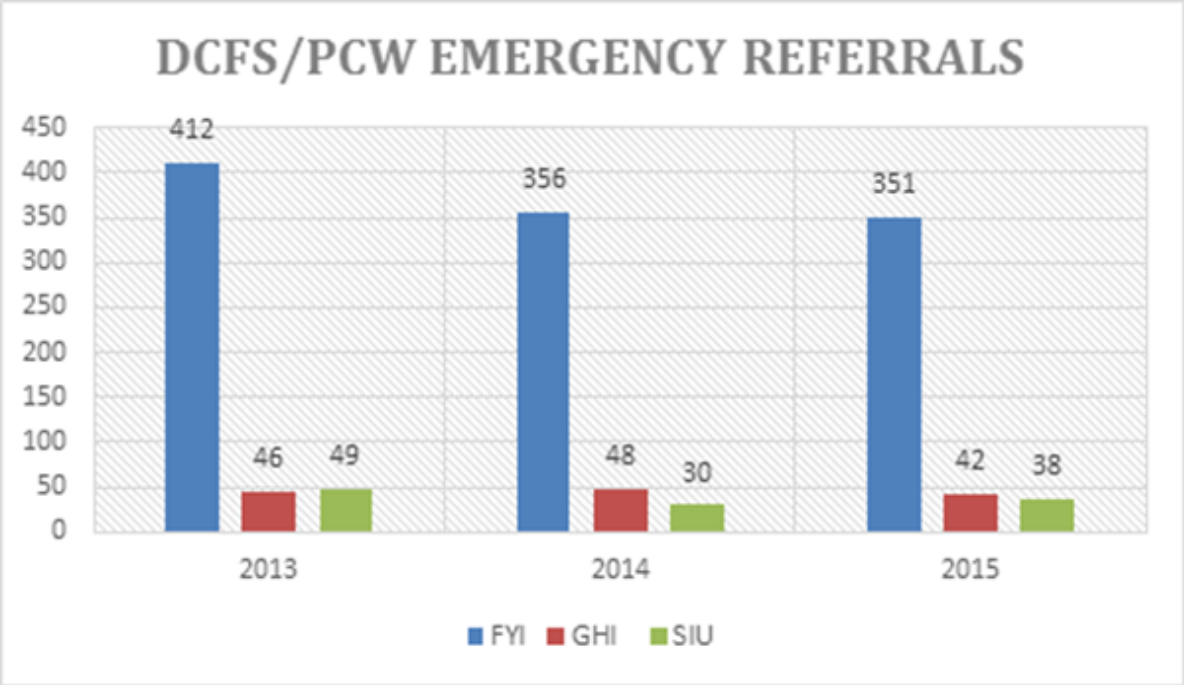
(Jonson-Reid & Barth, 2003) and can negatively impact educational achievement and well-being outcomes (e.g., Ryan, Marshall, Herz, & Hernandez, 2008; Barth, 2002).

PROBATION CHILD WELFARE SERVICES ALLEGATION RATES

In 2009, Los Angeles County PCW Group Home Investigations (GHI) began investigating child abuse of all Probation foster youths placed in out-of-home care, which includes foster homes, residential GHs, and caregiver homes. Since that time, there have been 71 allegations (an average of 10 per year) resulting in inconclusive or substantiated findings. The most common allegation substantiated was physical abuse followed by general neglect. The most serious were sexual abuse allegations which occurred between GH staff members and foster youths. For the period of 2103 to 2015, four substantiated claims related to GH staff, one Severe for General Neglect, two for Sexual Abuse/Sexual Exploitation, and one for Physical Abuse were reported to the Department of Justice (DOJ) and the Child Abuse Centralized Index (CACI).

All investigations are tracked in the Incident Tracking System (iTRACK) database that is maintained by the DCFS. GH providers are mandated to use the iTRACK system for the reporting of serious incidents (SIR) involving youths placed in their facilities. PCW collects data regarding incidents for investigation and the quality rating system designed to identify significant trends. Additionally, PCW receives all Child Abuse referrals from the DCFS Child Protection Hotline (CPH) for Probation youths where the abuse occurred outside of the placement settings with parents, Juvenile Hall, or Camp. The allegations that are reported on parents (biological, adoptive or legal guardians) are investigated by the DCFS and reported to PCW for information purposes only. The allegations that are reported on juvenile hall or camp staffs are investigated by the Probation Department's Special Investigations Unit (SIU). For the past three years, there have been 1,119 incidents reported related to abuse that did not occur while children were in foster care. The most common allegation reported was physical abuse and the most common perpetrator was "parent/mother" and "unknown," which is usually linked to Commercial Sexual Exploitation of Children (CSEC) youths. See Table 4.55-A below.

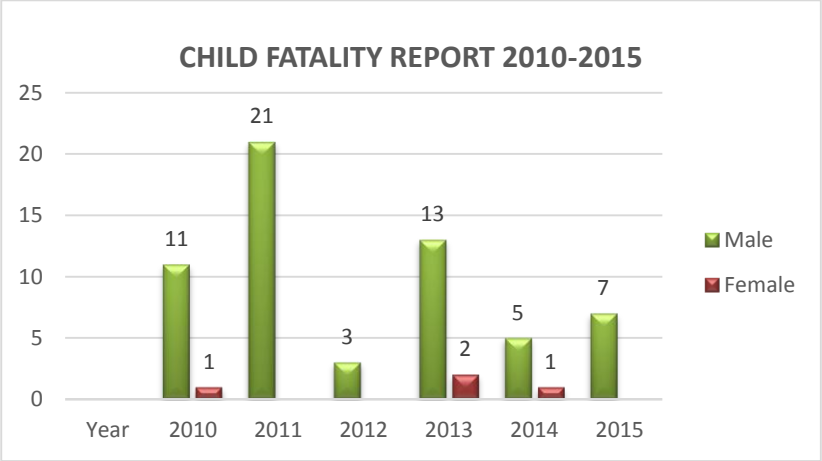
Table 4.55-A: Number and Percent of Probation Youth by Race, Point-in-Time



* Data Source: CWS/CMS Datamart, as of March 30, 2016

During the CYs 2010 to 2015, there was a total of 64 youths under the supervision of Los Angeles County Probation that suffered injuries resulting in fatalities. Of the 64 youths, 60 were males and four were females. With the majority of fatalities occurring in 2011, there has been a significant decrease in deaths from 2012 to 2015. Hispanic males have continued to represent the largest number, with 39 of the 64 fatality incidents for the past five years. Although Hispanic males represent a high proportion of the general population of Los Angeles County, there is a disproportionate number of fatality incidents involving African-American males, with 19 of the 64 fatalities during this same period. Deputy Probation Officers, (DPOs), Departmental Mental Health (DMH) therapists, GHs, and other County staffs including teachers and school counselors continue to work collaboratively to decrease fatalities. They interview at-risk youths and place attention on 16-year-old Hispanic males to investigate feelings related to age, gender, or cultural stresses; they also consider possible solutions to decrease the feelings and stresses that lead to gang-related activity or identification. Of the 64 fatalities, approximately nine were of foster youths under PCW's care. (See Table 4.55-B.)

Table 4.55-B: Number of PCW Child Fatalities 2010-2015



* Data Source: CWS/CMS Datamart, as of March 30, 2016

Probation data from the California Child Welfare Indicators Project (CCWIP) show that Probation youths are primarily housed in GH settings. Current point-in-time data for July 2015 shows that 1,233 Probation youths were in care July 2015, of which 774 (62.8%) Probation youths in care were in GH settings. Reliance on GH settings for Probation youths has decreased. In July 2011, 935 Probation youths were in GH settings, demonstrating a decrease in this type of placement by 17.2% between 2001 and 2015.

LOS ANGELES COUNTY SERVICE PLANNING AREAS

Given the geographic scope of Los Angeles County, approximately 4,300 square miles, its Board of Supervisors (BOS) divided the County up into eight geographical regions called Service Planning Areas (SPAs). These distinct SPAs provide a geographic framework to coordinate planning, service delivery, information sharing, and data analyses at a sub-County levels among health and human services agencies serving children and families.

The SPA concept was designed by the Children's Council of Los Angeles County (CCLAC) in conjunction with County Departments, service providers, and community leaders to guide collaboration on plans for improving services. The Children's Council also developed regional public and private bodies called SPA Councils, consisting of residents, parents, young people, and service providers, which are designed to develop local action plans and advise County leaders on key issues and policies.

A ninth SPA was established as a countywide, non-geographic catchment area for American Indian/Alaska Native (AI/AN) clients due to the fact that Los Angeles has the largest population of urban American Indians in the United States (equitably spread across SPAs but unlikely to register as a focus of local efforts due to their relatively small numbers). The County recognized that the sovereign status of Tribal

governments alters their relationship with child welfare and other local government agencies (CCLAC, 2009).

The DCFS and Probation use SPA designations to distinguish service areas and organize local child welfare offices into groups that can communicate more effectively with external partners. Currently, the Department has 18 regional offices and Probation has 19 area offices throughout the eight SPAs (see Table 4.56-A). Former Third District Supervisor Zev Yaroslavsky recently opened the Zev Yaroslavsky Family Support Center in SPA 3, which houses more than 1,000 County staffs from seven County Departments including the DCFS and Probation. This new center is designed to provide comprehensive health and social services to improve the lives of children and families in the community. While the specific boundaries of local DCFS and Probation offices change in response to the evolving needs, demographics and available facilities within the SPA boundaries have remained relatively constant over time.

The value of the SPA boundaries for the Department is three-fold:

1. They do not change as often as the Department boundaries separating service areas for local offices.

2. They provide geographic definitions that are stable and widely recognized among DCFS partner agencies and stakeholders.

3. They facilitate SPA-based community collaboration, which helps improve the delivery of services.

Table 4.56-A: DCFS and Probation Service Planning Areas, FY 14-15

SPA Details	DCFS Offices within the SPA	Probation Offices within the SPA	Child Population (0-18 years)					
			Population Count	Hispanic/ Latino	White	African American	American Indian/ Alaska Native	Asian/ Pacific Islander
SPA 1 - Antelope Valley								
This SPA represents the largest geographic area of the County SPAs.	Palmdale, Lancaster	Antelope Valley	117,333	65,086	26,877	21,754	350	3,266
SPA 2 - San Fernando Valley								
This SPA is larger than 14 other states in the nation.	San Fernando Valley, West San Fernando Valley, Santa Clarita	East San Fernando, Juvenile Day Reporting Center, Van Nuys	511,561	268,820	176,860	16,852	699	48,330
SPA 3 - San Gabriel Valley								
This SPA is known for a mixture of wealthier and poorer communities and a large number of Asian immigrants from mainland China, Taiwan and Hong Kong.	El Monte, Pasadena, Glendora, Pomona	Alhambra, Foothill, Pomona Valley, Riverview, San Gabriel Valley	431,069	257,257	63,593	13,798	612	95,809
SPA 4 - Metro Los Angeles								
This SPA covers the core of the City of Los Angeles (i.e., Downtown) and the densely populated surrounding areas.	Metro North	Pretrial Services-Bauchet, Pretrial Services-Wilshire	216,914	150,682	30,484	7,818	312	27,618
SPA 5 - West								
This SPA is located on the west side of Los Angeles County and covers many of the wealthier parts of the city.	West LA	Santa Monica	111,942	25,854	66,985	7,190	140	11,773
SPA 6 - South								
This SPA covers many of the poorest sections of the City of Los Angeles, the City of Compton, and County unincorporated communities	Wateridge, Vermont Corridor, Compton	Centinela, Crenshaw, Firestone, South Central	340,146	256,612	4,211	76,788	383	2,152
SPA 7 - East								
This SPA is located on the southeastern area of the County. It is known for the large number of smaller cities and mix of new immigrants and established residents.	Belvedere, Santa Fe Springs	East Los Angeles, Rio Hondo	379,827	316,555	29,642	10,681	514	22,435
SPA 8 - South Bay								
This SPA includes many of the beach communities as well as the Long Beach Harbor and some of the economically depressed areas inland.	Torrance, South County	Harbor, Long Beach	375,416	197,567	75,558	51,629	653	50,009
Total			**2,484,208**	**1,538,433**	**474,210**	**206,510**	**3,663**	**261,392**

Data Sources: Family to Family Status Report, CWS/CMS Datamart as of 08/15/15; Los Angeles County Probation Department Juvenile Services as of 12/11/15.

The SPA breakdowns allows for focus on specific demographics such as social and physical determinants of health, access to care, and health outcomes so that informed decisions can be made about the needs of the population (see Table 4.56-A).

Table 4.56-B: Percent of Key Indicators of Health by SPA, 2013

Health Indicators	Los Angeles County	SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8
Percent of populations with household incomes less than 100% Federal Poverty Level[a].	18.0	21.1	15.0	13.4	25.0	12.9	31.1	15.5	17.2
Percent of adults who are employed[b].	56.4	49.1	56.7	54.3	58.3	61.4	51.0	58.6	58.0
Percent of adults reporting their health to be fair or poor.	20.7	26.7	18.5	20.1	24.5	7.4	30.5	24.1	17.6
Percent of children ages 0-5 years that are read to daily by a parent or family member[b].	55.4	46.2	56.2	60.4	65.1	79.3	56.5	41.6	50.6
Percent of children ages 0-17 years that have special health care needs[c].	15.8	20.8	15.5	14.7	16.6	17.5	12.5	15.2	18.2
Percent of children ages 0-17 years that have difficulty accessing medical care[b].	12.3	12.7*	9.6	11.8	12.1	4.5*	17.7	16.4	10.1
Rate of births (per 1,000 live births) to teens ages 15-19 years[d].	28.1	33.9	18.9	22.4	35.5	6.0	51.1	30.9	25.7
Homicide rate among adolescents and young adults ages 15-34 years (per 100,000 population).	15.0	**	6.8	8.3	10.7	**	.8.8	14.8	22.6

Data Source: Los Angeles County Department of Public Health, Key Indicators of Health by SPA, March 2013.
[a]Data Source: July 1, 2011 Population and Poverty Estimates, prepared for Urban Research, LA County ISD, released 10/15/2012.
[b]2011 Los Angeles County Health Survey, Office of Health Assessment and Epidemiology, Los Angeles County Department of Public Health. Estimates are based on self-reported data by a random sample of 8,036 Los Angeles County adults and 6,013 parents/guardians/primary caretakers of children, representative of the population in Los Angeles County.
[c]Children with Special Health Care Needs (CSHCN) Screening Tool from the FACCT-Foundation for Accountability. The CSHCN screener has three "definitional domains." These are: (1) Dependency on prescription medications; (2) Service use above the considered usual or routine; and (3) Functional limitations. The definitional domains are not mutually exclusive categories. A child meeting the CSHCN screener criteria for having a chronic condition may qualify for one or more definitional domains. [REFERENCE: http://www.facct.org/cahmiweb/chronic/Screener/lwiscreen.htm].
[d]Los Angeles County Department of Public Health, Maternal, Child & Adolescent Health Program; 2010 birth and 2010 death record data (for infant mortality) and 2011 birth data obtained from the California Department of Public Health, Center for Health Statistics, OHIR Vital Statistics Section.
[e]Los Angeles County Department of Public Health (DPH), Office of Health Assessment and Epidemiology, Linked 2009 California DPH Death Statistical Master File for Los Angeles County Residents.
*The estimate is statistically unstable (relative standard error ≥ 23%).
**If ≤ 20 deaths a reliable rate cannot be calculated.

TRIBAL PUBLIC AGENCY CHARACTERISTICS

SPA 9 includes the American Indian/Alaska Native (AI/AN) populations in the County. Los Angeles County is home to the largest urban AI/AN population in the United States. However, there are no federally recognized Indian Tribes in Los Angeles County. There

are two non-federally recognized Tribes: the Gabrieleno Tongva Band of Mission Indians and the Tataviam Fernandeno Band of Mission Indians. Neither Tribe has lands in Los Angeles County allotted to their Tribes but both have existing Tribal governments. The Gabrieleno Tongva Band of Mission Indians is currently applying for federal recognition. The County's population estimated trends over the last few years are as follows (CA Department of Finance, 2014):

- CY 2010 – 19,509;
- CY 2011 – 19,619;
- CY 2012 – 19,652;
- CY 2013 – 19,629; and
- CY 2014 – 19,658.

Future projected estimates of the AI/AN population do not differ much from past estimates. However, it is important to continuously track trends and changes in the population to ensure that services are targeted in the areas where needed. The estimates are as follows (CA Department of Finance, 2014):

- CY 2015 – 19,654;
- CY 2016 – 19,639; and
- CY 2017 – 19,616.

TRIBAL CHILD WELFARE SERVICES CHARACTERISTICS

In 1989, the Los Angeles County DCFS established American Indian Units (AIUs) to provide culturally appropriate services consistent with the Indian Child Welfare Act (ICWA) to AI/AN children and families who are members or eligible for membership in a federally recognized Tribe. The AIUs follow the legal mandates of the ICWA (25 U.S.C. § 1902) and DCFS policy while providing child welfare services. The Department also works closely with local AI/AN agencies and Tribal governments to ensure that families receive appropriate services.

In CY 2014, an average of 172 children was receiving in-home and out-of-home services from the Department (CWS/CMS Datamart History Table, 2015). There was a decline in the number of AI/AN children receiving services through August 2014, and an increase throughout the remainder of the CY.

To date, there are two AIUs within the Department. The AIUs are comprised of eight Children's Social Workers (CSWs) and two Supervising Children's Social Workers (SCSWs). These Units currently provide child welfare services to a total of 123 children and their families. Of the 125 AI/AN children receiving services, the AIUs currently include children from approximately 35 different Tribal backgrounds. Navajo (12.9%), Muscogee Creek (10.3%), Cherokee of Oklahoma (6.9%), and Goshute (6.0%) combined make up over one-third (36.2%) of the current DCFS AIUs' caseloads.

INDIAN CHILD WELFARE ACT (ICWA)

The Indian Child Welfare Act (ICWA) is a federal law that was passed by Congress in 1978 in response to the high number of AI/AN children being removed from their homes by both public and private agencies. ICWA is designed to protect the best interests of AI/AN children and promote the stability and security of Tribes and families. The purpose of ICWA is to:

- Protect the best interests of Indian children;
- Promote the stability and security of Tribes and families by the establishment of minimum federal standards for the removal of AI/AN children from their families, and the placement of such children in foster or adoptive homes which will reflect the unique values of AI/AN culture; and
- Provide assistance to AI/AN Tribes in the operation of children and family service programs (25 U.S.C. § 1902).

In regards to foster care, ICWA recognized the Tribes' involvement in the provision of child welfare services to AI/AN children and required that, when necessary, the preferred placement of an AI/AN child in foster care be the home of the AI/AN child's extended family or a licensed or approved foster home, as specified by the AI/AN child's Tribe (25 U.S.C. § 1915 (b)).

Per Department policy, inquiry of AI/AN heritage is done for every family served by the DCFS during initial contact with all families. ICWA governs the proceedings for determining the placement of an AI/AN child when that child has been removed from the custody of his/her parent or legal guardian. Case workers must consult with a Tribal designee, if available, regarding the placement or adoption of AI/AN children. They must defer to social and cultural standards regarding removal, placement and treatment assessments, and adoption placement of AI/AN children. Case workers should also use the child's Tribal services to secure placement in the order of placement preference and for the supervision of the placement with the goals of achieving the least restrictive setting resembling a family setting; meeting the child's special needs; and ensuring reasonable proximity to the child's home.

The ICWA requires the Department to provide an AI/AN family with active efforts in casework. Active efforts include providing remedial services and rehabilitative programs designed to prevent the breakup of the family and should be assessed on a case-by-case basis. This also includes the ongoing duty to inquire about the possibility of AI/AN heritage. Active efforts should also use the available resources of the child's extended family, Tribe, Tribal and other AI/AN social service agencies, and individual caregiver service providers. Active efforts should be delivered in a manner that takes into account the prevailing social and cultural values, conditions, and way of life of the AI/AN child's Tribe.

The ICWA applies to AI/AN child custody proceedings in the following circumstances:

- AI/AN child placement in foster care as a result of being removed from his/her parent or custodian, and the parent or custodian cannot have the child returned upon demand;
- AI/AN child adoption when parental rights will be terminated;
- Termination of Parental rights;
- Appointment of a legal guardian for the child by order of the Court;
- Pre-adoptive placement;
- Adoptive placement;
- Involuntary child custody proceedings; and
- Voluntary child custody proceedings.

Probation policy, like the DCFS policy, is determined by ICWA mandates and regulations. At the initial removal from the parent/legal guardian's home, which is detention in Juvenile Hall for Probation youth, the Intake Detention Control Deputy conducts the initial inquiry regarding AI/AN heritage of the youths and all available family members. All responses are recorded in the ICWA section of the Detention report. In Court, the inquiry is continued and a finding is made. In each case where the youth claims AI/AN heritage, the information is passed on to the Investigating Officer, and the ICWA Liaison in Placement Permanency and Quality Assurance (PPQA) is notified for further action. If the Investigating Officer makes a recommendation for suitable placement, the ICWA Liaison will provide the necessary documents to the Investigating Officer and inform the Tribes of the noticing requirements accordingly.

If AI/AN heritage is not revealed at the time of the initial inquiry, all case workers will continue to conduct the inquiry throughout the life of the case and notify the ICWA Liaison anytime the youths reveal AI/AN. Once a youth is ordered into foster care, the Probation Placement Officer is required to make an inquiry within 30 days of placement and subsequently every six months, and document the findings on the case plan and Court reports. If a youth and family indicate AI/AN heritage and the youth is not removed from the home, the Probation Officer will provide relevant information regarding resources and services to the youth and family taking into consideration their needs and availability of culturally appropriate services.

Placement DPOs continually assess all youths on their caseloads for American Indian/Alaska Native (AI/AN) heritage every 6 months or if new information surfaces. According to PPQA statistics, there is a 99% compliance rate noting that every youth is assessed for AI/AN heritage. In 2010, a system was put in place to begin identifying AI/AN foster youths. Initially, there were 6 youths that revealed AI/AN heritage. The Probation Department is believed to have more AI/AN youths than actually reported as a result of classification issues (youths identify with other races such as Hispanic or African-American) or identification barriers (embarrassment or fear of being identified as different from others). Since 2010, a better system has been developed to identify more AI/AN youth. There is still however, more work to be done in this area to accurately

identify AI/AN youths to ensure that appropriate services are provided. See Table 4.57 for AI/AN heritage for Probation Youths from 2010 to 2015.

Table 4.57: ICWA Heritage for Probation Youth

YEAR	COUNT
2010	6
2011	0
2012	27
2013	15
2014	9
2015	6

***** Data Source: Internal PCW Tracking Logs, March 30, 2016

The County of Los Angeles (County) is governed by five elected Supervisors that make up the Board of Supervisors (BOS). Each Supervisor represents one of the Five Supervisorial Districts and fulfills three major roles in County government: executive, legislative, and quasi-judicial. In the three capacities, the Supervisors act as mayors for those residing in unincorporated areas and administer all local governmental services; adopt ordinances and rules to both control the administration of County government and regulate public conduct; and serve as an appeals board on relevant licensing and zone exemption cases. The Supervisors oversee 88 cities and 140 unincorporated areas and are responsible for the adoption of an annual budget outlining expenditures of all branches of the County on a fiscal-year basis. Please refer to Attachment V and Attachment VI respectively, for cities and unincorporated areas within the County of Los Angeles.

POLITICAL JURISDICTIONS

The Department of Children and Family Services (DCFS) and Probation Department (Probation) interact with multiple political jurisdictions that impact the rendering of services in Los Angeles County.

Board of Supervisors

As a part of its governmental duties, the BOS manages 37 County Departments that include the DCFS and Probation and oversees approximately 200 commissions and committees, including the Commission for Children and Families and the Sybil Brand Commission. The BOS holds weekly meetings to address relevant issues in the County and has an Executive Office that performs its ministerial functions. To streamline business matters and establish a relational working model, the BOS employs Board Deputies that are assigned to different County Departments to tend to specific needs and interests. The DCFS and Probation Child Welfare section (PCW) of the Probation Department work with the designated Board Deputies that represent each supervisorial district and meet regularly with the various commissions that manage the County's child welfare initiatives and programs. The BOS also has organized Clusters that handle all matters that directly pertain to the County's child welfare system. Please refer to Attachment VII-A for a Departmental Organizational Chart of the County of Los Angeles.

Delivering child welfare services in Los Angeles County requires great collaboration with the Board Deputies and BOS Clusters from each of the Five Supervisorial Districts; they have a unified interest in child welfare, but are accountable to their constituents in addressing causes, concerns, and perspectives that are germane to their given regions. Some supervisorial districts are vastly different in ethnic and geographic composition

and require a different allotment of resources and services to meet the needs of their residents. The Second District for example, has 20 unincorporated areas and covers just 162 square miles compared to the Fifth District that has 69 unincorporated areas and covers over 2,800 square miles, even though the Second District is more populated. The DCFS and PCW do their best to accommodate for the variance in service needs in the designated areas, since certain programs or services may not be as accessible in particular Service Planning Areas (SPAs) in the County. In addition, the DCFS and PCW must balance the inquiries and mandates that come from the BOS and Executive Office and respond to recommendations from invested stakeholders such as the Los Angeles County Blue Ribbon Commission on Child Protection (BRCCP) and the Los Angeles County's Office of Child Protection (OCP). The DCFS and PCW agencies need to work inherently to properly accommodate the differing district needs and interests affecting the County in which they reside.

American Indian/Alaska Native Tribes (AI/AN)

While there are no federally recognized Indian Tribes in Los Angeles County, the County is home to the largest urban population of AI/AN in the United States, making it imperative for the two agencies to consider all AI/AN interests in drafting initiatives, recruiting Indian Child Welfare Act (ICWA) placements, and developing AI/AN specific programs. Since ICWA considerations are given at all stages of service delivery, the DCFS' American Indian Unit (AIU) is in the process of developing an AI/AN Parents in Partnership (PIP) program in efforts to bridge any gaps and support best practices in the County's approach to handling ICWA cases.

School Districts/Local Education Agencies

The DCFS and Probation Child Welfare partner with over 80 public school districts in Los Angeles County to meet the educational needs of children involved in its child welfare system. These districts do not encompass the entirety of private and charter schools that operate in the Five Supervisorial Districts; this results in a multitude of differing school and educational regulations and practices that can be challenging when delivering child welfare services in the County. The varying enrollment, attendance, discipline, and graduation policies have a direct impact on youths and in some cases have led to delays in enrollment and the forfeiting of earned academic credits because prerequisites and eligibility criteria did not readily transfer or match across the school systems. To help target these issues, the Los Angeles County of Office of Education (LACOE), the Los Angeles Unified School District (LAUSD), and Foster Youth Services (FYS) in partnership with the DCFS and Probation, established Foster Youth Liaisons in school districts to offer educational support services.

Foster Youth Education Program

In 2008, former First District Supervisor Gloria Molina sponsored a program titled the Gloria Molina Foster Youth Education Program in the First Supervisorial District to combat high school drop-out rates among foster youths by developing a solid education

plan to address each child's need. The program required intense collaboration by County and school district staffs to ensure actual implementation of the identified plan, and included interventions from securing tutoring and providing transportation assistance, to meeting summer school registration deadlines and ensuring that credits earned at previous schools counted toward graduation. The program also called for out-stationed staffs from the DCFS in different schools for greater accessibility and efficacy for foster youths and school staffs. Due to the success of the program, it expanded Countywide in 2012 and is now an integral part of how the DCFS Education section provides services to school-aged children in Los Angeles County's child welfare system.

Presently, the DCFS has 12 Children's Social Workers (CSWs) out-stationed in several school districts in SPAs across the County as part of the collaborative goal of improving educational outcomes for the County's foster youth.

Law Enforcement Agencies

Los Angeles County is home to over 45 law enforcement agencies across its Five Supervisorial Districts. The DCFS and PCW partner with many of the policing agencies to coordinate child abuse and neglect investigations; report and track runaways; and address Commercial Sexual Exploitation of Children (CSEC) issues and serious incidents that take place while children and youths are in out-of-home care. Each child welfare agency subsequently has special and unique processes, programs, and relations as detailed below.

Los Angeles County Department of Children and Family Services

The DCFS has Law Enforcement Liaisons in place to expedite processes related to obtaining police reports; investigation narratives; and other pertinent documents and support services. In addition, the DCFS, the Los Angeles County District Attorney, and the law enforcement agencies use an Electronic Suspected Child Abuse Report System (E-SCARS) to streamline child abuse/neglect cross-reporting efforts across the County and strive to conduct joint missions with the different entities to reduce repetitive child interviews and unnecessary trauma for children in the child welfare system. Due to the sheer number of law enforcement agencies and staff personnel as well as the number of varying agency policies and protocols that complicate information sharing efforts, efficient data collection and use is currently a prime focus area in the County.

Presently, the DCFS has 22 out-stationed CSWs at several law enforcement agencies in SPAs across the County. The Department also has two CSWs out-stationed at the Stuart House, an interagency program with specially trained personnel co-located to work as a multidisciplinary team, investigating sexual abuse cases to ensure that children are not re-victimized by large bureaucratic systems.

Multiagency Response Team (MART)

In 2003, the DCFS created the Multiagency Response Team (MART), a specialized team of CSWs who assist law enforcement agencies to provide emergency protective services to children identified in homes associated with high levels of illegal gang, firearm, and narcotic activities. The Team also works in collaboration with the County District Attorney to target high profile endangerment cases and has been critical in expediting the placement process when children are taken into protective custody. Since its inception, the MART has participated in over 8,000 operations, has rescued over 10,000 children in harm's way, and has responded to roughly 50 search warrants each month.

Los Angeles County Commercial Sexual Exploitation of Children (CSEC) Law Enforcement First Responder Protocol (FRP)

The Los Angeles County Commercial Sexual Exploitation of Children (CSEC) Law Enforcement First Responder Protocol (FRP) is a coordinated response strategy developed through a multisystem collaboration among law enforcement, the DCFS, Probation, the Department of Health Services (DHS), advocacy agencies, and emergency housing/shelter staff. The FRP is enacted when law enforcement agencies identify youths they suspect are trafficked or at risk of being trafficked as CSEC youths. CSEC referrals are called in to the DCFS Child Protection Hotline (CPH) and the DCFS MART is dispatched to conduct necessary investigations. Detailed information on the FRP can be accessed at http://youthlaw.org/wp-content/uploads/2015/06/Los-Angeles-County-Law-Enforcement-First-Responder-Protocol.pdf.

Los Angeles County Probation Department

Probation has a strong relationship with local law enforcement in that there is partnership in many aspects as the work crosses over and compliments each other. The Probation Department participates on regular committees with law enforcement, and there are specialized short-term work groups formulated to address specific issues in one city, SPA, or county. Most recently, PPQA Group Home Monitoring Administrators met with Pasadena Police, Pomona, and Long Beach Police regarding the numerous reporting of runaway youths from Group Homes (GH) in their service areas. After many meetings, there was a better understanding of requirements and legal implications to report all runaways; however, the police departments requested better tracking and communication directly to their dispatch staffs as soon as youths are apprehended in order to limit wasted hours on their manpower. As the issue of runaway youths is a complicated one, enhanced communication will have a positive impact on decreasing the length of time these runaway youths are at risk on the streets.

Additionally, Probation's Special Enforcement Operation (SEO) collaborates with all Federal, State, and local law enforcement agencies to apprehend and safely return youths who have absconded from active probation supervision back under the custody

and care of the Probation Department. Some of the collaborating agencies are as follows:

- Los Angeles Police Department **(LAPD)**;
- Los Angeles County Sheriff Department **(LASD)**;
- Los Angeles Interagency Metropolitan Police Apprehension **(LA IMPACT)**;
- Alcohol Tobacco Firearm & Explosives **(ATF)**;
- Drug Enforcement Administration **(DEA)**; and
- Federal Bureau of Investigation **(FBI)**.

SEO units actively seek youths who have run away from placement or homes or who have absconded from Probation and are at great risk in the community. The units have routine meetings and participate in various activities with all branches of law enforcement. SEO has received enhanced training directly from law enforcement on surveillance; analytical interviewing; computer/cell phone acquisition; investigation techniques; and weapons, search, and seizure. SEO in turn, has shared its expertise and provided general safety training to both field and placement Department Probation Officers (DPOs).

COUNTY CHILD WELFARE AND PROBATION/PROBATION CHILD WELFARE INFRASTRUCTURE

Los Angeles County Department of Children and Family Services

The DCFS reports to the Los Angeles County Chief Executive Office (CEO), which in turn reports to the BOS.

The DCFS team is comprised of a Director, one Chief Deputy Director, one Medical Director, one General Counsel, one Senior Deputy Director, eight Deputy Directors, and one Assistant Director. This Executive Team oversees 10 bureaus within the Department: the Bureau of Clinical Resources and Services (BCRS); the Bureau of Operational Support Services (BOSS); the Government Accountability and Risk Management Bureau (GARM), the Juvenile Court and Adoption Bureau (JCAB); the Specialized Response Services Bureau (SRSB); Services Bureau 1 (SB1); Services Bureau 2 (SB2); the Administrative Support Bureau; the Contract Services Bureau (CSB); and the Bureau of Finance and Administration (BFA). The Inter-Agency Council on Child Abuse and Neglect (ICAN) sits within the DCFS, but reports directly to the BOS and functions independently from the Department. Please refer to Attachment VII-B for the DCFS Organizational Chart.

The DCFS has two Service Bureaus that cover the Five Supervisorial Districts in Los Angeles County; each Bureau covers several SPAs. Table 5.10 below displays the designated service areas.

Table 5.10: Service Bureaus and DCFS Offices

Service Bureau (SB)	DCFS Office	Service Planning Area (SPA)
SB 1	Lancaster Palmdale	1
	Santa Clarita Van Nuys West San Fernando Valley	2
	El Monte Glendora Pasadena Pomona	3
	Metro North West Los Angeles	4 and 5
SB 2	Compton Vermont Wateridge	6
	Belvedere Santa Fe Springs	7
	South County Torrance	8

Each Regional Office is responsible for serving specific zip codes in the County of Los Angeles. Once Child Protection Hotline (CPH) referrals and case transfers have been dispersed to the respective offices, they are assigned to workers according to the identified service needs. Efforts are made by the Regional Managers to distribute assignments based on CSW caseload size to maintain equity within the Regional Offices.

Table 5.11 lists the types of CSWs that the DCFS employs and describes their roles on the service continuum.

Table 5.11: CSW Service Array*

CSWs	Roles	Duties
Child Protection Hotline (CPH)	Primary	Evaluate calls to the CPH and determine response needs
Emergency Response (ER)	Primary	Investigate referrals received from CPH
Emergency Response Command Post (ERCP)	Primary	Investigate referrals received outside regular business hours
Multiagency Response Team (MART)	Primary	Work in collaboration with the District Attorney and law enforcement agencies to investigate high profile circumstances and situations with gang, firearm, and/or narcotics activities
Intake and Detention Control (IDC)	Secondary	Draft warrants presented to judicial bench officers and draft WIC petitions presented to the Court
Court Officer/Liaison	Non-carrying	Represent the DCFS in Juvenile Dependency Court matters; liaise with field CSWs on Court matters
Dependency Investigator (DI)	Secondary	Investigate allegations on referrals promoted to DCFS cases; provide recommendations to Juvenile Dependency Court on disposition issues
Continuing Services: Family Maintenance (FM)/ Family Reunification (FR)/ Permanent Placement (PP)	Primary	Service children and families to address issues leading to DCFS involvement; help youths establish stability in permanent homes and life skills to transition them to independence
Special Units: Asian Pacific Unit (APU) Deaf Services Unit American Indian (AIU)	Primary	Service children and families with specific needs to address issues leading to DCFS involvement; help youths establish stability in permanent homes with life skills to transition them to independence
Commercial Sexual Exploitation of Children (CSEC) Unit/Runaway Outreach Unit (ROU)	Primary	Service children and families with children who have been sexually exploited; target youths with chronic runaway behavior to establish stability
Medical Case Management Services (MCMS)	Primary	Service children and families with specific medical needs to address issues leading to DCFS involvement; help youths establish stability in a permanent home and life skills to transition them to independence
Sensitive Case Unit	Primary	Service high-profile children and families to address issues leading to DCFS involvement
Youth Permanency (YP)	Primary	Service children with no permanency connections to establish stability and promote independent living skills
AB12 Unit/Supportive Transition	Primary	Provide Non-Minor Dependents (NMDs) with support in independent living needs and matters
Skid Row Homeless Services Unit	Non-carrying	Provide supportive services to homeless families and help with transitions to permanent homes; offer case management services that target issues leading to homelessness

CSWs	Roles	Duties
Adoption	Secondary	Complete adoptive home studies and address adoption-specific needs
Adoptions and Safe Families Act (ASFA)	Secondary	Evaluate homes of prospective and current caregivers for compliance with Title 22 regulations
Interstate Compact on the Placement of Children (ICPC)	Non-carrying	Coordinate out-of-state and international home evaluations/home studies and coordinate out-of-county/state case supervision
Kinship Support	Non-carrying	Provide support and assistance for kin that have families involved with the Department
Permanency Partners Program (P3)	Secondary	Mine cases to identify and facilitate permanency connections for foster children and youths
Accelerated Placement Team (APT)	Non-carrying	Secure placements for youths demonstrating high-risk behaviors
Education Unit	Primary and Secondary	Target educational needs of foster youths and children in collaboration with County school district staffs
D-Rate Evaluators	Non-carrying	Provide supportive services to D-rate (special funding category for children identified with special needs) cases
Systems of Care (SOC)/ Wraparound Liaison	Non-carrying	Link children and families up with supportive services to establish stability and reduce safety/risk factors

*This table is not all-inclusive, but represents a majority of the CSW positions in Los Angeles County.

Average caseloads for CSWs are contingent on the type of services being offered, but range from 10 to 31 referrals/cases per worker. Table 5.12 provides the specific breakdown of average case count by service component.

Table 5.12: Average CSW Caseload by Service Component*

Service Component	Average Caseload
Emergency Response (ER)	20
Dependency Investigator (DI)	10
Continuing Services (FM/FR/PP)	28
Medical Case Management Services (MCMS)	24
Sensitive Case Unit	18
Asian Pacific Unit (APU)	23
Deaf Services Unit	25
American Indian (AIU)	24
Youth Permanency (YP)	10
AB12/Supportive Transition	31

*Data Source: CWS/CMS Datamart, as of January 19, 2016.

The current average caseload for CSWs in each of the different services component is below the yardstick determined in the October 1, 2015 – September 30, 2018 Memorandum of Understanding (MOU) between the Management Representatives of

the County of Los Angeles and the Union representing SEIU, Local 721, CTW, and CLC. The DCFS launched a hiring initiative in 2014 in response to a three-day strike by CSWs and Supervising Children's Social Workers (SCSWs) requesting lower caseloads, higher pay, and greater benefit allotments to account for rising premium costs. Since the December 2013 strike, the Department hired over 1,300 new CSWs in efforts to establish manageable caseloads as well as target the Department's CSW attrition rate.

As for tracking attrition itself, the DCFS Human Resources (HR) Division records data specific to retirements, dismissals, voluntary resignations, and lateral transfers, and periodically presents the information to the Executive Team for review. Table 5.13 displays the information collected from 2012 to 2016.

Table 5.13: Staff Turnover*

Staff Turnover	FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015	July 2015 - Jan 2016	Total
Retirements	123	125	123	67	**438**
Dismissals	20	16	9	7	**52**
Voluntary resignations	298	299	301	178	**1,076**
Lateral transfers	87	87	87	80	**341**

*Data Source: e-HR database as of Jan 31, 2016

To monitor current staffing needs, the Department provides staffing percentages for each office to its Regional Managers at the monthly DCFS Stat Meetings. Data are provided that depict the number of earned CSWs (based on the number of referrals and cases worked) and encumbered CSWs to determine the staffing needs of the different SPAs. CSW and SCSW positions for the offices in the SPAs are allocated accordingly, and the Managers within each office determine how staffs are distributed across the different programs and service components considering the CSW to SCSW ratios. To account for the fluctuation of incoming referrals and subsequent cases, the Regional Managers will also shift CSWs and SCSWs among the various points of the service continuum.

As of January 2016, the DCFS has 3,635 CSWs, 674 SCSWs, 607 Administrators, and a total of 7,607 employees. The CSWs and SCSWs in the DCFS have a range of educational degrees and work experience, since the types of degrees each position requires is determined by its Class Specification. The Class Specification describes the training and credentials necessary for each job title, and lists the minimum required levels of work experience. The current listing of Class Specifications for the CSW Trainee, CSW I, CSW II, CSW III, and SCSW items in the County of Los Angeles is available at https://www.governmentjobs.com/careers/lacounty.classspecs. The number of positions the BOS has authorized for the Department is available at https://www.municode.com/library/ca/los_angeles_county/codes/code_of_ordinances?n

odeId=TIT6SA_DIV3DEPR_CH6.53DECHFASE_6.53.010.PO, and the salary information for each position can be obtained at https://cao.lacounty.gov.pdf.alpha.pdf.

In terms of recruitment, the Department enlists social worker candidates at job fairs, community outreach events, conferences, colleges, and universities throughout the year. During these events, the recruitment team promotes the Department to prospective candidates; informs them of current vacancies and job openings and how to apply; and obtains contact information to relay information about potential positions. Job bulletins and vacancies are also posted online on websites such as www.governmentjobs.com and the site for the National Association of Social Workers. Email and mail notifications are also sent to 70 associations and agencies including Equal Employment Opportunity Commissions (EEOCs), the Los Angeles District Office, and neighboring college and university career centers. Employee selection is made based on the meeting of general requirements and County examination scores. Bilingual applicants can opt to use their language skill set by obtaining bilingual certification upon hire.

Social work staff at the DCFS is represented by the SEIU, Local 721 Union. The current MOU was approved by the County BOS on December 8, 2015 and is active through September 30, 2018. It establishes benchmark working conditions for CSWs and SCSWs and delineates procedural information addressing management rights; grievances; personnel issues; leaves of absences; and health and safety matters. Regional Offices house Union Stewards who are available for consultation and representation in meetings with Regional Management on covered issues. Contract negotiations for upcoming MOUs generally begin in April and continue weekly until an amenable agreement is reached between the County and the Union. The active contact is posted at https://www.seiu721.org/contracts/county_of_la_bu723_2015-10-01_through_2018-09-30_scan_searchable.pdf.

Los Angeles County Probation Department/Probation Child Welfare

As a criminal justice and child welfare agency, the Los Angeles County Probation Department has expanded to become the largest probation department in the world. Its mission is to enhance public safety, ensure victims' rights, and bring forth positive behavioral change through the vision of rebuilding lives and providing for healthier and safer communities while providing support, interventions, and services to improve the lives of youth and their families. Currently funded by an annual budget of approximately $854 million, Probation provides an extensive range of services through the efforts of 6,500 employees deployed in more than 50 locations throughout the County.

These 6,500 employees supervise and provide services that rebuild lives, provide for healthier and safer communities, and bring forth positive change to approximately 21,000 probation youths. Of those youths, approximately 40% had some contact with child welfare prior to coming to the attention of Probation. Approximately 50% are at risk of entering foster care, and approximately 5% are probation foster youths currently in foster care. These youths are served by multiple bureaus that provide services from

prevention to permanency, including those that facilitate successful transitions into adulthood. They are:

Detention Services Bureau	Juvenile Hall: Supervises less than 700 youths while in various stages of detention and disposition
Residential Services Bureau	Camps: Supervise less than 700 youth for 3-12 month program
Juvenile Field Services	Juvenile Supervision in the community 241.1 Assessments Dual Status supervision
Juvenile Special Services	Camp to Community Transition Program (CCTP) Special Enforcement Operations (SEO) Intensive Gang Supervision Program Community Detention Program CDP School-Based Supervision
Placement Services Bureau	Title IV-E Waiver Residential Based Services (RBS) Placement Administrative Services (PAS) Placement to Community Transition Services (PCTS) Youth Development Services (YDS) Child Trafficking Unit (CTU) Placement Permanency and Quality Assurance (PPQA) AB 12-Extended Foster Care (EFC)

The Los Angeles County Probation Department's Detention Services Bureau (DSB) provides intake housing and transportation services for youths detained in three Juvenile Halls: Los Padrinos in Downey, Central in Los Angeles, and Barry J. Nidorf in Sylmar. With a population that fluctuates between 600 to 850 youths per day which has decreased significantly over the past five years, the Juvenile Halls provide secure housing for both pre-adjudicated and post-disposition wards of the Juvenile Delinquency Court. Additional accommodations are made for youths detained in Juvenile Halls, pending trial in the adult courts.

There are 14 probation camps that provide residential treatment services, located throughout the Los Angeles County. These include the Dorothy Kirby Center, a closed placement offering intensive mental health services. Many youths are at risk of entering foster care once they have completed their camp programs. As of December 2015, there are 1,088 Probation Department employees staffed in the Residential Treatment Services Bureau.

There are over 70 Supervising Deputy Probation Officers (SDPOs) and 371 Deputy Probation Officers (DPOs) in Community-Based Supervision, Juvenile Justice Crime Prevention Act Programs (e.g., School-Based Supervision), Intensive Gang Supervision, and Camp Community Transition providing services to probation youths

residing in their homes who are at imminent risk of being placed in the foster care system. Of the total population of probation youths in the community, approximately 76% of them are determined to be an imminent risk based on several factors including the Los Angeles Risk and Resiliency Checklist (LARRC) score and recent out-of-home placements. These families receive Family Maintenance (FM) services in order to reduce the risk of youths reentering the Delinquency system.

The division of the Probation Department that deals specifically with foster youths ages 10 to 21 in out-of-home care is referred to as Probation Child Welfare (PCW) and fulfills all State and Federal Child Welfare regulations required for foster youths and their families. PCW is made up of eight operations under the Placement Services Bureau (PSB). Those operations are the Title IV-E Waiver, Placement Administrative Services (PAS), Residential Based Services (RBS), Placement Permanency and Quality Assurance (PPQA), Child Trafficking (CTU), AB12/Non-Minor Dependent (NMD)-Extended Foster Care (EFC), Youth Development Services (YDS), and Placement to Community Transition Services (PCTS). These eight operations are supervised by one Bureau Chief, eight Directors, and approximately 17 Supervising Deputy Probation Officers (SDPOs), and roughly 200 employees make up the staff of Deputy Probation Officer (DPO) IIs, Program Analysts, Staff Assistants, Secretaries, and Clerical/Support. One additional operation outside of PSB that falls under PCW's Field Services is the 241.1 Investigations/Joint Assessments and Supervision. Please refer to Attachment VII-C for the Department of Probation's Organizational Chart.

As of October 2015, there are five SDPOs and 61 DPOs in the Residential Based Services (RBS) section currently providing supervision and linkage to specialized services to approximately 1,196 probation foster youths who are placed in out-of-home care. There are approximately eight SDPOs and 77 DPOs in Placement Permanency and Quality Assurance (PPAQ), Child Trafficking Unit (CTU), Youth Development Services (YDS), Placement Administrative Services (PAS), and Placement to Community Transition Services (PCTS) providing specialized services such as upfront cross-system assessments; placement referrals; mental health and out-of state placement screenings; family finding and permanency planning; in-home treatment services; evidence based practices and therapy; housing; and financial assistance.

PAS is the placing and revenue section of PSB, providing upfront cross-system assessments for best and appropriate placements and mental health and out-of state placement screenings, and liaising with DCFS Revenue Enhancement related to Administrative fees and costs for placements. RBS is responsible for the supervision of all foster youths ordered into suitable placement and subsequently placed in residential GH care or with caregivers, considering Court recommendations and linkage to specialized services. It is the goal of the RBS to that ensure youths in care receive quality rehabilitative treatment and services to ensure safe, timely, and permanent reunification, while helping maintaining compliance with conditions of probation their probations. RBS also maintains a specialized unit that provides Functional Family Probation (FFP) services to foster youths reunifying with their families.

PPQA is the monitoring operation over PSB to ensure compliance with child welfare State and Federal regulations. It completes County and Federal Case reviews/audits, provides resource family approvals, and conducts Residential GH/FFA contract development and compliance. PPQA also provides placement monitoring, conducts investigations, and urges family finding/permanency planning through adoptions, legal guardianship, and lifelong connections. The Child Trafficking Unit (CTU) is made of dedicated Placement Officers who work specifically with children who have been Commercially Sexually Exploited (CSEC). The CTU DPOs partner with all courts but work exclusively with the Success Through Achievement & Resilience (STAR) Court that handles the cases of all youths who are under Probation supervision for sex-trafficking or crimes related to sex-trafficking. YDS provides life skills development, job training, housing, financial assistance, and linkages to services to successfully transition youths to college and ultimately adulthood. PCTS provides specialized services through in-home Evidence Based Practices (EBP) treatment services such as Functional Family Therapy (FFT) and Multi-Systemic Therapy (MST), as well as Wraparound services. AB 12/EFC provides supervision, linkages to services, and support for youths with 450 Court status and Non-minor Dependents (NMDs).

Staffing Characteristics

The Probation Department's overall staff turnover ratio for the calendar year 2014 was 4.6%. The Placement Bureau does not keep individual staff turnover data, but it is safe to say that the turnover for Placement has slowed tremendously due to an overall sense of job satisfaction and favorable working conditions.

In the past, Placement staff turnover rates rose every two to two and a half years, prompted by promotions, better career opportunities, or job dissatisfaction. Currently, the average of staff experience in Placement is over two and a half years. It is believed that in spite of the improvement with budget issues, the lowered caseloads, the development of specialty assignments, providing opportunities to have a direct impact on systemic changes has a direct correlation to placement staff stability, as well as an overall sense of job satisfaction. During numerous trainings throughout the year, Placement staff consistently reported that "they love what they do," and the Peer Review interviews and findings corroborate this statement.

Earlier in the year, the entire Probation Department lost approximately 25 to 30 vacancies and approximately six of those items were from the Placement Bureau. Two were Supervising DPO items and four were DPO items. The Department of Justice (DOJ) recently completed an intense monitoring of the Juvenile Halls and Probation Camps. In order to comply with staffing ratios, these vacancies were provided to the Residential Treatment for program enhancement and DOJ compliance purposes. This shift has created challenges to Placement staff in that more is now required of the Probation employees with less resources to meet the additional mandates. The Placement employees and their knowledge and experience base however, have kept the Placement Bureau stable.

Worker Caseload Size by Service Program

Regarding worker caseload size, the defined yardstick is an average of 150 cases for Juvenile Supervision caseloads and an average of 50 cases for Placement staff. Additionally, any specialized caseloads for Juvenile Supervision (Gang, School-based, Dual Supervision, etc.) would have "target" caseload sizes. Currently, Placement caseloads are at an average of 25 to 30 cases due to the decrease of youths in Detention who have been removed from their homes and communities to be suitably placed in out-of-home care. This has afforded PCW to allot positions to account for caseloads such as the Bench Warrant and Dual Supervision caseloads to conduct more quantitative and qualitative work with youths with special needs.

Bargaining Unit Issues

The Probation Department employees may be members of several different Bargaining Units or Union organizations, such as Local 685 for Deputy Probation Officers, Local 721 for Supervisors and Clerical Staff, and Local 36 for Managers. Placement Officers who wish to flex their schedules and work after hours and weekends may do so and the Union is supportive of the flexibility. This type of work schedule is conducive to families who work and visit their children on the weekends. This flexibility also improves outcomes in that Placement Officers can visit youths, parents, and care providers, maximizing their time and enriching the case planning experience and effectiveness for the youths and families. Sometimes Union processes can be a barrier to the timely fulfillment of State and Federal mandates, since changing a Probation Officer's work conditions or duties require a "meet and confer" conference. However, many times it is a beneficial process ensuring that all parties understand their roles and responsibilities, leading to better work performances.

Previously, a decision was made to enhance Probation Placement services by utilizing the EBP, Functional Family Probation (FFP), as a placement practice model. The Placement RBS manager met with the Union to discuss how this practice would change the traditional role of the Placement Officer for those selected, since FFP takes place in the youth's home as opposed to in the residential GH. The Union was agreeable to the change as long as the selection process was based on seniority leading to enhanced and improved services for foster youths and their families.

Currently, new issues under review for potential Union input are the dual entry of information into two systems, PCMS and CWS/CMS; the revised Case Plan; the change from the ASFA Team to the Resource Family Approval (RFA) Team, which requires a different role and job function; and the Case Compliance Team's enhanced role in the Federal Case Review which requires specialized training and certification.

FINANCIAL/MATERIAL RESOURCES

The DCFS and PCW receive additional funding through grants and donations for various programs and initiatives. Table 5.14 describes auxiliary monies the Departments received from 2011 through 2015:

Table 5.14: Additional Funding Sources for the DCFS and PCW

Grants/Donations	Funding Impact
California Partners for Permanency (CAPP) Grant from California Department of Education (CDE)	Enables the DCFS to meet the child care needs of parents and relative caregivers through the DCFS Child Care Program
Foster Youth Education Program (FYEP)	Funds out-stationed CSWs in school districts to work with school personnel to ultimately prevent drop-out rates for foster youths
Dave Thomas's Wendy's Wonderful Kids Program	Allows the DCFS additional monies for the adoption-specific needs of children and families in the County's Child Welfare System
Foster Parent Recruitment, Retention, and Support Plan (FRRSP)	Provides funding for County efforts to recruit, retain, and support relative and non-related foster caregivers.
Commercial Sexual Exploitation of Children (CSEC) Grant	Provides limited funding to expand and enhance service efforts for CSEC cases

Los Angeles County Probation Department

Probation has over $854 million in funding. Approximately 60% comes from the general fund and the remainder consists of fees for services and State and Federal revenue. Los Angeles County Probation is part of the California Well-Being Project. The Well-Being Projects provides California with the flexibility to invest existing resources more effectively in proven and innovative approaches that better ensure the safety of children and the success of families. This flexibility enables the opportunity to reinvest resources into more cost-efficient approaches that achieve better outcomes. The flexibility of Title IV-E Waiver funds provides Probation with the opportunity and ability to provide services and resources tailored to youths through the Wraparound model, Core Practice model, and Safety Organized Practice model. The Title IV-E funds enable Probation to provide foster care licensing activities and training; extend foster care for youths 18 years or older until the age of 21; subsidize adoption costs and adoption assistance payments; develop SACWIS (CWS/CMS); and finance for other operational costs.

Legislative changes approximately two years ago tied the State revenue to Vehicle License Fees (VLF), and the downturn in the economy meant a significant reduction in State revenue to the Department. VLF revenue primarily funds the programs in Camps and Juvenile Halls; however, the impact is Department-wide, as attempts are made to maintain services with diminishing resources. The result is that all programs have had

to maintain vacant positions to generate savings for VLF shortfalls and some programs have lost positions to reduce costs.

These funding cuts and lack of financial resources have created challenges for serving youths and their families. Probation immediately set efficiency measures and goals for each operation to meet in order to generate savings and save resources. In the next fiscal year budget, the Department is developing a series of consolidations and efficiencies that will downsize the cost of current operations in Camps while maintaining current service levels and streamlining Juvenile Hall operations while continuing to meet mandated service levels.

This economic crisis has affected GH providers as well, in spite of the fact that they received a significant increase in assistance payments. The number of youths available for placement has decreased significantly. As of December 2015, the GH population was 716, which significantly decreased over 60% in the past three years, with one Probation foster youth placed in a Foster Family Agency. Currently, the average number of youths waiting in Juvenile Hall for placement is 68. Of those 68 youths, approximately half have a pre-determined placement order to go out of state or to a Level 14 facility. The remaining half, approximately 31.5, is waiting to be placed.

CHILD WELFARE/PROBATION CHILD WELFARE OPERATED SERVICES

Los Angeles County Department of Children and Family Services

County Operated Shelters

While the DCFS does not operate shelters, it contracts Licensed Foster Parents Foster Family Agencies (FFAs), and Group Homes (GHs) for Emergency Shelter Care (ESC) services. Emergency Shelter Cares (ESCs) are temporary placements, providing 24-hour care for children/youths who must be removed from their homes or foster placements, and for whom there are no appropriate placements available.

The three types of Emergency Shelter Care placement resources available are:

- Foster Family Home-Emergency Shelter Care (FH-ESC): Foster Family Shelter Homes provide temporary emergency placements for children for up to 14 days in a State-licensed Foster Family Home.
- Foster Family Agency-Emergency Shelter Care (FFA-ESC): FFA Shelter Homes provide temporary emergency placements for children for up to 21-days in Certified Foster Family Homes.
- Group-Home Emergency Shelter Care (GH-ESC): Group Homes (GHs) provide temporary emergency placements and assessments for up to 30 days for children who are placed in GHs.

County Licensing

Prospective foster and adoptive—or resource—parents in Los Angeles County need to undergo two concurrent approval processes with both the State of California's Community Care Licensing (CCL) Division and the DCFS' Adoptions and Permanency Resources Division (APRD) in order to become caregivers to children in the County's child welfare system. First, applicants need to obtain foster care licenses issued by CCL in accordance with standards set forth in State statues (CCR Title 22, Division 6, Chapter 9.5) and regulations (Community Care Facilities Act, beginning with Section 1500 of the Health and Safety Code). Second, potential caregivers need to complete home studies conducted by the DCFS which ultimately assess the appropriateness of the homes as placements for foster children and youths in the Department's care and custody. Once licensed and approved to serve as caregivers for the DCFS, the adoptive/foster resource homes need to fulfill requirements for each licensing and approving entity by allowing site visits in the home, participating in necessary interviews, and completing mandated trainings. To ensure the continued suitability of the licensed foster homes, the Department's Out-of-Home-Care Management Division (OHCMD) conducts periodic reassessments and completes separate investigations of complaint, abuse, and neglect.

The County also uses foster homes certified through Foster Family Agencies (FFAs), which are licensed directly by CCL and are subject to additional licensing requirements.[10]

County Adoptions

The DCFS APRD provides adoption and permanency planning for all children declared dependents of the Juvenile Dependency and Delinquency Courts in Los Angeles County. Adoption services may begin on the date of detention into the child welfare system and occur up to a youth's 21st birthday. Resource families and relatives as well as Non-Related Extended Family Members (NREFMs) receive assessments to determine their ability and commitment to children or youths in need of permanence.

In addition to providing adoptive planning for children who are dependents of the Court, the DCFS APRD has other direct adoption services available to the community at large:

- Relinquishment: Children both within and outside of Dependency may be placed for adoption by birth parents relinquishing their rights. The DCFS APRD will meet with birth parents interested in relinquishing their children for adoption to ensure that they are making sound decisions and that the DCFS is likely to have homes for their children.

- Independent Adoption: Birth parents may work directly with the families chosen to adopt their children and the private attorneys they wish to work with to process

[10] Beginning January 2017, the Resource Family Approval (RFA) Program will be implemented statewide and the DCFS will be the sole government agency responsible for licensing resource families in the County of Los Angeles.

those adoptions. In those instances, adopting families may come to the DCFS and request family assessments to use in Court when finalizing their adoptions.

- Stepparent Adoption: Stepparents may file petitions to adopt stepchildren. The spouse/birthparent retains his or her custody and control of the child, while the non-custodial birth parent can either sign the consent or lose his or rights via legal action.

Los Angeles County Probation Department

County Operated Shelters

Like the DCFS, Probation Child Welfare (PCW) does not operate shelters. Unlike the DCFS, PCW does not contract with Group Homes (GH) for Emergency Shelter Care (ESC). However, the Probation Department contracts four Probation foster homes as a type of ESC and an alternative to detention. These homes are called Status Offender Detention Alternative/Placement Alternative Detention (SODA/PAD), which are utilized to house youths who cannot be detained in Juvenile Hall due to the fact that the youths have no confinement time. This resource has been ongoing for the past 30 years with the same care providers, and there is now an urgent need to look at a new structure for the SODA/PAD. This effort will be further developed in the County's System Improvement Plan (SIP).

California Department of Social Services (CDSS), Community Care Licensing (CCL), and County Licensing

Los Angeles County currently does not license foster family homes. The licensing of Foster Family Homes is completed by CDSS and CCL. Los Angeles County Probation utilizes CCL as its licensing agency for residential Group Homes (GHs) and SODA/PADs. CCL initially licenses all homes and conducts regular reviews and site visits to ensure compliance with all licensing regulations, requiring Corrective Action Plans (CAPs), and updating program statements when required. In addition, the DCFS Contracts Division is the holder of the residential GH contracts for Probation. This section, along with Probation's PPQA Supervisor, reviews all contracts for residential GHs to ensure that all elements are met prior to approval. PPQA's residential GH Monitoring Team conducts regular reviews to ensure that residential GHs are in compliance with all elements of the contracts and program statements. Whenever areas of deficiency or non-compliance are revealed, the agencies are required to make the corrections and update their Program Statements as necessary.

County Adoptions

Like the DCFS, PCW provides adoption and permanency planning for all children ordered into out-of-home care by the Delinquency Courts in Los Angeles County. Adoption services may begin on the date of detention into the PCW system and occur up to a youth's 21st birthday. Due to AB 12-Extended Foster Care (EFC), adoptions can

be finalized after the youths turn 18 years old, as long as the process was begun prior to them turning 18. Post-adoption funding is provided until the age of 21 years. Adult adoption is offered if the adoption planning process begins after a youth reaches 18 years and is no longer eligible for Delinquency Court adoptions. Resource families, which are foster families, relatives, and Non-Related Extended Family Members (NREFMs), receive assessments to determine their abilities and commitments to children or youths in need of permanent homes through adoption or legal guardianship.

Since 2006, Los Angeles County PCW, along with the DCFS Adoptions Division, County Counsel, and Alliance for Children's Rights, completed five adoptions in Delinquency Court. Prior to 2006, there was no adoption process in Delinquency Court, so unless the DCFS would accept a child back into its system for adoption purposes, family finding and adoption planning was not explored. The process was created in 2006, and the first adoption out of a Delinquency Court in the Nation occurred as a result of the strong cross-agency collaboration known as the Probation/DCFS Permanency Collaboration.

For the past several years, the Permanency Collaboration has met on a monthly basis to discuss challenging cases and permanency needs involving probation foster youths and crossover youths. The Collaboration consists of several County partners including, but not limited to:

- DCFS Children's Social Workers (CSWs);
- Adoption CSWs;
- DCFS Placement and Recruitment Unit (PRU) CSWs;
- Birth Parent Workers;
- PCW and DCFS Administrators;
- Supervising Deputy Probation Officers (DPOs);
- Probation Program Analysts;
- Probation Resource Families Approval Officers;
- Probation Permanency Officers;
- County Counsels;
- Alliance for Children's Rights staffs; and
- Kidsave Organization staffs.

One of the findings of the County's Peer Review was that this collaboration was highly effective in increasing permanency for older youths and should be duplicated wherever possible.

OTHER COUNTY PROGRAMS UTILIZED BY THE DCFS AND PROBATION CHILD WELFARE

The DCFS and PCW agencies collaborate with several other Los Angeles County Departments to provide specialized services to better meet the needs of the children, youths, and families in the County's child welfare system. Most are used jointly, but where specified, are used solely by the DCFS or PCW.

Los Angeles County Department of Children and Family Services

CalWORKS

Linkages is an inter-Departmental prevention and intervention partnership between the DCFS and the Department of Public Social Services (DPSS), Los Angeles County's CalWORKS department, to address the common barriers that limit a parent's ability to parent and work. The primary coordinated case planning strategy includes the co-location of CalWORKs Welfare-to-Work (WtW) Services Workers in the DCFS regional line operation offices. This joint effort has resulted in tighter coordination between the two Departments for more streamlined case plan expectations for the families involved with the two systems, for clearer navigation between the large bureaucracies that sometimes have conflicting requirements, goals, and timeframes.

Although PCW does not have DPSS liaisons, the Resource Family Approval (RFA) team provides information to each caregiver at the time of the home assessment and orientation and follows up with the caregiver to provide support or further information in accessing this funding resource.

Public Health

The Child Welfare Health Services Section serves as the DCFS lead along with the Department of Public Health (DPH) in the DCFS-DPH Childhood Obesity Prevention workgroup on Choose Health LA Kids, which is a component of the First 5LA Early Childhood Obesity Prevention Initiative to address the obesity epidemic that constitutes one of the biggest public health threats facing Los Angeles County and the Nation. The workgroup brings together a range of partners to implement a countywide nutrition and physical activity and public education and environmental change initiative. The collaboration with the DPH in this effort has resulted in trainings to the DCFS CSWs, SCSWs, Public Health Nurses (PHNs), and PHN Supervisors and in updates to DCFS policy on promoting healthy living for children in the child welfare system. The workgroup's work has also led to a stronger collaboration on the Women Infants Children (WIC) Program.

The Department also partners with the Department of Health Services (DHS) and the Department of Mental Health (DMH) to provide services for DCFS children under the countywide Medical Hub System. The seven medical centers across the eight Service Planning Areas (SPAs) provide services to newly detained children in out-of-home care, children in need of forensic services, and children with specific medication conditions. Each Medical Hub will serve additional DCFS populations based on its individual capacities. The DCFS has nine Children's Social Workers (CSWs) out-stationed at the seven medical sites to assist with the coordination of services.

PCW has had two PHNs strictly dedicated to serving Probation foster youths. Most recently due to Title IV-E Waiver funding, PCW acquired two new PHN positions, which are in the process of being filled. The PHNs serve as consultants to the DPOs, CSWs,

caregivers, and GH providers and are located in Central Juvenile Hall. When consulted, the PHNs work with DPOs and providers to ensure that the health care needs of Probation foster youths are met. PHNs assist in providing health care coordination for physical, psychological, dental, and developmental needs for Los Angeles County Probation foster youths while in out-of-home care, including those in out-of-county placements. Follow-up by the PHNs include:

- Reviewing results of well-child exams and medical tests;
- Obtaining information on actual or suspected medical/dental/psychological problems; and
- Making appropriate referrals.

Whenever possible, the PHNs will assist the DPOs in completing the health portion of the Health and Education Passport (HEP). The PHNs obtain, document, and update all available information regarding the health care needs of Probation foster youths. The medical information provided help to improve and preserve the health of foster youths. This HEP document is delivered to the provider or caregiver, is updated, and is to follow the youths until they are no longer in foster care and are successfully transitioning home to families or to adulthood.

Alcohol and Drug Treatment

The Child Welfare Health Services Section of the DCFS collaborates with the DPH's Substance Abuse Prevention and Control (SAPC) program in an effort to serve the DCFS clients with substance-abuse issues. In this collaboration, there are two programs at the Department that address the needs of parents and caregivers involved in the child welfare system: the Family Dependency Drug Court (FDDC) and the Family Time-Limited Family Reunification (TLFR) Program. Both programs screen and assess DCFS-referred clients and facilitate the enrollment of parents into drug and alcohol treatment programs. The routine meetings held with FDDC providers, the DCFS, and SAPC administrators address issues and needed improvements to better serve families tied to the DCFS system.

Mental Health

The DCFS and PCW contract with several GHs and FFAs that have mental health contracts and provide intensive treatment services to the foster youths placed with them. Due to the Continuum of Care Reform (CCR), the DMH and the child welfare agencies are meeting on a regular basis to discuss the joint roles in preparing the providers for the increased requirements for short-term residential care. Additionally, both child welfare agencies recently worked closely with the DMH to increase the qualifications and certifications for psychiatrists in efforts to identify those that are in compliance with the new standards.

The DCFS Child Welfare Mental Health Services Division (CWMHSD) of the Bureau of Clinical Resources and Services (BCRS) work with the Department of Mental Health

(DMH) and the Department of Health Services (DHS) to meet the goals of the Los Angeles County's July 2003 Settlement Agreement in the Katie A., et al., vs. Diana Bontà, et al., (State of California and County of Los Angeles) lawsuit. In lieu of payment, the five plaintiff foster children requested that the County and State of California improve the way in which services are delivered to all children and young adults under the custody of the DCFS, as well as those at risk of coming under the custody of the DCFS in the child welfare system.

The CWMHSD works collaboratively with the DMH and the DHS through a Coordinated Services Action Team (CSAT) process. CSATs are located in each DCFS Regional office and are the primary vehicles through which Children's Social Workers (CSWs) link children and families quickly to needed services that are available in the community. Service Linkage Specialists (SLSs) act as the CSAT leads and serve as the system navigators and resource coordinators for each Regional Office. Each CSAT team collects, manages, and analyzes data to provide the DCFS and the DMH managers with reports that track trends and utilization patterns.

The DCFS and DMH developed and implemented a Shared Core Practice Model (CPM) that defines values and outlines practices aligned with service delivery; the Quality Service Review (QSR) process was subsequently implemented in 2010 to measure how well the CPM is used. Please refer to the Quality Assurance subsection in Section 8 for further details on the QSR process.

Skid Row Homeless Program

The Skid Row Homeless Services Program is a partnership among the DCFS, DPSS, DPH, DMH, and the Union Rescue Mission that was formed in 2007 as a result of a mandate from then Supervisor over the First Supervisorial District, Gloria Molina. The Program operates out of the Levi Center in downtown Los Angeles and offers supportive services to homeless children and families in the Skid Row area. The Program seeks to transition homeless families into permanent homes in residential neighborhoods by providing the necessary services to target issues related to unemployment, substance abuse, poverty, and medical and mental health needs. The participating County Departments conduct comprehensive assessments to identify needs for families and provide subsequent case management services to ensure that the families do not return to homelessness.

DCFS Co-located Units

The DCFS has County Departments and community agencies co-located in many of the Regional Offices to promote Department efficiency and provide expedient services to the families in its care. From County Counsel that provides legal direction to the Department of Public Social Services that offers information on program and benefit eligibility for parents and families, the DCFS strives to be a professional agency that can reduce safety and risk factors to establish and maintain stability in families and homes.

Table 5.15 lists the different agencies that operate in conjunction with the DCFS at its offices to fulfill its mission.

Table 5.15: DCFS Co-located Units

Department/Agency	Number of Staff
County Counsel (CC)	29
Department of Mental Health (DMH)	129
Department of Public Social Services (DPSS)	20
Department of Public Health (DPH)	80
Community and Senior Services (CSS)	10
Internal Services Department (ISD)	31
Probation Department (Probation)	11
Security	34
Los Angeles Sheriff's Department (LASD)	2
Contracts Substance Abuse Navigators	13
Education Consultants	18
Parents In Partnership (PIP)	39
CALFresh	3
Interns	28
Transitional Subsidized Employment (TSE)	28
Agency Council	4
Contract Support for Training	1
Los Angeles County Office of Education (LACOE) Representatives	4
Volunteers	2
TOTAL	**486**

*Data Source: DCFS HR Division, as of January 29, 2016.

The Department of Children and Family Services and Probation Child Welfare

The County of Los Angeles child welfare agencies are jointly engaged in a few initiatives. One of those joint initiatives is the Title IV-E Child Well-being Project, which has recently received State and Los Angeles County Board of Supervisors (BOS) approval for a five-year extension of the Title IV-E Waiver. The Waiver allows Los Angeles County to take full advantage of public and private support for children and families through community partnerships, quality service delivery, and accountability tracking. The Department of Children and Family Services (DCFS) and Probation have identified key staff members who work significantly on the Waiver through close collaboration to weave the current Los Angeles County System Improvement Plan (SIP) and the Waiver Implementation Plan together. The goals are to:

- Provide preventative services and increase the current array of services in order for children to remain safely in their homes;
- Reduce timelines to reunification through the use of enhanced Child and Family Team (CFT)/Multi-Disciplinary Team (MDT) meetings and Family Finding efforts;
- Decrease timelines to adoption and legal guardianship when reunification is not viable;
- Reduce the length of stay in out-of-home and congregate care while ensuring that individualized case plans and services are in place prior to returning children home;
- Ensure successful and permanent reunification of children with their families;
- Enhance cross-system case assessments and case planning; and
- Improve timely case planning to reduce reliance on out-of-home care through the provision of intensive, focused, and individualized services.

Specific Title IV-E Waiver interventions include:

Child Welfare:	The Core Practice Model (CPM) Enhanced Prevention and Aftercare (PnA) Partnerships for Families (PFF)
Probation Child Welfare:	Wraparound Functional Family Therapy Functional Family Probation

The County plans to use local advisory councils, committees, and workgroups to establish ongoing oversight and gain valuable feedback pertaining to the achievement

of Waiver goals. The County intends to conduct Waiver planning from local and foundational levels and plans to use group forums to ensure community participation for collaborative evaluation.

In support of the Title IV-E Waiver, the Department anticipates technological supports to establish the following areas:

- Baseline: Baseline data for use in tracking outcome measurements for program effectiveness;
- Progress: Progress of the Waiver programs through meaningful data reports that measure effectiveness and outcomes;
- Fiscal Management: Waiver allocation to ensure cost-effective methodologies for programs; and
- Performance and Service Management: System to track referrals and services provided to families and children to identify qualitative and quantitative benefits as they relate to outcomes.

The Data-driven Decision Making process the DCFS uses allows for the qualitative and quantitative evaluation of progress and program efficacy in a setting with vested administrators and managers. Probation Child Welfare (PCW) has utilized the practice of sharing quantitative evaluation of progress in the areas of safety, permanency, and well-being with its child welfare managers and supervisors for many years, which has increased outcomes for foster youth significantly. Over the past year, PCW has joined with the DCFS to learn and implement the Data-driven Decision Making process across the Placement Services Bureau.

Continuum of Care Reform

In a continued effort to reduce the number of children in out-of-home foster care placements, California has enacted the Foster Youth: Continuum of Care Reform, or Assembly Bill (AB) 403. The Continuum of Care refers to the spectrum of care settings for youth in foster care from the least restrictive and least service-intensive to the most restrictive and most service-intensive. The goal of AB 403 is to reduce youth in congregate care and transition children into home-based family care with resource families. Group homes (GHs) will transform in a new category of congregate care defined as Short-Term Residential Therapeutic Programs (STRTPs), and all home-like settings such as foster families, relatives, and non-related extended family members (NREFMs) will be defined as Resource Families and will require the same approval standards, which include training and adoption home studies, also known as Psycho-Social Assessments, prior to being approved as suitable placements. Additionally, the foster care rate structure will be revised and STRTPs will require accreditation by one of three accreditation organizations, mental health certifications. These Resource Families will be approved and monitored by the individual counties.

Under AB 403, the STRTPs will provide short-term, specialized, and intensive treatment and will be used only for children whose needs cannot be safely met initially in a family setting. Both Los Angeles County child welfare agencies, the DCFS and PCW, are

currently working closely with the Los Angeles Department of Mental Health (DMH) to identify all current residential agencies who have a mental health contract and who are currently accredited or in the accreditation process. Resource Families will undergo the Resource Family Approval (RFA) process, and the DCFS and PCW RFA Teams will conduct the Adoption Home Studies while the Home Environment/Assessment piece will be conducted by a contracted agency.

In addition, the Rate Classification Level (RCL) system will be dissolved, and the same rate will be paid to all residential therapeutic homes. In compliance with AB 403, both STRTPs and Resource Families will offer core services to children at a rate that correlates with level and type of services they provide. The DCFS and PCW have received a combined total of approximately $4.6 million for foster parent retention, recruitment and support, and training.

The initiatives that the DCFS and PCW are engaged in separately are detailed below.

Los Angeles County Department of Children and Family Services

Katie A. Settlement Agreement

The Los Angeles County Department of Children and Family Services (DCFS) and the plaintiffs in the Katie A., et al. v. Diane Bonta, et al., entered into a Settlement Agreement in May 2003. The Agreement was described as a "novel and innovative resolution" of the plaintiff class claims against the County and the Department and was approved by the Court effective July 2003.

The agreement imposes responsibility on the DCFS for assuring that children in the child welfare system:

a. Promptly receive necessary, individual mental health services in their own home, family setting, or the most home-like setting appropriate to their needs;

b. Receive the care and services needed to prevent removal from their families/ dependency, or when removal cannot be avoided, to facilitate reunification while meeting their needs for safety, permanency, and stability;

c. Have stability in their placement whenever possible since multiple placements are harmful to children and are disruptive of family contact, mental health treatment, and complicate the provision of other services; and

d. Receive care and services consistent with good child welfare and mental health practices that are also in accordance with Federal and State law.

To achieve these four objectives, the DCFS committed to implement a series of strategies and steps that include:

- The use of Medical Hubs to examine newly detained children for their initial examinations;

- The use of Multidisciplinary Assessment Teams (MATs), with progress tracked through SIP strategies related to Measure C3.3: In Care 3 years or Longer (Emancipated/Age 18).

- The use of Mental Health Screenings, with progress tracked through the SIP strategies related to Measure C3.3: In Care 3 years or Longer (Emancipated/Age 18).

- Improving access to Mental Health Services, particularly for Katie A. subclass members primarily through the expansion of Intensive Care Coordination and Intensive Home-Based Services (IBHS), as mandated by the Katie A. State settlement agreement. These services will also incorporate substance-abuse interventions for those youths with co-occurring disorders. The quality and intensity of these services should be at a level that promotes safety, permanency, and well-being.

- The use of Coaching, as described in the SIP Strategy under Enhanced Organizational Performance.

- Increasing the DCFS Training and Coaching capacity to accelerate CPM implementation for both child welfare workers and mental health service providers.

- Expanding Wraparound Services as described in SIP related to measure C1.4: re-entry Following Reunification.

- Increasing Placement Resource capacities to support placement stability and permanency in home-like settings within a child's community. Placement resources include the homes of relatives as well as state-licensed foster homes that are trained and supported to meet a placed child's unique needs.

- Reducing the number of Young Children in Group Homes, specifically for children under the age of 13.

- Reducing Child Welfare Caseloads to a level conducive for Children's Services Workers (CSWs) and Supervising Children's Social Workers (SCSWs) to adopt the daily elements of practice change envisioned in the CPM, including child and family engagement; identification of strengths and needs; and meaningful teaming with formal and informal support systems, particularly for participation in Child and Family Teams (CFTs).

- Enhancing the Quality Improvement (QI) Process, focusing on evaluating and advancing practices both in child welfare and mental health, which is consistent with CPM principles. The Quality Services Reviews (QSRs) will continue to serve as the primary vehicle to measure quality improvement and be applied more intensely. The DMH will expand its capacity to conduct program improvement reviews.

- Adding Quality Improvement (QI) Measurements to evaluate trends across time. The measures might include standards related to safety and permanency, numbers of children receiving Intensive Care Coordination (ICC)/IHBS and the more specific impacts of these services on the rates of removing children from their birth homes; placing children with relatives whenever possible or in home-like settings within communities of origin; and reducing the number of replacements for children.

Los Angeles County Probation Department/Probation Child Welfare

Probation Foster Youth with Developmental Disabilities I.T. Settlement

In 2010, the Isaiah Martin Tate (I.T.) vs. the County of Los Angeles lawsuit was filed due to I.T.'s civil rights being violated. I.T. was identified as a Regional Center client and contended that the Probation Department failed to protect him in light of his known developmental disabilities and that he was over detained. The lawsuit was never filed; however, Public Counsel and the Regional Center collaborated with Probation to develop policies and procedures specific to youths with or suspected of having developmental disabilities that ended up serving as the foundation for the Corrective Action Plan (CAP). A settlement agreement was entered into with critical parties' signatures in January 2011, but the CAP requirements began in September 2010. The requirements of the CAP were:

- Develop Juvenile Hall Directive related to youths with Developmental Disabilities, with all staff trained. This was drafted and issued in September 2010.

- Develop Field and Placement Directive related to youths with Developmental Disabilities, with all staff trained. This was drafted and issued in April 2012.

- Develop Annual Training for all residential Group Homes (GH) and Foster Family providers in alignment with the Placement Directive.

Paragraph 73

The Probation Department and PCW are currently working with Dr. Denise Herz at California State University of Los Angeles (CSULA) on an evaluation study related to youths in the Juvenile Justice System. Paragraph 73 of the research description and protocol is related to youths in camps and suitable placements. A large part of this study requires a review of 120 to 140 randomly selected case files for youths from all

camp and suitable placement exits between January and March 2015; interviews with Supervising Deputy Probation Officers (SDPOs) on those cases; and interviews with approximately 40 to 60 youths and their families.

Cross-Agency Collaborations

Over the past five years, PCW has developed several new events under this initiative. The Raising Baby Event developed by PCW's Residential Based Services (RBS) and the Alliance for Children's Rights just conducted their second annual conference geared toward pregnant and parenting teens, including fathers; the program equips participants with information related to all aspects of their baby's and their own overall health and well-being, including medical, therapeutic, educational, and vocational information. Additionally, RBS just conducted the first Life Skills Conference to assist Transition-Age Youth (TAY) gain information, motivation, and resources to transition successfully into adulthood. The Youth Development Services (YDS) just conducted their 3rd Annual College Youth Summit, which focuses on motivating, inspiring, and providing resources to youths to assist them in getting into college. This was the first year that DCFS youths were invited and successfully participated and it was the largest attendance of all three years.

Cross-Agency Training

This initiative was developed as a result of the recent System Improvement Plan (SIP). Due to information obtained from stakeholder feedback, it was clear that the DCFS, PCW, DMH, law enforcement, and LACOE agencies needed to join together, train, and collaborate with each other. There have been successful and consistent cross-training efforts and partnerships developed across all the Departments that will continue into the next SIP. Some of these have been Probation and PCW's inclusion into multiple trainings at the DCFS University; a DCFS, Probation and PCW Workgroup that is developing a curriculum for cross training; Commercially Sexually Exploited Children (CSEC) training for all agencies that work with youths; and Permanency training by State and Federal experts for the DCFS and PCW together.

Transgender Needs Workgroup and Countywide Preparation with Consultant K. Cooper

This workgroup developed over the past year due to legislation passed in October 2015 allowing transgender youths to be placed according to their preferred gender. This collaboration includes various DCFS and PCW section representatives, County Counsel, Community Care Licensing (CCL), residential GHs, and Foster Family providers. The work being developed out of this group is related to policies on housing transgender youths and ensuring that all their health and well-being needs are met. Additionally, the Board of Supervisors (BOS) set forth a motion to hire a consultant to work directly with all County agencies to assess and prepare to provide a safe and comfortable environment for all transgender youths and adults. This work is currently underway and will begin with conducting in-person and online surveys of every operation.

Board of Supervisors (BOS) Designated Commission, Board, or Bodies

Los Angeles County is overseen by a Board of Supervisors (BOS) that represents the Five Supervisorial Districts that make up the County. The Los Angeles County Department of Children and Family Services (DCFS) and the Probation Department report to the Los Angeles County Chief Executive Office (CEO) for budgetary and administrative oversight, but reports directly to the BOS for all other matters. Please refer to Section 5 for more information regarding the County's BOS and to Attachment VII-D for the County of Los Angeles Organizational Chart.

THE BOS-DESIGNATED PUBLIC AGENCY

The Los Angeles County Department of Children and Family Services and the Probation Department are tasked with working with State and Federal agencies to ensure improvement in the outcomes of safety, permanency, and well-being. The DCFS and Probation Child Welfare (PCW) are equal partners in this work and represent at the following BOS Committees:

- Audit Committee;
- Children's Commission;
- Clusters; and
- Sybil Brand Commission.
-

The DCFS is the designated public child welfare agency administering the Child Abuse Prevention Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) programs for the County of Los Angeles. Specifically, the Community-Based Support Division (CBSD) of the DCFS manages and monitors the subcontractors receiving CAPIT/CBCAP/PSSF funds and is responsible for evaluating all programs by way of:

- Collecting data;
- Evaluating program outcomes;
- Conducting program compliance reviews;
- Conducting fiscal compliance reviews; and
- Completing annual reviews for contracted programs.

CHILD ABUSE PREVENTION COUNCIL (CAPC)

The Inter-Agency Council on Child Abuse and Neglect (ICAN) was established in 1977 by the Los Angeles County BOS and serves as the official Los Angeles County agent

that coordinates the development of services for the prevention, identification, and treatment of child abuse and neglect. It is comprised of:

- The ICAN Policy Committee, which is made up of 32 County, City, State, and Federal agency heads, representatives from the University of California Los Angeles (UCLA), and three private sector members appointed by the BOS;
- The ICAN Operations Committee, which includes designated child abuse specialists from each member agency;
- The ICAN Associates, a non-profit corporation of volunteer business and community members; and
- 12 community-based interdisciplinary Child Abuse Councils.

This diverse organizational and community network provides for a multi-lens perspective that enables the ICAN to identify critical issues impacting the safety and well-being of children and families. It also produces the expertise necessary for the ICAN to advise the BOS and public on relevant issues, to ultimately develop strategies and implement programs that will improve the community's collective ability to meet the needs of abused and at-risk children.[11]

COUNTY CHILDREN'S TRUST FUND COMMISSION, BOARD OR COUNCIL

In 1982, the Governor of California signed into law two bills aimed at preventing and treating child abuse and neglect. The first bill, Assembly (AB) 1733/Papan (Chapter 1398, Statues of 1982), authorized the allocation of state funding to counties for child abuse prevention and intervention services offered by public and private, non-profit agencies. The second bill, AB 2994/Imbrecht (Chapter 1399, Statues of 1982), established a County Children's Trust Fund for the purpose of funding child abuse and neglect prevention and intervention programs operated by private, nonprofit organizations.

These bills provide for a designated multiagency child abuse council in each county to develop and recommend funding priorities for the Children's Trust Fund to the BOS. The ICAN is the designated child abuse council in Los Angeles County, but the DCFS has the responsibility for administering contracts between the County and private or non-profit community-based agencies providing specialized services through funding from the County's Children's Trust Fund.

Presently, the County's Children's Trust Fund finances the following programs through the DCFS:

- Child Abuse Prevention and Early Intervention Project for Developmentally Disabled Children in the First District;

[11]Information on the ICAN organization was obtained from the 29th annual *The State of Child Abuse in Los Angeles County* report.

- Specialized Services in Response to the Commercial Sexual Exploitation of Children (CSEC) in the Second District;
- Family Visitation Center and Safe Child Custody Exchange (FVSCCE) Program in the Third District;
- Incarcerated Parents Visitation Program in the Fourth District;
- Family Visitation Center and Safe Child Custody Exchange (FVSCCE) Program in the Fifth District;
- Countywide Family Preservation (FP) Program; and
- Countywide Imagine LA's Pilot Family Mentorship and Support Program.

PSSF COLLABORATIVE

The Los Angeles County's DCFS Community-Based Support Division (CBSD) oversees the following programs financed through the Promoting Safe and Stable Families (PSSF) funding stream:

- Adoption Promotion Support Services (APSS);
- Family Preservation (FP) Program;
- Prevention and Aftercare (PnA) Program; and
- Time-Limited Family Reunification Program (TLFR).

Although, the Probation Department does not have access to many of the prevention funds and programs, there is access to both the FP Program for families that meet the criteria and to APSS for Probation foster youths and families going through the adoption process.

Please refer to Section 8 for more detailed program information.

There are various systemic factors in play amid the Child and Family Services Review (CFSR) process that affect how successful the current practices, programs, and resources are for the children and families in the County of Los Angeles's child welfare system. The Los Angeles child welfare agencies serve children and youths under both the Dependency and Delinquency jurisdictions and have many of the same systemic factors. Over the past 10 years, both agencies have become true partners and are more in alignment with each other's practices due to the Continuum Care Reform (CCR), Probation's access to CWS/CMS, joint efforts with Crossover youth, Family Finding and Permanency Planning, and the Federal Case Reviews. The following narrative discusses the systemic factors that are specific to the Department of Children and Family Services (DCFS) and Probation Child Welfare (PCW), as well as those that are shared by the two agencies. A look at these factors highlights areas of strength for the County and notes where improvement is needed across the continuum of services.

Los Angeles County Department of Children and Family Services

MANAGEMENT INFORMATION SYSTEMS

The Business Information Systems (BIS) division of the Mega Bureau (Mega) in the Los Angeles County Department of Children and Family Services (DCFS) created the DCFS Data Dashboard for managers and administrators in the Department to use and reference in their approach to continuous quality improvement. The DCFS Dashboard contains data indicators pertaining to the Department's performance on all seven Federal performance measures and highlights other priority indicators for the Department. The graphs and tables displayed provide performance breakdowns from the Department as a whole down to each Children's Social Worker (CSW) through the Department's service continuum in the 18 Regional Offices and Specialized Programs. Beginning January 2016, the DCFS Dashboard features the Department's performance data broken down by demographic characteristics that include age, gender, and ethnicity. This presentation of the DCFS data allows for meaningful contemplations on gaps in services and practices and begs the Department to formulate strategies and interventions that target the challenges affecting outcomes for children and families in the County's child welfare system. The DCFS is presently considering how to integrate the children that fall under the Probation Child Welfare's (PCW's) purview in the DCFS Dashboard.

In response to the growing technological needs of a burgeoning agency such as the DCFS, the BIS division created the following systems and programs to target specific needs that have emerged since the last County Self-Assessment was drafted in 2011:

- **California Law Enforcement Telecommunications System (CLETS)**: This system enables Children's Social Workers (CSWs) and Supervising Children's Social Workers (SCSWs) to submit electronic CLETS clearance requests to the California Department of Justice (DOJ) on all adults in a relative home for emergency placements. The DOJ receives the electronic search requests within 30 minutes and returns results within an hour of submission. The application system runs 24 hours a day, 7 days a week and expedites the emergency clearance process which used to have a 2-week to one-month turnaround time.

- **The DCFS E-mHub Interface**: This interface provides CSWs the ability to submit Medical Hub Referral requests generated in the Child Welfare Services/Case Management System (CWS/CMS) electronically to the Department of Health Services (DHS) E-mHub system. The DHS E-mHub system returns completed DCFS 561a, Cal-EMA, and other documents after the completion of medical exams and appointments. The system also provides CSWs, SCSWs, PHNs, and PHN supervisors email notifications on the status of all exam results. This system allows for immediate and efficient communication between the DCFS and the DHS and ensures accurate information sharing regarding HUB referral requests and results.

- **Court Report Document Management System (CRDMS)**: This system allows the DCFS Regional Offices to store and submit Court Reports to the Superior Court of California County of Los Angeles Juvenile Dependency Court using the Electronic Document Management System (EDMS). This process eliminates the need to deliver court reports from the Regional Offices to Court, reducing mileage and courier costs. The system is also conducive to better information tracking and encourages the timely submission of court reports, potentially reducing Court sanctions.

- **Court Hearing Alerts Logic System**: This system provides notifications to CSWs, SCSWs, Assistant Regional Administrators (ARAs), and Regional Administrators (RAs) of upcoming Court hearings based on hearing information obtained from the Juvenile Automated Data Enhancement (JADE) system. The three alerts—7-Day, 20-Day, and 35-Day—will send reminders for reports that have not been submitted based on tracking information obtained from the CRDMS and/or the Court Report Barcode Tracking System. The alerts can potentially reduce the number of late Court report submissions, leading to a reduction in the number of Court sanctions and Court hearing continuances.

- **Electronic Drug and Alcohol Testing Referring System**: This system provides CSWs the ability to submit Drug and Alcohol Test referral requests electronically for adult clients working with DCFS-contracted vendors. The updated referral process expedites the communication between clients and vendors and promotes greater data accuracy by eliminating additional paperwork.

- **Foster Care Search System (FCSS)**: This system is an automated DCFS Technical Assistant (TA) Action Request system that replaces the former manual DCFS 280 process. The new FCSS system allows:

    - CSWs to submit online requests for child placements and child stop placements;
    - SCSWs, ARAs, and RAs to electronically approve requests;
    - TAs to find placement vacancies and document search efforts; and
    - Resource units to accurately track and maintain data related to the annual certification of FFA Certified Homes.

- **Student Information Tracking System (SITS)**: This system allows CSWs to efficiently retrieve and view student education information related to past and current enrollment details; academic performance data; attendance; and standardized test scores of DCFS youths. The system was initially used for Los Angeles Unified School District (LAUSD) to match data results for 1,200 youths, but has now grown to include academic, attendance, and standardized testing information for 15,400 youths—nearly 40% of the school-age population at DCFS. The system also allows schools to accurately identify which students are foster youths for the provision of appropriate services.

- **Warrant Tracking System**: This system facilitates the communication and sharing of information among CSWs, Supervisors, Warrant Liaisons, and County Counsel—all via one unified system that tracks the stages and statuses of warrant requests. CSWs complete Warrant Consult Requests using a MS Word template in the statewide CWS/CMS, which initiates the Warrant Tracking System process. Warrant Liaisons regularly monitor the Warrant Tracking System and review all pertinent documents with County Counsel to provide CSWs with necessary warrant-filing assistance. Regional Office staffs can review the status of a Warrant Consultation at any given time.

- **iPhone Deployment**: The Department issues iPhones to line staff to enhance efficiency with social work practices. CSWs use functions like Voice to Text Dictation for accurate and efficient client contact entry on CWS/CMS; the camera/video to upload images into the DCFS Picture database; the navigation applications to locate addresses and get driving directions; and email and text features for concise communication with supervisors and clients.

- **Managed Print Services**: The Department updated printers and printing systems at all offices and contracted out printer support services to address paper jams, toner replacement needs, or driver issues. The initiative included trainings on printer functions; preventative maintenance on printing devices; and installation of consumables such as toner, developer, and maintenance kits. The customized services response levels led to annual savings of over $9M by reducing office printing costs, paper use, power consumption, and landfill waste. The updates support the County's green initiative.

- **Thin Client Deployment**: The Department replaced desktop PCs with Thin Clients to allow users access to their desktops from any Thin Client device through a centralized hosting system. The use of Thin Clients provides access to the Cloud, which eliminates the need for a large suite of local user applications, data storage, and necessary utilities. The deployment of Thin Clients results in costs savings for the Department.

- **Critical Incident and Fatality Tracking (CIFT) System**: This system consolidates CWS/CMS-related information to help the Critical Incident/Child Fatality (CI/CF) Team analyze cases more efficiently through the collection of pertinent CI/CF data that cannot be captured in CWS/CMS. The system automates monthly reports to the State, Board of Supervisors, and other stakeholders and enables the CI/CF Team to create ad-hoc reports as needed. The program also assists in tracking the release of SB39 documents to specific requestors.

The DCFS does not currently have comprehensive data that can speak accurately about the overutilization or underutilization of the systems, applications, and programs that the Department generated in the last five years. With the great hiring effort since 2013 however, the Department can assert that there are many CSWs and SCSWs in the Regional Offices and Support Programs that may not be fully aware of the gamut of technological resources that the DCFS offers. To address this issue, the DCFS Administrators and Managers will make it a priority to generate awareness and interest in the technological tools available to improve social work practice and enhance service delivery.

CASE REVIEW SYSTEM

Service Components

The Los Angeles County's Department of Children and Family Services (DCFS) has several different intervention courses to consider when a child or family comes to the attention of the Department through the referral system at the DCFS Child Protection Hotline (CPH). On any given referral, if there is no identified safety or risk factors affecting the child(ren) or family in question, the abuse or neglect allegations are deemed unfounded and the referral is closed without further investigation. If some safety or risk factors are present, but the family can benefit from services in the community without the DCFS supervision or oversight, the family is referred for outside services and the referral is closed. If however, safety or risk factors exist and the Department cannot ensure the safety and well-being of the children under the care of their parents without its involvement, the DCFS will consider opening a case on a Voluntary Family Maintenance (VFM) basis, where the children continue residing with the parents, or on a Voluntary Family Reunification (VFR) basis, where the offending parent(s) will leave the house, mitigating the risk factors affecting the family. Whether in or out of the home, the offending parent(s) will work on a Case Plan drafted together by

the family and the Department to target the issues that brought them to the DCFS's attention until the children can remain home safely without further Department supervision. When safety or risk factors are salient however, and the Department does not believe the family will address the issues, the DCFS will petition the Juvenile Dependency Court for assistance in protecting the children.

Once a Children's Social Worker (CSW) investigates a referral received at the DCFS CPH, substantiates allegations concerning the child named on the said referral, and deems Court oversight necessary to ensure the safety and well-being of the child at hand, the DCFS opens a case and files a Welfare and Institutions Code (WIC) 300 petition with the Superior Court of California, County of Los Angeles requesting that the Juvenile Dependency Court take jurisdiction and declare the child a dependent of the Court. A Detention or Arraignment hearing takes place 72 hours after the child is taken into protective custody, and the Dependency Court process is officially set in motion.

Upon presentation of the case at the Detention hearing, the Court will determine whether detention of the child from the parent(s) is warranted and calendar a Jurisdiction/Disposition hearing to try the parents on the specific charges that are brought against them. If the petition is sustained and the child is deemed a ward of the Court, the Court makes Disposition orders for Family Maintenance (FM) or Family Reunification (FR) services, and adopts a Disposition Case Plan that includes orders on family visitation that is agreed or settled on by parents and agents of the Court. The Court will then use this Case Plan to determine if parents are in compliance with Court orders at Status Review hearings to rule whether a child is safe to return home, or remain home without further Court involvement. If the parents are not successfully able to resolve the issues that led to Court intervention in the given timeframe and the child cannot return home, the Court will calendar subsequent hearings to establish and maintain permanency for the child through the Department's Permanent Placement (PP) services.

Juvenile Dependency Court

The Los Angeles County Superior Court, Juvenile Division is headed by the Presiding Judge of the Juvenile Court and encompasses courts which adjudicate two types of proceedings: Dependency and Delinquency. The Juvenile Dependency Court exists to protect children who have been seriously abused, neglected or abandoned, or who are at substantial risk of abuse or neglect. The DCFS bears the burden of proof and must demonstrate the legal basis and need for Court jurisdiction on all new cases petitioned and filed. In September 2010, the passage of Assembly Bill (AB) 12 shifted the way Dependency cases were handled and extended foster care until age 21, allowing young adults and Non-Minor Dependents (NMDs) access to continued Court jurisdiction and additional support through DCFS case management services focused on self-sufficiency, housing and education assistance, and independence.

Based on the 29th annual *The State of Child Abuse in Los Angeles County* report published by the Inter-Agency Council on Child Abuse and Neglect (ICAN), there are 21

Dependency Courts in the Los Angeles Court System, with 19 courtrooms located in the Edmund D. Edelman Children's Court in Monterey Park, and two located at the Alfred J. McCourtney Juvenile Justice Center in Lancaster serving the children and families residing in the Antelope Valley. Of the courtrooms in Monterey Park, one is designated for matters involving the hearing-impaired, another hears private and agency adoption matters, two specifically handle American Indian/Alaska Native (AI/AN) cases, and five others use the Drug Court Parent Protocol. There have been changes in Court structure since the publication of the ICAN report, which include an increase in the number of courtrooms and the designation of a courtroom specifically for Commercial Sexual Exploitation of Children (CSEC) cases. There are other pending changes for 2016 that will have an impact on cases heard in the Dependency Court.

Dual Supervision

For children and minors that appear to fall within both jurisdictions of the Dependency and Delinquency Courts under WIC Sections 300 and 601/602 respectively, WIC Section 241.1 applies; the DCFS and the Probation Department have to determine which WIC status best serves the interest of the minors and society as a whole and declare them wards of the appropriate Juvenile Court. For these cases, specialized investigations are conducted involving a Multi-Disciplinary Team (MDT) which includes the DCFS, Probation, the Department of Mental Health (DMH), and the Dependency Court attorneys, to determine the appropriate plan for services and treatment concerning the specific minors in question. When children fall under the legal jurisdiction of the DCFS through the Dependency Court but are on probation through the Delinquency Court, the Juvenile Dual Supervision Case Management Program supervises the minors. These children receive case oversight by both the DCFS and Probation, but the DCFS serves as the lead agency responsible for the planning and treatment, while Probation monitors the minors and oversees compliance with conditions of probation.[12]

Drug Court

The Los Angeles Juvenile Dependency Court partnered with the DCFS and local drug treatment providers in 2006 to initiate a voluntary Dependency Drug Court Program in the Los Angeles County. The Drug Court protocol in the Dependency Court mirrors aspects of the one in adult Drug Courts, but does not carry the potential sanction of incarceration for failure to comply with orders of the Court. In the Dependency Drug Court, parents run the risk of having reunification services terminated and having their children referred for permanent plans if they are out of compliance with their Disposition Case Plans.

The Drug Courts use a team approach, partnering with:

- Specially selected CSWs who devote their full time to Drug Court clients;

[12]Information on the Juvenile Dependency Court was obtained from the Probation Department section of the 29th annual *The State of Child Abuse in Los Angeles County* report.

- Localized drug abuse program providers;
- Attorneys for parents and children who volunteered to participate; and
- Bench Officers that make judicial rulings on cases.

Each of the five Drug Courts has a catchment area that it covers in Los Angeles County; program participants are funneled to a specific Drug Court depending on the geographic region in which they reside. Drug Court hearings are held every two weeks in an informal courtroom setting with all program participants from their Drug Court departments. Prior to the scheduled hearings, the teams meet to discuss parents' participation and compliance with their Disposition Case Plan objectives and address any adjustments or modifications that need to be made. To date, participation in the program increases the likelihood for parents to have successful and timely reunification with their children. Each case is given a year in the Drug Court Program.

Court Appointed Special Advocates (CASAs)

To ensure that the children and youth in the Dependency Court system's voice and best interests are heeded to, the Court appoints and uses Court Appointed Special Advocates (CASAs) to conduct independent investigations of children's circumstances. They gather and present information to the Court and proffer recommendations on specific issues and orders that they feel should be made. CASA workers are trained volunteers and work to help abused and neglected foster children through the Dependency Court and through various communities programs located throughout the Los Angeles County.

Juvenile Dependency Court Proceedings

The following figures outline the purpose of each Dependency proceeding and describes the Indian Child Welfare Act (ICWA) consideration at each stage.

Figure 8.10: Detention (Arraignment) Hearing

Purpose	The Court examines the child's parents, legal guardians, and other persons having knowledge of the circumstances that caused a petition to be filed. The Court will release the child to his/her parent(s) unless a prima facie case is made and can show that the child comes within WIC Section 300 and any of the following circumstances exists: • There is a substantial danger to the physical health of the child or the child is suffering severe emotional damage and there are no reasonable means by which the child's physical or emotional health may be protected without removing the child from the parents' or legal guardians' physical custody. • There is substantial evidence that a parent, legal guardian, or custodian of the child is likely to flee the jurisdiction of the Court. • The child has left a placement in which he or she was placed by the Juvenile Court. • The child indicates an unwillingness to return home, if the child has been physically or sexually abused by a person residing in the home. The Juvenile Court determines whether reasonable efforts were made to prevent or eliminate the need for removal of the child from his/her home and whether there are available services which would prevent the need for further detention.
Indian Child Welfare Act (ICWA) Considerations	The ICWA governs the proceedings for determining the placement of an American Indian/Alaska Native (AI/AN) child when that child has been removed from the custody of his/her parent or legal guardian. CSWs must consult with a Tribal designee, if available, regarding the placement or adoption of AI/AN children. CSWs must defer to AI/AN social and cultural standards regarding the removal, placement and treatment assessments, and adoption placement of AI/AN children. The Court determines whether active efforts were made to prevent or eliminate the need for removal of ICWA children.

Figure 8.11: Jurisdiction/Disposition Hearing

Purpose	The Court examines the social study and evidence supporting the allegations of abuse or neglect and prepared by the DCFS and determines by a preponderance of evidence that the child is described by WIC 300. The Court declares the child a ward and dependent of the Court and considers the evidence to ensure that the proper disposition is made regarding the child.
Indian Child Welfare Act (ICWA) Considerations	Notice of Child Custody Proceeding (ICWA-030) for an AI/AN Child is sent to the appropriate parties to inform a child's Tribe of child protection involvement. It requests the Tribe's determination of membership by the Tribal representative.
Caregiver Collaboration	The child's current caregiver is entitled to receive notice of, and to have the opportunity to be heard at hearings. The right to be heard includes the right to submit written information to the Court by using the JV-290 Judicial Council Caregiver Information Form or by submitting a letter to the Court.

Figure 8.12: WIC 364, WIC 366.21(e), WIC 366.21(f), WIC 366.22, and WIC 366.25 Status Review Hearings

Purpose	Every dependent child in foster care must, by law, be reviewed periodically as determined by the Court but no less frequently than once every six months from the date of the original dispositional hearing until the WIC Section 366.26 hearing is completed. During the review hearing, the Court considers the safety of the child and determines the following: • Continuing necessity for and appropriateness of the child's placement. • Extent of the agency's compliance with the Case Plan. • Efforts and progress made by the parent or legal guardian. • Extent to which the parent/legal guardian accessed services provided and maintained contact with the child, despite the particular barriers caused by his/her incarceration, institutionalization, detainment or deportation. • As required by law, the above information shall be used in determining and/or recommending the services for the incarcerated, detained, institutionalized, or deported parent(s)' child(ren), including whether to schedule a hearing pursuant to Section 366.26 for a child under three years of age on the date of the initial removal, or who is a member of a sibling group of which one sibling is under three years of age. Issues related to the parent/legal guardian's educational rights and sibling relationships. • Extent of the parent/legal guardian's progress toward alleviating or mitigating the causes necessitating the child's placement in foster care. At a WIC 366.22 hearing, the Court can continue the case for up to six months for a subsequent permanency review hearing, provided that: • The hearing occurs within twenty-four months of the date the child was originally taken from the physical custody of his/her parent or legal guardian, and • There is clear and convincing evidence that the best interests of the child would be met by the provision of additional reunification services to a parent or legal guardian making significant and consistent progress in establishing a safe home for the child's return and who: ▪ Is making significant and consistent progress in a Court-ordered residential substance abuse treatment program; or ▪ Was recently discharged from incarceration or institutionalization; or ▪ Was detained by the United States Department of Homeland Security or deported to his/her country of origin.
Indian Child Welfare Act (ICWA) Considerations	The ICWA requires CSWs to provide an AI/AN family with active efforts in casework. Active efforts should use the available resources of the AI/AN child's extended family, Tribe, Tribal and other AI/AN social service agencies and individual AI/AN caregiver service providers. CSWs must defer to AI/AN social and cultural standards regarding the removal, placement and treatment assessments, and adoption placement of AI/AN children.
Caregiver Collaboration	The child's current caregiver is entitled to receive notice of, and to have the opportunity to be heard at hearings. The right to be heard includes the right to submit written information to the Court by using the JV-290 Judicial Council Caregiver Information Form or by submitting a letter to the Court.

Figure 8.13: WIC 366.26 Selection and Implementation Hearing

Purpose	The WIC Section 366.26 hearing report identifies and implements a permanent plan for a dependent child of the Juvenile Court and a nondependent minor. The WIC section 366.26 hearing is ordered by the Court to: • Terminate Parental Rights; • Establish legal guardianship; • Order the plan of Tribal customary adoption; or • Order a child to be placed in a Planned Permanent Living Arrangement (PPLA). The WIC 366.26 hearing is calendared within 120 days of: • A dispositional hearing at which the court ordered no Family Reunification (FR) services, or • A status review hearing where the court ordered the termination of FR services. The exception is that a WIC 366.26 must not be ordered for a Non-Minor Dependent (NMD) unless: • The NMD is an AI/AN child and Tribal customary adoption is recommended as the permanent plan. • The NMD requests adoption with an adult determined to be the NMD's permanent connection.
Indian Child Welfare Act (ICWA) Considerations	During Court proceedings for the Termination of Parental Rights of an AI/AN child, the AI/AN custodian or the child's AI/AN Tribe has the right to participate and the right to intervene during the proceedings. These include rights to: • Exercise Tribal jurisdiction, and to ask that the case be moved to Tribal court. • Be notified about the AI/AN child custody proceeding. • Ask for up to 20 more days to get ready for a hearing. • Deny a parent or AI/AN custodian's request for the case to be moved to Tribal court. • Look at the case documents that the Court has on file. • See records kept by the State on the placement of Tribal children. • Apply certain Tribal laws or customs to the AI/AN child custody proceeding (i.e. definition of "extended family"). • Disagree with the ICWA placement preferences and tell the Court where the Tribe thinks it would be best for the AI/AN child to live. • Select Tribal Customary Adoption (TCA) as a permanency option.
Caregiver Collaboration	The child's current caregiver is entitled to receive notice of, and to have the opportunity to be heard at hearings. The right to be heard includes the right to submit written information to the Court by using the JV-290 Judicial Council Caregiver Information Form or by submitting a letter to the Court.

Figure 8.14: WIC 366.3 and WIC 366.31 Permanency Review Hearings

Purpose	When the Juvenile Court orders a permanent plan of adoption, legal guardianship, or a Planned Permanent Living Arrangement (PPLA), a child/youth's status must be reviewed every six months until the court terminates jurisdiction. A Welfare and Institution Code (WIC) Section 366.31 Status Review hearing is held every six months for Non-Minor Dependents (NMDs) who participate in Extended Foster Care (EFC).
Indian Child Welfare Act (ICWA) Considerations	The ICWA requires CSWs to provide an AI/AN family with active efforts in casework. Active efforts should use the available resources of the AI/AN child's extended family, Tribe, Tribal and other AI/AN social service agencies and individual AI/AN caregiver service providers. CSWs must defer to AI/AN social and cultural standards regarding the removal, placement and treatment assessments, and adoption placement of AI/AN children.
Caregiver Collaboration	The child's current caregiver is entitled to receive notice of, and to have the opportunity to be heard at hearings. The right to be heard includes the right to submit written information to the Court by using the JV-290 Judicial Council Caregiver Information Form or by submitting a letter to the Court.

Case Planning

Once the investigating Emergency Response (ER) CSW establishes the need for the Department's oversight to ensure the safety and well-being of a child, the referral is promoted to a case and a Continuing Services CSW is assigned to work with the family to develop a DCFS Case Plan that includes a visitation plan and delineates what must be done to address the problematic issues that brought forth the Department's intervention. This DCFS Case Plan is different and separate from the Juvenile Court Disposition Case Plan, which is used by the Court to determine a parent's compliance with various Court orders.

With use of the Shared Core Practice Model (CPM) which was established jointly with the DMH, the family develops a DCFS Case Plan to address the issues leading to the Department's intervention. The family, functioning as part of a Child and Family Team (CFT) that includes the CSW, children/youths, informal supports, and service providers, works collectively to identify its underlying needs and strengths. This needs-driven approach helps tailor services and supports to address any trauma-related behaviors or issues.

Figure 8.15 describes the CPM values and guiding principles, applied through a set of CPM practices.

Figure 8.15: The CPM Practice Wheel

The Practice Wheel: The Shared Core Practice Model in Action

Engaging is the practice of creating trustful working relationships a child and their family by increasing their participation, validating their unique cultural perspective, and hearing their voice and choice.

Teaming is the practice of building and strengthening the child and family's support system, whose members meet, communicate, plan together, and coordinate their efforts in a unified fashion to address critical issues/needs.

Assessing and Understanding is the practice of collaborating with a family's team to obtain information about the salient events impacting children and families and the underlying causes bringing about their situation.

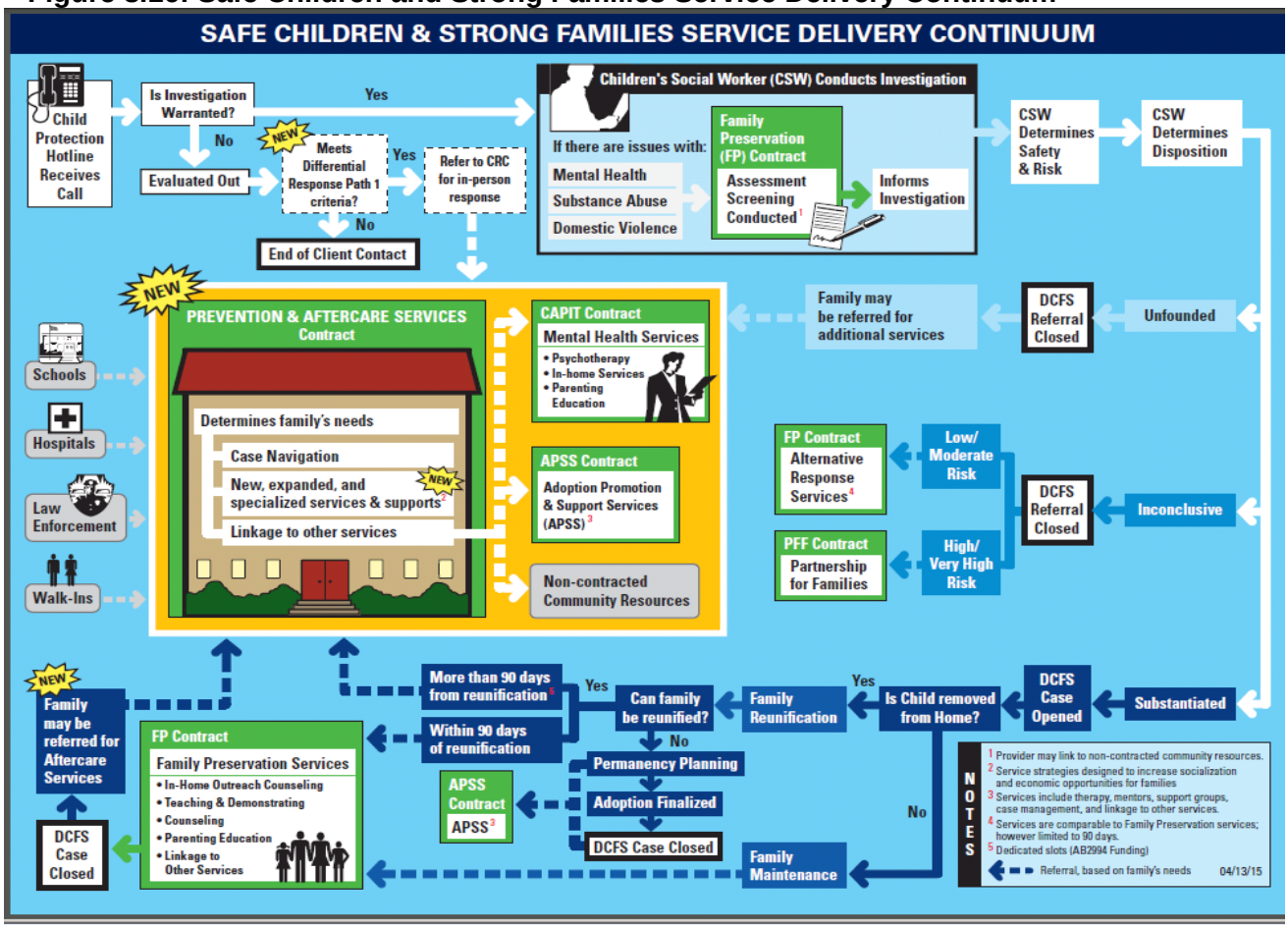
Planning and Intervening is the practice and process of tailoring and implementing plans to build on strengths and protective capacities in order to meet individual needs for each child and family.

Tracking, Adapting, and Transitioning is the practice of evaluating the effectiveness of the plan, assessing circumstances and resources, reworking the plan, celebrating successes, adapting to challenges and organizing after-care supports as needed for the child and family.

Linkages to Services

The CSW plays a pivotal role for the child, family, and caregiver in the County's child welfare system, regularly responding to family needs and communicating with service providers in efforts to help target the underlying causes that complicate safety and well-being in the family home. The CSW also employs assessment tools such as Structured Decision Making (SDM) and the Mental Health Screening Tool (MHST) to help determine the service needs of the family and facilitate the achievement of case goals. To help address case issues, the CSW consults co-located staff from the Department of Mental Health (DMH), who often triage children with suspected mental health issues and assist with linkages to appropriate services. The CSW also works with Coordinated Services Action Teams (CSATs) to ensure the consistent, effective, and timely screening and assessment of mental health needs for DCFS children, and confers with Service Linkages Specialists (SLS) for speedy linkages to appropriate services in the community. The CSW stays in regular communication with all service providers and CFT members to ensure that the needs of children and families are readily addressed. Please see Figure 8.16 for a flow chart depicting the Safe Children and Strong Families (SCSF) Service Delivery Continuum.

Figure 8.16: Safe Children and Strong Families Service Delivery Continuum



Gaps and Challenges in the Case Review System

Although the DCFS strives to adopt practices and provide services that yield the best outcomes for the children and families in its care, operating within such a large bureaucratic system and vast geographic region such as the County of Los Angeles often present challenges that complicate these efforts. As described in Section 5 under Public Agency Characteristics, there are 37 Departments in the County and the DCFS consistently collaborates with more than 10 of these agencies to address the needs of children and families tied to the child welfare system. The investigative process at the referral stage in ER services at the DCFS alone can involve the County's DMH, the Department of Public Health (DPH), Sheriff's Department, Department of Health Services (DHS), Department of Medical Examiner-Coroner, and District Attorney, all for one referral generated at the CPH.

Sharing information among these different agencies—and sharing information timely—presents difficulties, especially when considering confidentiality protection measures like the Health Insurance Portability and Accountability Act (HIPAA) and WIC Section 827. The accessibility to information held by any or all of these Departments can potentially change how the allegations of abuse or neglect on a referral are handled, or dictate the

type of services a child or family is referred to. The Institutional Analysis (IA) report completed by the Center for the Study of Social Policy (CSSP) in 2013 specifically cites information sharing as one reason that the needs of children and families are overlooked, unaddressed, or delayed in tending to in Los Angeles County (http://www.cssp.org/publications/child-welfare/institutional-analysis/Child-Welfare-Practice-Creating-a-Successful-Climate-for-Change.pdf). The Final Report published by the Blue Ribbon Commission on Child Protection (BRCCP) in April 2014 also clearly states, "Without shared information, comprehensive case plans, effective treatment, and [sic] optimal court-decision making are not possible." The BRCCP then strongly urges the County to "develop a clear, multi-system data linkage and sharing plan that would operate as a single, coordinated system," (http://ceo.lacounty.gov/pdf/brc/BRCCP_Final_Report_April_18_2014.pdf).

Just as better information sharing is needed for an improved child welfare system in the County, more comprehensive training for CSWs and Supervising Children's Social Workers (SCSWs) is needed to better the quality of services provided to the system's children and families. According to the Human Resources (HR) Division at the DCFS, the average years of child welfare experience social work staff have in the County is one year. The majority of cases in the Department last beyond a year. This means that workers servicing cases need both formal and informal supports to address the needs and idiosyncrasies of children and families on their caseloads. Newly hired CSWs and SCSWs also may not be quite savvy yet, to navigate an intricate child welfare system that has 10 Bureaus, 18 Regional Offices, over 23 types of CSWs, and more than 7,600 employees. Based on the IA conducted on three of the Department's Regional Offices in 2011 and 2012, the CSSP reports:

- Children's Social Workers, caregivers, and some providers have insufficient knowledge and intervention skills to adequately address trauma and mental health needs.
- Insufficient knowledge of adolescents and engagement skills hinders permanency work with youths.
- Training to work with people of different races, ethnicity, and cultures may be insufficient.
- Social workers are not always aware of community resources and risks for clients.

Better information sharing would provide more factors to consider on a case or referral, and would allow for CSWs and SCSWs to formulate strategic plans to target the needs of the children and families; additional training would provide the information and knowledge necessary to make more informed decisions when working with the family to address the problematic issues that led to the Department's intervention.

Another gap for the DCFS that impacts its case review system is the high caseload and workload for its social work staff. The BRCCP Final Report states that CSWs relayed consistently, that they "struggle with unreasonable workloads that include high caseloads, difficulties locating appropriate placements for children, and burdensome

policies and paperwork." Information collected for the CSSP's IA reveals that high caseloads are preventing effective work with families in the DCFS system. Higher caseloads and workloads result in compromised practices and reduce the overall quality of services provided to the children and families in child welfare. This fact, and the strong correlation between high caseloads/workloads and increased turnover and staff attrition, are heavily documented in research and studies. For the Department, the imbalance in workloads as a result of staff turnover and demographic needs in the different Regional Offices affect the standard of services provided across the eight Service Planning Areas (SPAs). Based on existing research, having more social work staff and manageable caseloads would directly alter the quality of services provided to children and families in the County's child welfare system.

Bridging the Gaps

The priorities identified on the 2015-2017 DCFS Strategic Plan target many of the identified gaps in the Department's services and practices, and in turn address the challenges that ultimately affect its children and families. Specifically regarding the need to share information and enhance communication about the practice models that drive the DCFS, the Staff Development section of the Department's Bureau of Operational Support Services (BOSS) is in the midst of designing and delivering multi-Departmental cross-trainings on the Core Practice Model (CPM) and related Child and Family Teams (CFTs). The ideology behind the plan is to inform County Departments and community partners about how the DCFS is working with a teaming and engaging mindset to service children and families in its system. The goal is for the people and stakeholders in the County of Los Angeles to understand how the DCFS serves families to resolve issues that bring forth the Department's intervention.

With respect to the need for greater overall training of social work staff, the DCFS revamped the prior training curriculum for new incoming CSWs and now provides a 52-week intensive core academy, complete with case simulations and extensive field training days that are spent in Regional Offices to provide hands-on experience in social work practice. The Department also launched a great hiring initiative in early 2014 and has since hired over 1,300 CSWs and subsequent supervisors and managers to tackle the problematic high caseloads that social work staff described in the BRCCP and CSSP's evaluations. The DCFS further oversaw three Strategic Plan workgroups to restructure its policy system and established in July 2014, a new policy website that distinguishes policies from procedures to best practices in social work. The new system streamlined voluminous burdensome policies and created an organized site that displays Department policies that are in accordance with State and Federal regulations.

For greater efficiency, the DCFS managers in the Juvenile Court Services Division meet regularly with Court Bench Officers and County Counsel to discuss DCFS-related matters and other issues that lead to the continuances of judicial hearings. The DCFS is also exerting efforts to evolve from an organization that operates in a perceived culture of fear to one that works in a culture of learning, as recommended in the CSSP's 2013 IA report. The Quality Service Review (QSR) tool that the BOSS's Quality

Improvement (QI) section currently uses assesses the Department's practices in the Regional Offices through perspectives that look for growth and improvement opportunities, rather than find CSW and SCSW faults in practice.

To further grow as an agency, the DCFS created a Data-driven Decision Making (DDDM) process that includes a monthly forum called the DCFS Stat Meeting, where case reviews are presented to facilitate discussions on current service practices. At the meeting, the Department displays performance data on State and Federal measures and the top and mid-level managers in attendance discuss the root causes of certain trends and engage in discussions around the barriers to achieving the DCFS goals, objectives, and priorities. This approach to continuous quality improvement truly seeks to bridge the gaps and challenges in the Department's services and practices at all levels of the chain-of-command.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Licensing

Prospective foster and adoptive—or resource—parents in Los Angeles County need to undergo two concurrent approval processes with both the State of California's Community Care Licensing (CCL) Division and the DCFS' Adoptions and Permanency Resources Division (APRD) in order to become caregivers to children in the County's child welfare system. First, applicants need to obtain foster care licenses issued by CCL in accordance with standards set forth in State statues (CCR Title 22, Division 6, Chapter 9.5) and regulations (Community Care Facilities Act, beginning with Section 1500 of the Health and Safety Code). Second, potential caregivers need to complete home studies conducted by the DCFS which ultimately assess the appropriateness of the homes as placements for foster children and youths in the Department's care and custody. Once licensed and approved to serve as caregivers for the DCFS, the adoptive/foster resource homes need to fulfill requirements for each licensing/approving entity by allowing site visits in the home, participating in necessary interviews, and completing mandated trainings. To ensure the continued suitability of the licensed foster homes, the Department's Out-of-Home-Care Management Division (OHCMD) conducts periodic reassessments and completes separate investigations of complaint, abuse, and neglect.

The County also uses foster homes certified through Foster Family Agencies (FFAs), which are licensed directly by CCL and are subject to additional licensing requirements.

Criminal Record Clearances

Criminal record clearances via Live Scan are required for all caregivers, kin, and non-kin for the family approval process. For non-kin, the clearances are done twice—once by CCL and once by the County. For kin and Non-Related Extended Family Members (NREFMs) for emergency placement situations, preliminary criminal background checks are conducted through the California Law Enforcement Electronic Tracking System

(CLETS) run by the California Department of Justice (DOJ). These CLETS checks are promptly supplemented with Live Scans as required by State regulations.

Recruitment

The Department's Placement and Recruitment Unit (PRU) is responsible for all resource parent recruitment. Prospective resource families are invited to attend orientations that are currently offered every month jointly by the DCFS and CCL. Beginning January 2017, the DCFS will solely take on facilitating the orientations/information meetings with the implementation of the Resource Family Approval (RFA) initiative. The RFA process will greatly reduce the redundancy prospective adoptive parents currently experience with the dual evaluation protocol involving the DCFS and CCL. The Department is also working to make these orientations and information meetings more accessible to potential applicants throughout the Los Angeles County by developing online versions of the sessions.

All resource parents are required to attend an orientation and undergo an assessment process that necessitates participation in the Permanency and Safety: Model Approach to Partnership in Parenting (PS-MAPP) training program; this includes 33 hours of pre-service training and 3 hours of paperwork assistance prior to beginning the family assessment, or home study. The six-week PS-MAPP program takes place in an interactive group setting that helps prospective caregivers explore whether fostering children and/or adoption is the right choice for them. The Department is presently looking into creating online PS-MAPP curriculums for the RFA implementation in 2017 and is considering the development of different training modules and materials for the three types of caregivers at the DCFS (kin, foster, and adoptive).

Outreach

The DCFS PRU partners with communities throughout Los Angeles County and participates in roughly 50 community booths to disseminate information about fostering and adopting children involved in the County's child welfare system. As part of its promotion efforts, the PRU distributes brochures, flyers, and promotional DCFS items at various events like the Martin Luther King, Jr. Parade, the Gay Pride Parade, the Taste of Soul, Fiesta Broadway, and Pow-Wows in the American Indian/Alaska Native (AI/AN) communities. The PRU also purchases radio, TV, print, and lamppost ads and advertises the need for foster caregivers on different social media websites, inserts in business publications, and checks issued by the County. Presentations are even given during meetings at faith-based organizations through the coordinated help of community stakeholders. More recently, the PRU has been reaching out to city officials, local police departments, schools, community colleges, faith-based organizations, hospitals, and Foster Family Agencies (FFAs), inviting interested parties to attend larger recruitment expos that target specific regions in the County.

Outreach Campaigns

The DCFS partners with several organizations and agencies in efforts to recruit resource families for children in need of permanent homes in the County's child welfare system. Table 8.17 displays the recruitment campaigns currently affiliated with the Department's PRU:

Table 8.17: Resource Family Recruitment Efforts

Campaign	Description
"Let Love Define Family"	Partnership with Raise a Child to recruit caregivers in the Lesbian Gay Bisexual Transgender Questioning (LBGTQ) community through events such as the Gay Pride Parade and Kaiser LGBTQ Symposium
Angels in Waiting	Program to recruit nurses in Los Angeles County to serve as Nurse Foster providers for children with severe medical needs
Wednesday's Child	Collaborative program among the DCFS, Dave Thomas Adoption Foundation, and Fox 11 News to feature children ready for adoption on Fox 11 News's Wednesday night news segments
Esperanza De Un Hogar	Collaboration between Telemundo 52 and the DCFS to feature children available for adoption to the Spanish-speaking community
Heart Gallery (HG) LA	Partnership with volunteer professional photographers to compile a roving portrait gallery of Waiting Children for display at churches, theaters, community events, and the Kenneth Hahn Hall of Administration in downtown Los Angeles
Wendy's Wonderful Kids	Funding program to finance resource family recruiters that work with special populations such as sibling groups and hard-to-place children
Hope Driving Program	Partnership with faith-based organizations to foster connections and relationships with children in care through the provision of rides to events
Covenant for Kids	Program that matches Waiting Children with church members in the community to establish mentoring relationships and permanency connections
Kidsave Weekend Miracles	Program that matches older youths age 9-17 with "super mentors" that try to foster permanency connections for the youths through weekend visits and excursions
Indian Child Welfare Act (ICWA) Task Force Recruitment Effort	Partnership among the American Indian Community Council (AICC), the Los Angeles City/County Native American Indian Commission, and the ICWA Task Force to recruit AI/AN foster family homes and complete projects that support and improve the community services available to the AI/AN community in Los Angeles

Specialized Outreach Efforts

It is no secret that disporportionality exists with respect to African-American youths in the County's child welfare system. In 2015, though the general African-American

population was 9% in Los Angeles County, the African-American population of children in the DCFS and Probation Child Welfare's (PCW's) care and custody was 25%. To address the need for resource families and foster cultural sensitivity, the APRD PRU division created an Eliminating Racial Disparity and Disproportionality (ERDD) workgroup to evaluate ways to recruit, retain, and support African-American foster and adoptive families. The result was notable: 43.5% of the families that registered for resource family orientations and information meetings in 2015 were African-American. Based on identified strategies, PRU formulated concentrated efforts to recruit resource families in African-American communities; held informative presentations and meetings at African-American churches; hosted an appreciation luncheon for current foster and adoptive parents in one of the Five Supervisorial Districts; and hosted two adoption matching events for African-American children in the County's child welfare system. The ERDD workgroup is currently working on coordinating a one-day camp for older African-American foster youths, where each attending youths will be matched and partnered up with a mentor. The goal is for these mentors to become Kidsave hosts after their camp experiences.

With respect to the Latino population, although the 60% of Latino children in the DCFS and PCW's care is an accurate representation of the Latino population as a whole, the number does represent over half the total number of children in the County's child welfare system. Children from Latino families are often part of a larger sibling set (three or more) which complicates placement, as there are limited placement prospects that can accommodate larger sets of children at a given time. There are willing foster and adoptive families, but many do not have the space or capacity to accommodate the bigger sibling groups, and resource parents have to pass on the opportunity to provide care to children in the DCFS and PCW systems. The PRU has thus been partnering with various Latino faith-based organizations to ensure that the DCFS APRD is represented through community booths at events like Fiesta Broadway. The goals are to recruit more resource families that can accommodate the placement needs and speak to the cultural needs and sensitivities of the Latino population in care.

Of the 567 federally recognized and non-federal Tribes, the DCFS currently services AI/AN children from 35 different Tribes across the United States. To provide specialized services to the AI/AN population, the DCFS has an American Indian Unit (AIU) that focuses its efforts to target the cultural needs of AI/AN children and families; it services those that are registered members of a federally recognized Tribe or are eligible for registration in a federally recognized Tribe. The PRU's designated CSW also services AI/AN families and actively recruits families in the AI/AN community to find foster or adoptive parents who can meet the ICWA-specific placement needs of AI/AN children. The AIU hence works with the PRU to provide information on AI/AN foster youths at Pow-Wows and at Tribal meetings to identify resource families for the AI/AN children in the DCFS system.

As part of a larger recruitment effort, the PRU partners with the Indian Child Welfare Act (ICWA) Task Force, the Native American Caucus of S.E.I.U. 721, and the American Indian Community Council (AICC), to produce and hold annual recruiting events called

Tiospaye (Lakota term for extended family) to solicit potential AI/AN foster parents. This collaborative group worked diligently in 2015 with the AI/AN faith community of greater Los Angeles County to hold a recruiting event for faith ministers, specifically with the goal of developing AI/AN recruiting ministries from within their respective congregations. The group also identified and supported an FFA in 2015 that will coordinate recruiting efforts to establish more AI/AN FFA foster parents. The DCFS is actively trying to address the critical need for more approved AI/AN placements for foster youths in the County's child welfare system.

As part of the Federal Diligent Recruitment Grant received in 2010, the DCFS strategized specific recruitment efforts to target the placement needs of overrepresented and underserved populations including African-American; Latino; AI/AN; deaf and hard-of-hearing; and Lesbian Gay Bisexual Transgender Questioning (LGBTQ) youths. Table 8.18 lists the partnerships that the DCFS established to help carry out the Department's efforts.

Table 8.18: Federal Diligent Recruitment Grant Partnerships

Population	Target Strategy
African-American and Latino Youth	Contract two agencies/programs to recruit foster and adoptive families in the African-American and Latino communities, focusing on faith-based agencies and organizations
American Indian/Alaska Native (AI/AN)	Collaborate with the Tribal community to recruit AI/AN foster and resource families and assist Foster Family Agencies (FFAs) recruit and support AI/AN families for their own programs
Deaf and Hard-of-Hearing Children	Partner with Five Acres to enhance their therapeutic program for the deaf and hard-of-hearing and provide funding for a recruiter who knows American Sign Language to specifically work with this population
Lesbian Gay Bisexual Transgender Questioning (LGBTQ)	Partner with Raise a Child to recruit LGBTQ foster and adoptive families and contract with the Human Rights Campaign Foundation to provide training to Children's Social Workers (CSWs) on working with LGBTQ youths

Permanency for Waiting Children

Children in the DCFS system who are legally freed but do not have prospective adoptive families, otherwise known as Waiting Children, are featured at interagency meetings like Co-Op and on local, national, and State websites such as the California Kids Connection, the Heart Gallery, AdoptUSkids.org, photolisting.adoption.com, and the Fox 11 News website. Prospective adoptive families nationwide can see photos and biographies and sometimes even videos of Waiting Children and contact the DCFS PRU's CSWs to inquire about children ready to be adopted. If a family that resides outside California is assessed as able to meet a particular child's needs, a PRU CSW contacts the prospective adoptive family's social worker to discuss a possible match and moves forward with the matching and pre-placement process. The DCFS then negotiates a Purchase of Service Contract to ensure that placement and post-

placement supervision of the child is provided until the adoption is finalized. The Interstate Compact on the Placement of Children (ICPC) is initiated and the out-of-state placement is made upon the ICPC approval. For many states, children need to be legally freed to be placed with a prospective adoptive family. This factor often causes a delay, as the Superior Court of California County of Los Angeles Juvenile Dependency Court is hesitant to terminate parental rights if the child is not already residing in a prospective adoptive home. If a prospective adoptive family resides in another county in California and the matching and pre-placement process moves forward without any problematic issues, the PRU CSW obtains approval for a Specialized Placement request from the DCFS Administration for placement of the child shortly thereafter.

Support Services

The DCFS acknowledges that the foster and adoptive process in the child welfare system can be trying and has thus put support services in place to help children and families as they navigate through the permanency continuum:

- **Adoption Promotion and Support Services (APSS)**: Through funding from the Promoting Safe and Stable Families (PSSF) Act, the Department contracts with community agencies located throughout the eight Service Planning Areas (SPAs) to provide families with support services before, during, and after the adoption process. The APSS sets to increase permanency for children; provide individual, group, or family therapy; supply mentors and support groups for children and/or adults; and provide adoption expertise to adoption-specific issues. The program also has services for older youths who are ambivalent about being adopted.

- **The Recruitment Ambassador Program**: The Department currently has 10 Ambassadors who provide support services to families going through the licensing and approval stages of the resource family recruitment process. The Ambassadors, who are also foster and adoptive parents, receive a stipend to assist prospective resource parents complete paperwork; find community resources to fulfill requirements such as Cardiopulmonary Resuscitation (CPR) and First Aid classes; and identify places to complete Live Scans or medical examinations. The DCFS is in the process of recruiting additional Ambassadors.

- **UCLA TIES**: The University of California Los Angeles (UCLA) Training Intervention Education and Services (TIES) program offers multidisciplinary services to families before, during, and after the adoption process and offers Loss Intervention to Families in Transition (LIFT) services to families who have lost or are at risk of losing a child they had hoped to adopt to reunification with parents or placement with relatives. As part of its services, LIFT offers support groups and individual therapy and works to retain resource families who are hesitant about taking in more children through fost-adopt placements.

In December 2015, the DCFS submitted a robust plan to the State requesting funding for 16 strategies to enhance caregiver recruitment, retention, and support efforts. In

January 2016, DCFS received an award letter allocating up to $6,597,821 (with a capped State General Fund allocation of $4,453,529) in Foster Parent Recruitment, Retention, and Support (FPRRS) program funds for nine of the proposed strategies. The funds are for the recruitment, retention, and support activities for foster parents, resource families, and relative caregivers specifically for:

- Emergency Placement Stipends;
- Tangible Support for Caregivers;
- The Resource Family Recruitment Expo;
- Faith-based Community Support;
- Respite Care;
- Foster Parent Liaisons;
- Support Groups;
- Specialized Staff designated for work on Initial Placements and Replacements; and
- Caregiver Training Academy.

The DCFS is currently working on the plans to implement the services.

Quality Control

The Federal Diligent Recruitment Grant in 2010 allowed for the National Resource Center (NRC) on Diligent Recruitment to evaluate the Department's APRD for gaps in services and practices. As a result of the NRC's analysis and feedback, the APRD developed more efficient methods of tracking timelines and streamlined procedures to better document the resource parent recruitment process from intake to approval. The Department also used focus groups to identify where services needed to be improved and incorporated the information into current practices. Presently, as part of the quality assurance protocol, the APRD provides surveys to the recruitment orientation participants before and after the orientation meetings to assess where the Department's services need to be adjusted. The surveys have recently helped the DCFS restructure the PS-MAPP enrollment process, which was a source of frustration for participants in the past.

STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

Common Core Training

Since the last CSA was drafted, the DCFS significantly modified its training curriculum and structure from the intensive 10-week academy required by the California Common Core 2.0 to a 52-week Foundational Academy program that includes classroom instruction, CWS/CMS demonstrations, practice simulations, and field instruction days in the Children's Social Workers' (CSWs') assigned Regional Offices. The practice simulations involve role-playing in several different Emergency Response (ER) and Continuing Services (CS) situations to elicit the critical thinking and assessment skills

necessary in social work practice. The simulations also include a Testifying in Court module that replicates the Juvenile Dependency Court hearing process to give the workers an accurate portrayal of how the DCFS cases play out when all the parties and attorneys are in attendance, arguing their perspectives.

In January 2016, the Department began its transition from the current California Common Core 2.0 curriculum to meet certain requirements of the State's Common Core 3.0 mandate. The DCFS' 52-week Foundational Academy is now broken down into three different components. In the first component, or the Orientation and Induction phase, the CSWs spend two weeks in their assigned Regional Offices shadowing seasoned workers for on-the-job learning experiences, which are intermittently followed by e-Learnings on:

- Child Maltreatment Identification;
- Overview of Assessment Procedures; and
- Introduction to Child Development.

In the second component, or the Foundational Training phase, the CSWs receive 10 weeks of instruction at the DCFS University on DCFS specific topics through various modalities for optimal learning. Topics covered include (but are not limited to):

- Legal Duties/Warrants;
- Kinship Approval Process; and
- Background Clearances.

The third component, or Field Activities phase, facilitates active learning and occurs in the CSWs' assigned Regional Offices through standardized field activities overseen by field Supervising Children's Social Workers (SCSWs).

Since the Department's hiring initiative in 2014, the DCFS Staff Development section has partnered with the University Consortium of Children and Families (UCCF) to train over 1,300 new social work staff. The Department's full transition to Common Core 3.0 it set to occur in 2017, which poses a challenge as the Department needs to build its capacity in time to provide all the mandated training and field oversight.

Identifying Training Needs

The Department's Strategic Plan outlines a preparation for workforce excellence that begins with needs-assessments at all levels in the chain-of-command. Based on information obtained from the Child and Family Service Review (CFSR) process outlined in Section 3 of the CSA, results of Quality Service Reviews (QSRs) conducted by the Quality Improvement (QI) section of the Bureau of Support Services (BOSS), and Critical Incident/Child Fatality reviews (CI/CF) conducted through the CI/CF section of the Government Accountability and Risk Management (GARM) Bureau, the DCFS develops necessary trainings and refines processes to target the identified gaps in social work services and DCFS practices. The DCFS also designs and implements

trainings contingent on changes in Federal and State legislation and adjusts trainings to address various Departmental needs as they arise. All the Department trainings are aligned with use of the Shared Core Practice Model (CPM), which uses a Child and Family Team (CFT) approach to social work practice.

Measuring Skills

Accurately assessing a CSW or SCSW's skill set is difficult because a worker is not generally observed in an actual field or family environment; most observations of a worker's practice occur in a controlled environment such as a CFT meeting or a practice simulation during a training session. Much information proffered during mentoring, feedback, and coaching meetings are also based on information that is presented by workers at the onset; the feedback provided may not appropriately address the inherent issues affecting the worker or case in question. Given these limitations, the Staff Development section strives to create learning environments that will develop and build the skill sets necessary to conduct effective practices to service the needs of the children and families in the County's child welfare system.

Presently, social worker skills are assessed or measured through:

- Observation in classroom settings;
- Pre and post test evaluations;
- Aggregate data sources;
- Child and Family Service Review (CFSR) data; and
- Quality Service Review (QSR) scores.

The UCCF is currently in the process of establishing ways to better measure CSW/SCSW skills and encourage staff development; the consortium is also exploring how to collect and track usable data over time to evaluate worker skill sets.

Specialized Training

As part of the 52-week Foundational Academy program, staffs new to the DCFS receive trainings on:

- Child Maltreatment Identification;
- Interviewing and Fact Gathering;
- Child and Youth Development;
- Trauma-Informed Practice;
- Family Engagement and Case Planning; and
- Permanency and Placement.

In addition, the DCFS Staff Development section provides opportunities for County staffs, foster parents, and service providers to attend and participate in the following trainings and conferences that address the following underserved populations:

- Commercial Sexual Exploitation of Children (CSEC);
- Embracing Diversity of Lesbian Gay Bisexual Transgender Questioning (LGBTQ) Youth (EDGY) Conference;
- Asian American Mental Health Conference;
- Inter-Agency Council on Child Abuse and Neglect (ICAN) Nexus Conference;
- Latino Behavioral Health Institute Conference;
- Fatherhood Conference;
- Childhood Obesity Conference;
- Latino Conference;
- Mi Casa Family Preservation (FP) Training;
- Project About Building Connections (ABC)—Infant Mental Health; and
- Vicarious Trauma Children's Institute Incorporated (CII) Conference.

Training Service Providers and Subcontractors

Various divisions within the Department provide regular formal and informal trainings to its stakeholders and contracted service providers. In 2015, the DCFS offered six in-service trainings for resource families throughout the Los Angeles County. The topics covered included:

- The DCFS Overview;
- Core Practice Model (CPM);
- Children and Family Team (CFT);
- The Impact of Trauma on the Development and Behavior of Children and Youths;
- Child Abuse Reporting Laws (CARL); and
- The DCFS 101.

In addition to the in-service trainings, the Department sponsored the Mi Casa Es Su Casa Conference in May 2015 and offered recertification training credits for the following workshops:

- Choose Health LA KIDS: Nutrition and Physical Activity Tips and Resources for Caregivers—Strategies for Healthful Lifestyles, Countywide Resources, and introduction to Women Infants and Children (WIC);
- The importance of Sexual Health Conversations for Youth in Care;
- Supporting Lesbian Gay Bisexual Transgender Questioning (LGBTQ) Youth in Foster Care;
- Extended Foster Care (EFC) and AB12;
- Updates to Title 22 Regulations, New Legislative Changes, Rights and the Responsibilities of Foster Children;
- Department of Children and Family Services (DCFS)—Juvenile Court Process;

- Overview of the DCFS: 2015 Initiatives;
- Child Development;
- Los Angeles Unified School District (LAUSD) Foster Youth Achievement Program;
- Suicide Prevention Training: Question, Persuade, and Refer (QPR);
- Understanding Acting Out Behaviors in the Context of Foster Care: Shifting the Lens from Deficit to Adaption;
- Family Matters: Working with Families and Caregivers of Children with Autism and other Neurodevelopmental Disabilities;
- How to Navigate and Access Educational Supports for Your Child: Knowing When and How to Refer for Special Education Services; and
- Emergency Shelter Care.

The DCFS plans to bring more training opportunities to community partners and DCFS stakeholders to become more unified in the approach to serving children and families in the County's child welfare system.

AGENCY COLLABORATION

As referenced in various sections of the CSA, the DCFS collaborates with many County Departments on different initiatives and programs in efforts to provide services and resources that can improve outcomes for the children and families under its care. Since the DCFS and Probation Department together make up the County's child welfare system, the agencies work in close partnership to service those that fall, and those at risk of falling, under WIC 241.1. The two Departments strive to integrate the continuous quality improvement approach into respective practices, and work collectively on all the elements of the CFSR process to improve overall performance outcomes.

In partnership with the DPH, the Promoting Safe and Stable Families (PSSF) **Time-Limited Family Reunification** program provides drug assessment and treatment services to all referred DCFS clients Countywide at no cost to the clients. Past data shows that participants in the program have fewer subsequent CPH referrals, lower re-entry rates to the child welfare system, and lower replacements of children due to parental drug abuse and neglect.

In addition, through a partnership with First 5 LA, the local Proposition 10 Commission, the DCFS is currently transitioning the **Partnerships for Families Program** (PFF) from First 5 LA to the DCFS. The PFF program focuses on families with children ages zero to five that scored a "high" to "very high" SDM risk level, but did not have a case opened with the DCFS. This program aims to increase a family's protective factors by reducing the likelihood of having another referral concerning the family called into the CPH.

The DCFS also partners with the Los Angeles County Sheriff's Department to provide the **Incarcerated Parents Project** (IPP). The program, which targets the Century Regional Detention Facility, was developed to help incarcerated mothers develop and maintain positive relationships with their children during and after their incarceration.

Collaboration with Community-Based Organizations

The DCFS collaborates with community-based organizations to provide comprehensive services and resources to support children and families primarily through contracts with following programs:

- Family Preservation (FP);
- Prevention and Aftercare (PnA) Services;
- Adoption Promotion Support Services (APSS);
- Time-Limited Family Reunification (TLFR);
- Child Abuse Prevention and Intervention Treatment (CAPIT) Program;
- Family Visitation and Safe Child Custody Exchange (FVSCCE) Program;
- Community Child Abuse Councils Coordinator (CCACC); and
- Supportive Therapeutic Options Program (STOP).

The aforementioned contracts except for the Family Visitation and Safe Child Custody Exchange are delivered throughout the County. Please refer to Table 8.19 for details about each program.

Stakeholder Involvement

The Department collaborates with community stakeholders to ensure that their concerns are taken into account during service delivery development. The current contracting process for services with the DCFS includes two opportunities for stakeholder feedback. Community stakeholders are invited to participate and give feedback during public forums (prior to the solicitation release) and more formally during Proposer's Conferences (after the solicitation release). Additionally, DCFS Program staffs meet on a regular basis with contracted providers to discuss ideas, address program concerns, and maintain open dialogues and communication.

Reducing Child Abuse and Neglect

The primary goal of the Community-Based Support Division (CBSD) is to build a continuum of care through community networks to prevent the unnecessary separation of children from their families. The CBSD also seeks to improve the quality of services provided to children and families and ensure permanency for children through reunification with parents, adoption, or other permanent living arrangement.

The continuum of care includes the administration of child abuse and neglect prevention strategies through contracted agencies and their network of community-based organizations in partnership with the DCFS and other County departments. The community network aims to address factors considered to be the root causes of harm to families and communities and target the factors that play a key role in the incidences of child maltreatment such as social isolation, poverty, lack of economic opportunities, and limited access to services and supports. This network is designed to be a

comprehensive, integrated continuum of strength-based, family-centered, and community-oriented services that support three primary objectives:

1. Prevent maltreatment before it occurs.
2. Prevent abuse and neglect of children in families that are found to be vulnerable and at risk, through supportive services.
3. Increase child safety in the home by:

    - Preserving families in which maltreatment of children has already occurred and
    - Preventing the reoccurrence of maltreatment and/or re-entry into the public child welfare system.

As a formal example, CBSD's Prevention and Aftercare (PnA) contracts specifically require that agencies include community outreach and capacity building to improve and build upon its community networks. The PnA agencies are also required to subcontract 35% of its funds to promote shared responsibility in the development of resources.

American Indian/Alaska Native Initiatives

Los Angeles County has contracts through the PnA Program with the United American Indian Involvement (UAII) providing a wide variety of cultural activities and trainings to the AI/AN population in Southern California, largely concentrating on dance and music but also including trainings in history, culture, and parenting. Many of UAII's current PnA subcontractors have a long history with UAII and were involved in development of the current program.

In 2015, the DCFS American Indian Unit (AIU) began working with the Cultural Broker Program to develop AI/AN Cultural Brokers in communities across Los Angeles County. The AIU is also in the process of identifying and developing an AI/AN Parents in Partnership (PIP) program to support best practices, active efforts, and compliance with IWCA mandates.

SERVICE ARRAY

Child welfare services are provided on a continuum from prevention to aftercare, and are aligned with the needs of children and families. The following programs and services are provided by the DCFS and/or PCW:

Table 8.19: Services and Programs

Program/Service	Description	Funding
Adoption Promotion Support Services (APSS)	The APSS program provides services to children and families throughout the adoption continuum (pre and post finalization) up to age 21. It seeks to increase permanency by providing: • Individual, group or family therapy; • Mentors and other long-term relationships; and • Support groups for children and/or adults. APSS service providers have adoption expertise and are trained to focus on adoption-related issues. Community-based agencies are located in each Service Planning Area (SPA). There is no cost to DCFS referred clients for APSS services and there are often waitlists for services. APSS agencies serve roughly 350 families per year.	PSSF
Child Abuse Prevention, Intervention and Treatment (CAPIT) Services	This program is derived from two legislative initiatives: AB 1733 and AB 2994 (Statutes of 1982). AB 1733 authorizes State funding for child abuse prevention and intervention services offered by public and private nonprofit agencies. CAPIT has established the following goals: • Identify and provide services to isolated families, particularly those with children five years and younger; • Provide high quality home-visiting programs formed on research-based models of practice; • Deliver services to child victims of crime; and • Support Child Abuse Councils in their prevention efforts.	AB 1733 and AB 2994
Child Care Program	The DCFS Child Care program coordinates child care for DCFS families and teaches parents how to access quality childcare in their communities. Los Angeles County has a Child Care Policy Roundtable that meets on a monthly basis to strengthen the child care system and infrastructure in the County by providing policy recommendations to the Board.	California Department of Education (CDE)
Community Response Services	Community Response Services provide a community-based network of formal and informal support services for children and families whose Emergency Response (ER) investigations resulted in unfounded or inconclusive findings with no or low risk levels. Resources include clothing, shelter, medical treatment, and spiritual/religious counseling, and the services work to support families, provide connections in communities, and prevent out-of-home placements. Families must not have any prior DCFS referrals.	Title IV-E

Program/Service	Description	Funding
Evidence Based Programs: Multi-Systemic Therapy (MST), Functional Family Therapy (FFC), and Functional Family Probation	The EBP Programs offer in-home, therapeutic, and supportive services to families and are contracted with flexible Waiver funding. These services have been a critical strategy in timeliness to reunification and reduction in recidivism. The youths and families in child welfare benefit from the convenience and consistency of the EBP programs.	Title IV-E
Family Preservation (FP) Program	The FP program contracts community-based agencies to provide families with services that include: • In-home visits; • Counseling; • Parenting instruction and demonstration; and • Other client-focused services. These protective services are provided for six months and may be extended based on the needs of a family. As part of the FP Program, agencies provide Up-Front Assessments (UFAs) to families that are identified as high risk for Domestic Violence, Mental Health, and/or Substance Abuse. The goal is to prevent unnecessary out-of-home placements by creating thorough investigations and assessments for meaningful case plan development. The FP Program also includes Alternative Response Services (ARS) which are offered to families when child abuse investigations are inconclusive or substantiated with an SDM score of low-to-moderate risk. ARS are short-term FP services (3 months) to keep families from entering the public child welfare system. FP agencies are assigned to each DCFS Regional Office, but have the flexibility of providing services to families outside their catchment areas, especially to accommodate families on waitlists.	Title IV-E, CBCAP, PSSF, and State FP Funds
Family Support (FS) Program	The DCFS no longer offers Family Support Services.	PSSF
Family Visitation Center Program (FVCP) **and** **Safe Child Custody and Exchange (SCCE) Program**	The FVCP connects DCFS families with positive visitation role models to ensure safe and positive family visitations. The goal of the program is to reunite families and children sooner through positive visitation modeling for parents in home-like settings. The SCCE program assists parents with a history of conflict or domestic violence transfer children for visitation/custody purposes. The program partners with local law enforcement so visitation exchanges take place at divisions of the Los Angeles Police Department or at stations of the Los Angeles	AB 2294

Program/Service	Description	Funding
	County Sheriff's Department. The FVCP and SCCE program cover SPA 1 and 2. Participating families must have DCFS cases with children in out-of-home placements for 15 months or less and have court-ordered monitored visitation plans. The programs serve 12 to 15 families per month, with an average of 100 families per year. There are waiting lists at times due to the limited space and coaches available to see referred families. The FVCP and SCCE program use evidenced-informed practices but have some limitations as a result of variances in volunteers' abilities and different physical layouts of visitation center sites.	
Incarcerated Parents Project (IPP)	The Incarcerated Parents Project (IPP) is a program targeting incarcerated mothers in the Century Regional Detention Facility. The program is provided at no cost to the mothers and there is generally no waiting list for services. The project is contracted to Friends Outside in Los Angeles County (Friends Outside) and aims to decrease emotional trauma on children as a result a parent's incarceration. A full-time case manager at the Century Regional Detention Facility assists incarcerated mothers with the completion of their court-ordered programs and acts as a liaison between incarcerated parents and the DCFS. The goal is to improve outcomes for incarcerated parents upon release through the provision of resource referrals and supportive services. IPP is open to incarcerated mothers with children between the ages of 0 and 21. Participants must have an open investigation or case with the DCFS, and must not have a Court "stay away" or restraining order preventing them from having contact with their children. IPP served 631 families during 2014 and 414 families during the first 9 months of 2015.	AB 2994 funds
Medical HUB Services	The HUB provides comprehensive initial medical examinations and age-appropriate developmental assessments, mental health screenings, and forensic evaluations. Children at high risk for mental or health-related issues are seen at the HUB for comprehensive evaluations.	Medi-Cal[13]
Post Adoption Services (PAS)	PAS provides placement funding assistance for adoptive families with children placed in Group Homes (GHs) with Rate Classification Levels (RCLs) 12, 13, or 14. PAS also provides resource referrals and supportive services to families that adopted children who were part of the County's child welfare system.	Adoptions Assistance Program
Prevention and Aftercare (PnA)	PnA Services are coordinated community-based services designed to increase the protective factors of children and	PSSF and AB 2994

[13] The Department of Health Services (DHS) bills Medi-Cal for the children who are covered by Medi-Cal. DHS may also bill Law Enforcement for some of the exams. For those exams where the children are not Medi-Cal eligible or where Law Enforcement cannot be billed, the expense is added to the DHS budget as a deficit.

Program/Service	Description	Funding
Services	families. Services can be accessed at any point in time by all families seeking assistance. The PnA contracts, which are based on Service Planning Areas (SPAs), are designed with flexibility to meet the needs of each SPA. The primary goal of the PnA program is to prevent child maltreatment. Services are provided at no cost to families and the only eligibility criterion is that the families be Los Angeles County residents. Some of the services provided are evidence-based and/or evidence informed. The PnA contract requires an assessment of each family for the development of individualized case plans addressing the needs of each child and family. The PnA program includes two countywide contracts that provide culturally-informed services to the Asian Pacific Islander (API) and American Indian/Alaska Native (AI/NA) communities.	
Wraparound Program	Wraparound is an integrated, multiagency, community-based, process based on the commitment to support families to safely and competently care for their children. The program supports family maintenance, placement stability, and permanency efforts through services to families that help children/youths with multiple, complex, and enduring needs. State and Federal eligibility criteria for Wraparound require that children be placed in, or be at risk of placements in Group Homes (GHs) with Rate Classification Levels (RCLs) of 12, 13, or 14. Services are provided on a no eject, no reject basis.	Title IV-E and Adoption Assistance Program (APP)
Supportive Therapeutic Options Program (STOP)	STOP is a net County cost. The primary goals are to prevent removals and detentions; encourage relative placements; expedite reunifications and permanency efforts; and stabilize existing legal guardian or adoptive placements. Non-Minor Dependents (NMDs) up to age 21 qualify for STOP assistance if participating in approved permanency plans. STOP provides funding to help families comply with treatment plans to facilitate expedited reunification and timely exits from the child welfare system. STOP offers funding for rental assistance; counseling and other therapeutic services; living expenses; child and respite care; household furnishings; and other items that assist families in completing case plan goals. STOP serves approximately 700 to 800 families per year countywide.	Net County Cost
Time-Limited Family Reunification (TLFR) Program	The TLFR program connects DCFS families with timely, intensive, and responsive drug and alcohol treatment and recovery services through countywide Community Assessment Service Centers (CASCs). There is no waiting list for client assessments, though placement in a residential treatment facility is contingent on the availability of the contracted treatment providers. The program services an average of 800 DCFS clients a year. Eligibility is limited to parents whose have children placed in	PSSF

Program/Service	Description	Funding
	out-of-home care for less than 15 months. There are no costs to DCFS clients for services funded under this program.	

SPA	Office	2012	2013	2014	2015
SPA 1	Lancaster	78	24	34	57
	Palmdale	52	16	24	58
SPA 2	WSFV	160	79	145	151
	Santa Clarita	83	72	85	85
SPA 3	Covina	36	23	27	16
	Glendora	135	55	76	87
	El Monte	85	25	20	47
	Pomona	91	49	107	94
	Pasadena	143	57	114	122
SPA 4	Metro North	219	91	129	97
SPA 5	West LA	6	14	25	10
SPA 6	Compton	25	23	32	37
	Wateridge	19	29	55	67
	Vermont	8	25	24	22
SPA 7	Belvedere	92	147	297	223
	SFS	115	82	69	110
SPA 8	South County	165	71	112	139
	Torrance	57	24	71	94
Total		1569	906	1446	1516

Treatment Foster Care (TFC) Programs	The TFC program is an alternative to higher level Group Homes (GHs). DCFS foster children are placed in specialized foster homes licensed through Foster Family Agencies (FFAs) and have individualized treatment programs with Trauma-focused Cognitive Behavioral Therapy as the treatment model. The caregivers are specially trained and have support 24 hours a day, 7 days a week. Foster parent recruitment and retention across the SPAs is a challenge.	Title IV-E
Intensive Treatment Foster Care (ITFC) Program	The ITFC program is much like the TFC, but services children ages 6 to 17. These specialized placements have no time limits or constraints.	Title IV-E
Multidimensional Treatment Foster Care (MTFC) Program	MTFC is an evidence-based program that significantly improves long-term outcomes with regard to child safety, permanency, and well-being. A treatment team offering a combination of behavioral monitoring, positive reinforcement, skills training, and medication management provides services to children in the program.	Title IV-E
Voluntary Family Maintenance (VFM) Services	Voluntary, non-Court Family Maintenance offers protective services to families that have been identified as having low to moderate safety and/or risk levels. Children are in potential danger of abuse, neglect, or exploitation, but can safely remain home since the family is willing to accept services to address the factors that brought forth the Department's intervention. The services are time-limited and can result in Court involvement if the parents do not successfully engage in corrective action to address problematic issues.	Title IV-E
Voluntary Family Reunification (VFR) Services	Voluntary, non-Court Family Reunification offers protective services to families that have been identified as having low to moderate safety and/or risk levels. Children are in danger of	Title IV-E

Program/Service	Description	Funding
	abuse, neglect, or exploitation, but can safely remain home since the offending parent is willing to leave the home and accept services to address the factors that brought forth the Department's intervention. The services are time-limited and can result in Court involvement if the parents do not successfully engage in corrective action to address problematic issues.	
Independent Living Program (ILP)	The ILP offers supplemental services and/or funds for eligible DCFS/Probation foster youth or former foster youth age 16 to 20 to promote: • Stability; • Economic well-being; • Social and emotional well-being; and • Education and work force readiness. ILP provides funding specifically for: • Auto insurance; • Education; • Life skills and vocational training; • Clothing; • Housing programs; • Room and board; • Apartment start-up costs; • Assistance with food costs; • Transportation; • Non-covered health-related costs. Eligible youths and NMDs have access ILP services through an ILP Coordinator after a Transitional Independent Living Plan (TILP) is created by the servicing CSW/DPO. The TILPs are updated every six months and services are rendered upon request. The current challenge is to provide timely access to equitable services in all eight SPAs across the County.	Federal funds
Special Immigrant Status (SIS) Unit	The SIS Unit partners with the United States Department of Homeland Security Bureau of Citizenship and Immigration Services (USCIS) to provide timely and lawful permanent resident status to undocumented Court-dependent immigrant children who are victims of parental abuse, neglect, or abandonment. Legal status allows children in the County's child welfare system to remain in the United States without fear of deportation; it also reduces County costs as legalized children quality for State and Federal Funding. The SIS Unit has: • Filed over 3,000 Special Immigrant Juvenile Status (SIJS) applications for permanent legal status; • Had a 98% acceptance rate; and	

Program/Service	Description	Funding
	• Completed over 1,000 U Visa Certifications for cases investigated by the DCFS. The SIS Unit relies on the support and partnership of community-based organizations and advocates such as: • Public Counsel; • Alliance for Children's Rights; • Catholic Legal Immigration Network Inc, (CLINIC); • Court Appointed Special Advocates (CASA); • Legal Aid Foundation of Los Angeles; • Immigrant Legal Resource Center (San Francisco); • Coalition for Human Immigrant Rights of Los Angeles (CHIRLA); • Immigration Clinic at Southwestern Law School; • Central American Resource Center (CARACEN); and • Consulate General of Mexico.	

The Departments do not have substantive data on the programs listed above that would lend to meaningful analyses on current gaps and challenges in the County's service array. Timely access to equitable services across all eight SPAs however, is a general struggle for the County in most, if not all, circumstances. The move towards performance-based contracting in the coming SIP should target this limitation and put the County in a position to better address this area in the future.

QUALITY ASSURANCE SYSTEM

The DCFS has a multilevel system of checks and balances in place that is designed to oversee its programs and services from different approaches to monitor the quality of care the Department provides to children and families in its domain. From Department-wide analyses to Regional Office oversight, and Special Program administration to specific case monitoring, the DCFS employs various measures to ensure that Department objectives are met, needs of children and families are tended to, and DCFS Case Plans are followed. Each DCFS initiative, priority, and plan is vetted through vested stakeholders and parties and also evaluated through the many lenses within the Department to assure adherence to agency missions, objectives, and goals.

Data-driven Decision Making

To examine the Department from a holistic perspective for continuous quality improvement, the DCFS gathers its top and mid-level managers monthly at the DCFS Stat Meeting to have fruitful discussions about the issues and factors impacting the Department's performance in various areas, including the seven Federal performance

measures. The Department's Business Information Systems (BIS) division, together with the Office of Outcomes and Analytics (OOA) which spearheads the Department's data-driven decision making efforts, compiles numerous graphs, charts, and tables that demonstrate how the DCFS is performing against Federal Standards. The data displayed includes demographic breakdowns by age, gender, and ethnicity, and showcases each Regional Office and Special Program's performance to establish a context for comparison across the eight Service Planning Areas (SPAs). With the aid of the DCFS Data Champions, or delegated data experts, the OOA facilitates conversations around the data presented, to drill into the specific barriers and root causes affecting the Department's outcomes. The goal is not only to improve the Department's overall performance statistics, but to elicit thought processes that are conducive to better, more effective practices and thence outcomes. The result is both quantitative and qualitative analyses on issues impacting the Department, allowing for the strategic planning, development, and implementation of targeted strategies and initiatives that tackle the factors affecting the Department as a whole.

The OOA also works with the Regional Offices and Special Programs to present case reviews at the DCFS Stat meetings, for case-specific analysis that highlights practice successes and challenges for reference in field work at the Regional Offices. Formal case reviews, or Quality Service Reviews (QSRs), are conducted by the Quality Improvement (QI) section under the Department's Bureau of Operational Support Services (BOSS).

Case Reviews

In 2002, Katie A. and four other named plaintiffs brought suit against the State of California and the County of Los Angeles, alleging that children in the County's foster care system were not receiving mental health services to which they were entitled. The County entered into a settlement agreement in 2003, resolving to make a number of systemic changes to screening and assessment practices and service delivery to better serve children with mental health needs. Specifically, the County agreed to provide services so that children and youth in the Department's care and custody would:

- Promptly receive necessary individualized mental health services in their own home, a family setting, or the most homelike setting appropriate to their needs;
- Receive care and services needed to prevent removal from their families or dependency or when removal cannot be avoided, to facilitate reunification and to meet their needs for safety, permanence, and stability;
- Be afforded stability in their placements whenever possible; and
- Receive care and services consistent with good child welfare and mental health practice and the requirements of law.[14]

[14]Information on Katie A. is retrieved from the County of Los Angeles Department of Children and Family Services and Department of Mental Health's Katie A. Strategic Plan dated October 2, 2008.

As a means of addressing the Katie A. lawsuit, the DCFS and the DMH developed the Shared Core Practice Model (CPM), which set to restructure the way cases were handled at the DCFS, to incorporate a teaming and partnering approach to practices. The regular utilization of Child and Family Teams (CFTs) were integral to the new approach, as was the notion of engaging families to conduct assessments and develop plans, to track progress and help families adapt to adjusting family circumstances. Following was the development of the Quality Service Reviews (QSRs), constructed specifically to measure how well the Department was employing the CPM in its practices and service delivery.

The DCFS QSRs are a joint venture with the DMH; in each review at a given Regional Office, DCFS QI Administrators team with DMH staff to evaluate cases and measure them on 10 Child and Caregiver Status Indicators and nine Practice Performance Indicators. The former measures the extent to which certain desired conditions are present in the life of a child and the child's parents and/or caregivers, and the latter measures the extent to which the core practice functions are applied successfully by practitioners and others who serve on the CFT.[15]

Child and Caregiver Status Indicators

1. Safety
2. Stability
3. Permanency
4. Living Arrangement
5. Health/Physical Well-being
6. Emotional Well-being
7. Early Learning Status
8. Family Functioning & Resourcefulness
9. Caregiver Functioning
10. Family Connections

Practice Performance Indicators

1. Engagement
2. Voice and Choice
3. Teamwork
4. Assessment and Understanding
5. Long-term View
6. Planning
7. Supports and Services
8. Intervention Adequacy
9. Tracking and Adjustment

As part of the evaluation, the QSR team examines case contacts and files; interviews CFT members; and conducts focus groups with all the vested stakeholders to come to a thorough understanding of each case under review. Scores for each indicator are given and compiled for every case evaluated, and the results are presented orally in a Summary of Case Findings to the Regional Office before a formal Written Summary Report is provided. The Regional Office then evaluates the QSR scores and assessments to glean "lessons learned" for improvements to case practices and service delivery. The Department is now in its third round of QSRs but is not in a position to exit the Katie A. suit, as the QSR scores have not been in the acceptable or passing range for the Katie A. panel overseeing the settlement.

[15]Quality Service Review (QSR) scoring information is obtained from the Version 2.2B QSR Protocol dated October 2010.

There are two other case review processes examining social work practice at the DCFS:

- The Child and Family Service Review (CFSR) Quarterly Reviews (which the Probation Department will discuss in detail) and
- The Critical Incident/Child Fatality (CI/CF) reviews conducted by the Department's Risk Management Division (covered fully in Section 9).

These two additional case review systems provide valuable insights regarding case practices on individual and systemic levels, and provide perspectives that can guide future practices at the Department to impact outcomes for children and families in the County's child welfare system.

Special Programs

As discussed, the Department evaluates case practices and services from both top-down and objective perspectives. The DCFS also monitors cases from bottom-up perspectives for additional viewpoints to ensure that cases are serviced appropriately. Monitoring elements are built into the DCFS policies that guide social work practice, and Children's Social Workers (CSWs) and Supervising Children's Social Workers (SCSWs) have access to service maintenance tools to reinforce best practices. The Regional Offices and Special Programs use Utilization Reports, or status reports, compiled out of data elements pulled from the CWS/CMS system. These reports provide information on when medical and dental exams are due, when Case Plans need to be updated, when SDM reassessments are needed, and when child and parent contacts need to be made. Social work staffs refer to the Utilization Reports to help prioritize tasks and ensure that all the necessary services are provided to the children and families on their caseloads. CSWs and SCSWs also use other tracking systems to make certain that the needs of families are addressed and DCFS Case Plans are followed. As an added level of oversight, the Regional Office Administration reviews management-specific Utilization reports to ensure that families are serviced according to Department policy guidelines. The Juvenile Dependency Court also schedules progress hearings and inquires about services at Status Review hearings as a means of assuring that the DCFS is providing adequate and appropriate services to the families in its system.

The Special Programs within the DCFS also oversee children and families on a categorical basis and further track data on program participants or service eligible children and families to ensure that services are in line when need be. For example, the Adoptions and Safe Families Act (ASFA) CSW assigned to a family will contact the Continuing Services CSW if there are any ASFA issues that require tending to; similarly, an Adoptions CSW will do the same with any adoptions-related issues. Each Special Program is monitored by its Division, and each Division, its Bureau. Table 8.20 notes many of the Special Programs and respective Divisions and Bureaus overseeing them. Please refer to Attachment VII-B for a complete DCFS Organization Chart denoting all the Department's programs.

Table 8.20: Oversight of DCFS Special Programs

Bureau	Division	Program/Service
Bureau of Clinical Resources Division (BCRS)	High Risk Services Division (HRSD)	Core Practice Model (CPM) Multidisciplinary Assessment Team (MAT) Service Linkages Specialist (SLS) Wraparound Psychotropic Medication Education and Mentoring Regional Center Services Treatment Foster Care
	Health Management Division (HMD)	Physical Health Medical Hubs Mental Health
Juvenile Court and Adoption Bureau (JCAB)	Adoption and Permanency Resources Division (APRD)	Concurrent Planning Adoption Promotion Support Services (APSS)
	Adoptions and Safe Families Act (ASFA) and Kinship Division	ASFA Assessments
Specialized Response Services Bureau (SRSB)	Child Protection Hotline (CPH) Division	Special Immigrant Status (SIS) Unit
	Emergency Response Command Post (ERCP) Division	Commercial Sexual Exploitation of Children (CSEC)
		Multiagency Response Team (MART)
		Skid Row Homeless Services Unit
Mega Bureau (Mega)	Youth Development Services (YDS) Division	Independent Living Program (ILP)/AB 12 Services
	Contract Administration Division (CAD)	Contract Monitoring Foster Family Agency (FFA) Group Home (GH)
	Out-of-Home Care Management (OHCMD)	Out-of-Home Care Investigations Section (OHCIS) FFA/GH Performance Management
	Community-Based Support Division (CBSD)	Promoting Safe and Stable Families (PSSF) Child Abuse Prevention and Intervention Treatment (CAPIT) Partnerships for Families (PFF) Prevention and Aftercare (PnA) Services Supportive Therapeutic Options Program (STOP) Family Preservation (FP)

Each Special Program at the DCFS employs a method—or strategy—to ensure that children and families are offered and in turn provided, the necessary services to target the issues that brought forth the Department's intervention. Table 8.21 describes some strategies that the Special Programs use to assure the provision or quality of services.

Table 8.21: Monitoring Strategies*

Program/Section	Strategy
Public Health Nursing	Public Health Nurses (PHNs) provide care coordination by ensuring that recommendations made by medical providers are addressed, and also join Children's Social Workers (CSWs) on investigations involving children under 24 months to conduct medical screens.
Child Welfare Mental Health Services	Multidisciplinary Assessment Team (MAT) Coordinators evaluate and screen children and families for mental health service needs.
PMRT/Exodus/PMA/D-Rate	The Psychotropic Medication Authorization (PMA) desk reviews and submits physician-completed PMA requests to psychiatrists at the Juvenile Dependency Court for evaluation prior to requesting Court approval. Court responses are uploaded into CWS/CMS and sent to CSWs, SCSWs, and caregivers/FFAs/GHs. At the beginning of each month, CSWs, SCSWs, and assigned PHNs receive alerts on PMAs expiring that month as reminders to keep authorizations current.
Education and Mentoring	Education staffs evaluate data and assess information filtered in through its Student Information Tracking System (SITS) to address the needs of foster youths.
Adoption and Permanency	Adoption staffs use tracking reports to assess progress toward achieving permanency on cases at section, unit, and case levels.
Contract Monitoring	Contract monitors conduct annual Contract Compliance Reviews on all contracted Foster Family Agencies (FFAs) and Group Homes (GHs).
FFA/GH Performance Management	Quality Assurance Monitors conduct annual Quality Assurance Reviews (QARs) and provide technical assistance to address issues found on CAD's Contract Compliance Reviews.

*The table does not include all the programs and monitoring strategies used at the DCFS; it is intended to provide examples of how programs or services are monitored.

CAPIT/CBCAP/PSSF Programs

For each of the Child Abuse Prevention Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families (CAPIT/CBCAP/PSSF) programs, DCFS Program staff complete on-site technical reviews to ensure compliance with DCFS-awarded contracts. The Prevention and Aftercare (PnA) program completes two Technical Reviews per year and the Adoption Promotion Support Services (APSS) program completes one per year. In addition, DCFS Program staffs meet with the PnA and APSS-contracted agencies on a monthly basis in efforts to provide forums for sharing ideas, discussing program issues, enhancing existing community-based networks, and resolving identified conflicts. The DCFS Program staffs also provide as-needed technical assistance to the contracted agencies and review each agency's monthly expenditures and associated invoices. Whenever

findings are made during Technical Reviews, the contracted agencies are required to respond with Correction Action within 30 calendar days; failure to do so requires follow-up from DCFS program staff.

For the Time-Limited Family Reunification (TLFR) Program, the Department of Public Health (DPH) provides an annual Program Activity Summary Report which provides the number of clients that were provided services with information on each client's discharge status. There is also a detailed monthly Interdepartmental billing log that lists each client seen by each Community Assessment Service Center (CASC) and treating facility. Annual Technical Reviews of the CASC and treatment facilities are conducted by the DPH. The DCFS attends bi-monthly meetings with the DPH and CASC Directors, and quarterly meetings with the DPH and all treatment facility Directors.

Contracting Limitations

According to the Blue Ribbon Commission on Child Protection (BRCCP), the Department's current system of contracting with community agencies and organizations is not necessarily conducive to positive outcomes for the children and families in its system. The BRCCP's *The Road to Safety for our Children* Final Report from April 2014 states:

> Organizations with the longest history of funding by DCFS tend to view contracting as the agency's weakest area of operation. In an initial effort to address this weakness, the Board of Supervisors charged DCFS with revamping its contract monitoring processes. The DCFS Director outlined a reorganized plan designed to streamline internal contracts management. Annual reviews for compliance and fiscal management in funded programs are proposed, an advance over previous practice. However, no explicit attention is given to the review of program outcomes, reinforcing the impression that technical compliance takes precedence over programmatic outcomes.

The BRCCP then reports:

> As an alternative, performance-based contracting focuses on results associated with quality and outcomes. Objectives and time frames are specified and agency payment is tied to program outcomes. Performance measurement is a strong indicator of service quality, and if properly done, can help ensure that contractors are held accountable.

Thus according to the BRCCP, "Performance-based contracting on agreed-upon outcome measures by DCFS, other appropriate departments and the contracting agencies for children and families should be adopted, rewarding contracting agencies that achieve better results for the children they serve" (http://ceo.lacounty.gov/pdf/brc/BRCCP_Final_Report_April_18_2014.pdf).

The DCFS has taken heed and is currently in the process of incorporating the BRCCP's recommendation into its way of business; adopting performance-based contracting is identified as a priority in the DCFS Strategic Plan for 2015-2017.

Los Angeles County Probation Department

MANAGEMENT INFORMATION SYSTEMS

The Probation Case Management System (PCMS), which was implemented in April 2009, is the Probation Department's main data source for tracking all children and youth under the supervision of the Probation Department. This system is an enterprise juvenile case management system which consists of juvenile caseload field management, detention tracking system (Juvenile Hall and camps), and placement tracking, and is a module for case planning and Los Angeles Risk and Resiliency Check Up (LARRC) assessment tools. The process is continuing to make specific enhancements for PCW to obtain and enter data in order to produce better outcome reports.

Other systems used to access information are:

- **Juvenile Automated Index (JAI)**, which provides Delinquency Court case information, file information, and prior arrest history;

- **Probation Lite (Problite)**, which is a shadow system to CWS/CMS and provides limited information regarding DCFS case history;

- **ProbNet**, the Probation Department internal website featuring information on human resources, Department updates, forms, Directives and Manuals, and has direct internal Department links to all probation systems such as PCMS and PEDMS, as well as outside County websites such My LA County.gov;

- **Lexis Nexis**, which is a system that the PPQA Unit routinely use in family finding efforts;

- **Probation Electronic Document Management System (PEDMS)**, which is the Court Report work flow management system approval and delivery system;

- **Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER) System**, which is the caseload management system for Department of Public Social Services (DPSS) integrating all medical and financial assistance programs data;

- **Child Welfare Services/Case Management System (CWS/CMS)** database, which is used for child abuse investigations, referrals, and entering Deputy Probation Officers' (DPO's) monthly face-to-face client contacts;

- **Incident Tracking System (iTRACK),** which is a database maintained by the DCFS requiring residential Group Homes (GH) and foster home providers to us in reporting Special Incident Reports (SIRs) involving youths placed in their care. Probation collects data regarding incidents for investigation and quality rating scores and finds inconsistencies and limited or missing information due to the self-reporting nature of the system; and

- **Criminal Clearance Tracking System (CCTS),** which is a confidential, comprehensive, web-based application that automates the manual tracking of Live Scans, California Law Enforcement Telecommunications System (CLETS), and Child Abuse Central Index (CACI) activity. Probation Foster Home Consultants (FHA) access this system for results for the purposes of performing assessments on homes.

In addition to the above systems, Deputy Probation Officers (DPOs) are equipped with laptops and wireless connections and can access all systems in the field, which allows them to spend more time with care providers, youths, and families. Remote access is granted through a token-less system.

Probation does not have one specific management system that captures and tracks all data for various requirements. However, in addition to the above systems, Probation has access to the Family Preservation (FP) System through the DCFS for billing purposes only, which captures service types, service start dates, and termination dates along with the codes identifying reasons for termination. Additionally, Probation's Prospective Authorization and Utilization of Review (PAUR) Unit provides quality assurance to monitor and ensure that the FP agencies provide effective and consistent services to Probation youths. The PAUR Unit gets progress reports from all the FP providers. After careful review of the reports and entries made on PCMS, the PAUR Officer discusses all the information with the DPO, who then makes the determination of whether the youth's services should be extended, terminated, or referred for more intensive services through Wraparound or Functional Family Therapy (FFT).

The Probation Department obtained access to the State-wide automated system, Child Welfare Services/Case Management System (CWS/CMS) in October 2010. The system was designed to capture data on all foster youths, and since there is increasingly more data entered and captured on Probation foster youths, PCW has been able to gather more accurate and meaningful statistics. PCW also relies on the DCFS partners in various operations to assist with providing reports and analyses for Probation foster youths that only the DCFS' BIS is set up to do. Probation participates regularly in monthly State CWS/CMS data webinar calls to discuss issues and the Southern Counties User Group (SCRUGS), which involves regular meetings and conference calls with the State, Child Welfare agencies, and stakeholders from neighboring counties. Probation received additional tokens and training that was requested in order to fully implement usage, however, the goal is to have an interface where input into CWS/CMS by Placement DPOs will populate fields in the Probation Case Management System (PCMS). Resources, conflicting priorities, and fiscal

implications are still major barriers to be able to lift this goal of interfacing with CWS/CMS; however, preparation and development is underway for CWS/CMS to become token-less and web-based, making access much easier for Probation. AB 129 (Dual Status Supervision), RBS and the WIC 241.1 operation now have access to CWS/CMS.

Problite is another system utilized by Probation and reveals at least 61% of youths in the Probation foster care system have a previous history with the Juvenile Dependency Court system. Detailed Dependency information is necessary for Probation Officers supervising foster youths. It is beneficial for Probation staff to have specific information regarding the treatment plans and permanency efforts accomplished during the time period that youths are under Dependency status so Probation can better serve the youths. Problite does not provide detailed Dependency information. All Placement Officers have access to this information through CWS/CMS.

Although CWS/CMS provides detailed Dependency information and is used for child abuse investigations, referrals, and tracking DPO monthly face-to-face client contacts, there are still obstacles that hinder Placement Officers from having access to all information and entering information into the system, which include Union issues related to workloads. Placement Officers enter case notes into PCMS which does not interface with CWS/CMS; as a result, Probation Officers must enter data in CWS/CMS as well. PCW is thus making efforts to implement a Quality Assurance system to ensure that face-to-face client contacts are being entered into CWS/CMS from PCMS each month.

CASE REVIEW SYSTEM

Over the past several years, the Probation Child Welfare (PCW) case review system has undergone changes and enhancements that have ultimately improved the case planning process. Through the continuous implementation of the Juvenile Justice Practice Model on various levels resulting in effective interventions, strategies, and programs, and the new Federal Case Review process for both the DCFS and PCW, the quality of the case review process and the information gained, equip child welfare to improve outcomes for youths and their families in all areas.

Juvenile Justice Practice Model

The Juvenile Justice Practice Model is a process and tool developed to provide and ensure continuum of care as the case passes through the Probation system, beginning at detention through youths successfully transitioning to adulthood. The premise and main goal of the model is “passing the baton effectively,” to ensure that continuity of care is maintained throughout the lives of cases through effective communication across agencies and between internal Departments; sharing critical information to prevent delays in treatment or permanency; strong team decision making practices at every phase; and emphasizing family engagement are the most critical factors to positive outcomes. Implementation of these foundational principles has increased the number of children placed in the care of their biological parents, relatives, and non-

relatives, ultimately reducing the recidivism rate and building healthier and stronger families. By utilizing the Juvenile Justice Practice Model, Probation Child Welfare has been effective in increasing exits to permanency and reducing re-entries into foster care. Although Probation has not met the Federal Standards for re-entries into foster care, Probation is experiencing a downward trend for re-entry. Over the past five years, Probation Child Welfare has had ten legal guardianships and five successful adoptions. This has only happened eight times in the Nation in the history of Delinquency Court, with five of them in Los Angeles County's Delinquency Court. Please refer to Attachment VIII for specific information on the Juvenile Justice Practice Model.

Federal Case Review

Both Los Angeles County child welfare agencies are dedicated to achieving positive outcomes in the areas of child safety, permanency, and well-being for all children and families. One of the ways this will be done more effectively is with the implementation of the Child and Family Services Review (CFSR) Federal Case Reviews. The Federal Case Review was implemented in 2014 in order to gauge the experiences of children, youths, and families receiving child welfare services, to ensure conformity with Federal child welfare requirements and implement an ongoing continuous quality improvement process within every county across the nation. Through the coordination of interagency partnerships with the DCFS, other child welfare agencies throughout the State including PCW, CDSS technical support, and the training academies, Los Angeles County has 11 Certified Reviewers with an additional four staff currently in the certification process. Los Angeles is one of the few counties where both the DCFS and Probation child welfare agencies are conducting the case reviews together.

To ensure compliance with Title IV-B and IV-E child welfare requirements to collect specific case-level data, Probation Child-Welfare has prepared for the implementation of the qualitative case review process by training a total of 10 staff, composing of SDPOs, DPOs, and Program Analysts. All staff have extensive experience in child welfare. In order to facilitate the implementation of the qualitative case review process, PCW partnered with the DCFS to administer the 85-page review tool.

The Los Angeles County Federal Case Reviews consists of intensive case reviews utilizing an 85-page tool for approximately 100 cases annually, with 25 reviewed per quarter. The Case Review consists of interviewing every person that was involved in each case including parents, relatives, non-relatives, teachers, mentors, CSWs/DPOs, Supervisors, foster parents, residential GHs, foster family providers, and any other pertinent parties. In Los Angeles County, the ratio of child welfare cases is much larger than Probation Child Welfare cases. PCW cases will therefore only, make up approximately 10% of the quarterly cases, equaling approximately 10% of the randomly pulled annual cases. Quality Assurance will be conducted for all cases reviewed by Los Angeles County and will ensure that the case reviews maintain the integrity of the Federal review process. Designated Quality Assurance reviewers, which will include the PPQA Supervising Deputy Probation Officer and Program Analyst, will review all

cases for the first level prior to being submitted to the CDSS. The CDSS will review all cases for the second level prior to being submitted to the Federal Child Welfare division.

Adoption and Safe Families Act (ASFA) Resource Family Approval (RFA)

Since the last County Self-Assessment (CSA), Probation ASFA Officers gained full access to Live Scans. The Relative/Non-Relative Extended Family Member (NREFM) approval process has improved significantly. The Criminal Record clearances through the Department of Justice (DOJ), Federal Bureau of Investigations (FBI), Child Abuse Central Index (CACI), and the background checks through the California Law Enforcement Electronic Tracking System (CLETS) required for all caregivers is processed more efficiently, as the results of the clearances are funneled directly to the ASFA Officer. Backgrounds are assessed to determine safety and risk levels and are used to assess caregivers who provide out-of-home care for youths. The Live Scan results of relative/NREFMs or individuals who have substantial contact with the foster youths are received directly from the DOJ. The approval process is expedited and youths are kept out of Juvenile Hall and placed with a relative/NREFMs more often. According to Probation's internal data for April 2013 to March 2014, Probation's ASFA Team conducted 305 home assessments with an approval rate of 25%, showing an 11% increase in approvals from the previous year. Due to the increased number of approved homes, there was also an increase in the number of approved homes receiving AFDC-FC funding. There was a 5% increase in comparing April 2012 to March 2013, with April 2013 to March 2014.

An approved relative who cares for a non-Federally eligible child in foster care is not eligible to receive AFDC-FC funding under State law. The relative may apply for California Work Opportunity and Responsibility to Kids (CalWORKs) payments on behalf of the child. However, payments are less than the AFDC-FC rate. As a result, California implemented the Approved Relative Caregiver (ARC) Funding Option Program effective January 1, 2015. This program gives counties the option to provide funding equal to the basic foster care rate. To be eligible for the ARC funding, the child must not be Federally-eligible and the child must be placed with an approved relative caregiver in California. Probation's internal data show there are currently eight relative caregivers who are receiving ARC funding.

Specialized Case Planning Training Resources

The Department has also had the benefit of training from the UC Davis Extension-Resource Center for Family Focused Practice. The training provided by the Center has been effective and applicable to the Placement DPO's duties. The trainings offered, such as Concurrent Planning, Case Planning, Family Engagement, Commercial Sexual Exploitation of Children (CSEC), Indian Child Welfare Act (ICWA), Caregiver Home Assessments and Evaluations, and the Placement Core training offered to all new Placement DPOs, have been instrumental in assisting Probation achieve major milestones in improving outcomes for youths and their families. In addition to this training, the Placement DPOs receive annual training on Foster Care Status Review

Reports to improve the quality and accuracy of all reports submitted to the Delinquency Court. Additionally, PCW was able to obtain training from UC Berkeley Data Expert and Consultant, Dr. Daniel Webster, to provide training and technical support directly related to PCW data on the Berkeley website.

Multi-Disciplinary Team (MDT) Decision Making

Probation had begun to utilize a form of the Team Decision Making (TDM) process in several aspects of the case planning process. One area this is utilized is with the Difficult to Place Committee, which reviews all youths who have failed multiple placements and/or have significant mental health issues. This committee involves the Department of Mental Health (DHM), Probation and the DCFS. Another area where the TDM process is especially effective is in permanency planning. Cases that are approaching Legal Guardianship or Adoption are brought before a team of several agencies including but not limited to, County Counsel, the DCFS, Alliance for Children's Rights, and Probation. Many times, there is a need for a TDM process that involves the youth, the caregiver, any supportive family members, the GH provider, the DCFS, and Probation to determine options or additional resources necessary to make the permanent plan stable. Lastly, the Multi-Dimensional Team (MDT) process is a small pilot at one GH, Rancho San Antonio (RSA), and is being expanded throughout the life of the case plan for Probation foster youth. The plan is to implement a Bureau-wide MDT process for case planning, which includes a transition MDT for every youth in placement. Currently, only transition MDTs are being conducted, but the future strategy is to conduct three MDTs for each youth to take place at the initial, mid-phase, and transition stages.

The MDT process has been piloted on cases where youths are preparing to transition into communities. Current raw data compiled reveals that the number of terminations and new arrests has decreased. Since this project is new, there is not much data to compare; however, DPOs have seen a reduction in violation reports completed due to school or drug-related violations. Having multiple partners addressing all aspects of a youth and family can address all needs including educational and financial opportunities, as well as de-escalating crises with the intensive support from all agencies.

The communication between agencies and the teamwork is the best demonstration of success of the MDT process. As a result of the communication, action is taken faster and problems can be addressed before they become too serious. Communication between GH and FFAs, On-Site DPO's, therapists, and the aftercare DPOs at the MDT can transfer information not found in the case management system or in any report, but is crucial to understanding the families being serviced. Bringing different Departments and outside agencies together to assist youths and their families is the key to the MDT pilot's success due to the collaboration in the transition process. The exchange of information between current and future DPOs and current and future therapists is valuable and makes for a smooth, informed transition. Also, having the parents and youths meet the FFP DPO and FFT Interventionist prior to leaving seems to reassure

the families of the support they will have in their transitions. Both youths and parents have reported being less nervous about the youths returning home.

Key participants in the MDTs have included representatives from the Los Angeles Unified School District (LAUSD) and Los Angeles County Office of Education (LACOE), who assist in determining the best school settings, as well as remove obstacles and obtain information. The representatives also follow cases for six months to assess for stabilization and the need for further interventions. Casey Family Services participates in the MDTs and offer many services and resources including community resources and legal assistance. The MDT Steering Committee meetings conducted quarterly involve Bench Officers; RSA Administrators and staff; Onsite DPOs; FFP DPOs; FFT Interventionists from Shields and Starview and Probation; Department of Public Health (DPH) representatives; LAUSD; LACOE; YDS; RBS; and Placement Program Analysts.

Case Planning Process

Each case with an order of suitable placement goes through a series of processes and programs:

Initial Detention and Arraignment

Once a youth has committed a crime, there is an assessment conducted to determine if the youth should be detained. Once detained, a Detention report is completed and ICWA mandates are satisfied. The Probation Department has implemented several points of engagement that takes place during the initial detention:

- Initial inquiry of relatives to be notified for possible placement options and family finding efforts;
- Child welfare checks as to permanency track and abuse allegations; and
- Initial CLETS run on identified family members for possible placement.

The Investigator completes the initial Foster Care Case Plan (FCCP) and formulates an initial Concurrent Plan. A referral is made to the Transitional Independent Living Program (TILP) Unit, where a worker completes the initial TILP with the youth prior to initiating placement. When considering placing the youth in out-of-home care, the Investigator refers the case to the Out-of-Home Screening Unit and the Prospective Authorization Review (PAUR) Unit for assistance in making the appropriate recommendation.

Programs that can be implemented at this phase are assessed and approved through the PAUR Unit; services include Evidenced Based Programs (EBP) such as Functional Family Therapy (FFT), Multi-Systemic Therapy (MST), and Functional Family Probation (FFP), as well as the Family Preservation (FP) Program and Wraparound, all which increased the effectiveness of upfront case assessment directly impacting the recidivism rate.

Initial Case Planning

Within 30 days of the Placement Order, the Placement Officer is required to complete an updated FCCP and TILP. The Placement Officer contacts the youth, family, and care provider within the first week of the placement to assist with the stability of placement for the youth and engage all parties in the case planning process.

Currently, Placement Assessment Centers (PACs) are being utilized by the Department in four locations. When a youth is ordered into Suitable Placement, the goal is that every youth will be placed at a PAC for a 30-day period in order for a full assessment to be conducted, to ensure that critical information is gathered from the case file, the youth, and the family members. Within 30 days, the updated FCCP and TILP are completed by the PAC Officer and the TILP Coordinator with participation from both parents/caregivers and youths. When the 30-day period is completed, the youth will be placed in the most appropriate placement setting considering visitation and treatment needs. Once the youth has been placed, a new Placement DPO will be assigned and the assessment will be passed on to the new Officer.

Six-Month Case Plan Process

The next six months are critical to success of each PCW case. This is a time when the Placement DPO identifies all family members and caregivers to participate in the process. There is further establishment of biological parents and caregivers who may be alternatives for permanency, and notices are prepared for all identified parties to appear in Delinquency Court for the pre-permanency hearing. Placement DPOs conduct monthly visits with the parents/caregivers and youths, with at least one visit with the GH provider when youths are in residential care. However, many Officers visit with the provider monthly when they visit youths.

The Case Planning meeting involves the Placement DPOs, youths, parents and/or caregivers, therapists, case managers, school personnel, and other parties if needed. This is where parent-youth participation occurs with family engagement; discussion of legal requirements, rights, and responsibilities that include educational rights, possible termination of family reunification services, and Termination of Parental Rights (TPR); responsibilities of the case plan; visitation; and concurrent planning.

Permanency Hearing and 12-month Case Plan Process

The initial permanency hearing (with the exception of Fast Track cases) pursuant to Welfare and Institutions Code (WIC) Section 727.31 is held no later than 12 months after the date a child entered foster care. At the permanency hearing, the Court determines the permanent plan for the child, which include a determination of whether the child will be returned to the child's home and, if so, when, within the

required time limits. Permanency review hearings are then held every six months pursuant to WIC Section 727.

Additionally, the Adoption and Safe Families Act (ASFA) of 1997 requires that TPR must be initiated for children who have been in foster care for 15 of the most recent 22 months unless the child is placed safely with relatives, there is a compelling reason why TPR is not in the child's best interests, or the family has not received the services that were part of the identified case plan.

Once the Placement Officer has diligently worked to provide 12 months of Family Reunification (FR) Services to the biological parents and their participation has been unsatisfactory or due diligence in locating parents has been completed, the Probation Permanency Officer and the Placement Officer submit a joint report to the Delinquency Court requesting termination of FR Services. The Permanency Officer then completes the Concurrent Planning Assessment (CPA) and submits it to the DCFS for adoption home study and planning if potential adoptive parents are involved, or for recruitment of adoptive family. In 2006, the DCFS successfully completed one adoption home study resulting in the first adoption in the Nation in the history of Juvenile Delinquency Court. In 2010, Probation successfully obtained three media-based recruitment orders from Delinquency Court, the first in the Nation in the history of Delinquency Court, which resulted in one finalized Probation adoption. In 2013, Los Angeles County Probation finalized two adoptions, making it the third and fourth for Los Angeles County, and the sixth and seventh in the Nation. On November 5, 2015, Los Angeles County Probation finalized another adoption, making it the fifth adoption over the last nine years in the Los Angeles County Delinquency court and the eighth in the Nation.

When the Permanent Plan is FR, Probation uses Wraparound Services and FP to enhance the Parent-Youth participation in case planning for those youths returning home to their parents. Promoting Safe and Stable Families (PSSF) funds finance 14% of Family Preservation (FP) for Probation youths eligible under Title IV-E in partnership with 70 providers. Approximately 350 FP slots have been allocated to Probation. PCW is using EBP and therapeutic interventions such as FFT, Functional Family Probation (FFP), and MST to enforce and support FR, maximize participation in the case planning process, and decrease the re-entry rate (recidivism).

Probation adopted FFT, FFP, and MST as the first line treatment approach to serve youths at-risk of removal from the home and youths returning home from congregate care. MSTs and FFTs were identified as program initiatives that have demonstrated the following positive outcomes for serious juvenile offenders:

- Reductions of 25-70% in long-term rates of re-arrest;
- Reductions of 47-64% in out-of-home placements;
- Extensive improvements in family functioning; and
- Decreased mental health problems for serious juvenile offenders.

These services are delivered at homes, schools, and communities rather than in clinical or residential treatment settings.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Probation has four Probation Officers that make up the PCW ASFA Team, or the Resource Family Approval (RFA) Team, for the Placement Bureau. They assess every home of relative or NREFM homes for safety. Once a case packet is completed and the required criminal clearances and documents for criminal exemptions are obtained, the paperwork is processed and submitted to the DCFS Eligibility unit for determination of financial benefits. Many of these caregivers become interested in the process of adoption and legal guardianship and are referred to PPQA for permanency planning. Through this process, approximately nine such placements resulted in adoption or legal guardianship.

Probation foster youth have not had the opportunity of placement in foster homes in the past. The emphasis of the Department however, has shifted to ensuring that every youth has life-long connections and the opportunity for a permanent home. Probation was able to procure a contract for a Foster Family Agency (FFA) for probation foster youths in June 2014. Probation has a total of six FFAs that service probation foster youths. In 2015, Probation placed three youths in FFAs; one Probation foster youth has been successfully placed through a FFA with a foster family for almost one year. Most recently, the youth completed his probation period and was ordered a Non-Minor Dependent, achieving WIC 450 status in Delinquency Court.

With the required statewide implementation of the Continuum of Care Reform (CCR) and RFA due to take effect January 1, 2017, the home assessment process will change slightly for the team conducting the process and significantly for all caregivers, now known as Resource Families**.** CCR is intended to better serve children in California's child welfare services system by:

- Using comprehensive initial child assessments;
- Increasing the use of home-based family care;
- Providing services and supports to home-based family care;
- Reducing congregate care placement settings; and
- Creating faster paths to permanency.

The strategies will purportedly result in shorter durations of involvement in the child welfare and juvenile justice systems.

The RFA process will create a new foster caregiver approval process that replaces the existing process of licensing or certifying foster homes, approving relatives and NREFMs as foster care providers, and approving adoptive families by combining the best elements of all the processes into a single approval standard. Once RFA is fully implemented for all families, caregivers will receive the same information, training, and

options for support. Resource Families will not have to go through another approval process if they seek to adopt, be appointed legal guardians, or foster additional children.

This past year, recruitment efforts have been a major focus for both child welfare agencies. In July 2015, Probation partnered with the DCFS and hosted a Foster Parent Employee event with some success. The purpose of the event was for the DCFS and Probation staff to acquire information about becoming foster or adoptive parents. Probation staffs are able to foster both DCFS and Probation foster youths and the DCFS staff can foster Probation foster youths. Twenty-eight participants responded to the invitation, and twenty-two attended the event from both the DCFS and Probation Departments. Eight families registered for an orientation but four did not show up. Three families attended the orientation and one completed the PS-MAPP training. One family had an orientation in December 2015. Also, four Probation staffs and two DCFS staffs who were not able to attend the event made inquiries and contacted the DCFS for further information.

In efforts to recruit, retain, and support foster parents, caregivers, and resource families, the State will allocated to all counties a portion of $2.7 million in funding under the Budget Act of 2015, based on approved plans submitted by Probation child welfare counties. The $2.7 million will be shared across all Probation Departments statewide with Los Angeles County PCW receiving the larger portion of the funds. To meet the ongoing foster care capacity needs, Probation proposes to implement and expand activities/programs which will include Forever Friends Permanency Model and Outreach, an expansion of EBPs, an establishment of annual caregiver conferences and exhibitions, and a monthly caregiver support group. The vision of the Forever Friends model is to develop life-long connections for every youth without family, with the intent to utilize relationships to develop permanency through adoption, either with the Forever Friend or important people in the youth's life. The current EBPs, MST, FFP, FFT, Wraparound, and After Care Services are strictly for biological families; the expansion of these programs to include relative and NREFMs will create more permanency options for Probation foster youths and provide necessary resources and supports to caregivers to strengthen and stabilize family structures. Establishing an annual caregiver conference and monthly caregiver support group services will address the growing needs of caregivers and youths throughout the Los Angeles County. In addition, these activities/programs will increase the number of home-based foster caregivers through recruitment, family finding, support, and retention.

STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

All Placement DPOs are required to obtain 40 certified training hours annually as required by Standards and Training for Corrections (STC) regulations. In the past, there were not many opportunities for specialized training related to foster care and child welfare issues for Probation Officers. In fact, new Placement Officers take the Field Probation Officer Core training required for all new Probation Officers, but do not have the advantage of training specialized for their unique functions in child welfare. This however, has changed in the past several years.

Probation uses various forms and venues for training all staff servicing youths in foster care or at imminent risk of entering foster care. Probation has been partnering with UC Davis Extension—Resource Center for Family Focused Practice for over eight years to provide training for all Placement DPOs. For the past three years, the Center has been providing a specialized 9-day Core Training for new Placement DPOs, in addition to the CORE training required by STC regulations. The Placement Bureau also provided much of its own training to Placement staffs, and the Probation Department contracts outside experts to provide trainings on various aspects of Juvenile Delinquency and adolescent issues.

Additionally, Placement DPOs can attend special conferences and seminars and receive Work Related Education (WRE) Training and Professional Development hours by completing an application and information about the training attended submit the information to the State for approval of hours. These trainings provide opportunities for Placement DPOs to acquire more knowledge and learn about resources specific to the foster youths and families they serve.

Lastly, a new area of profound and effective training related to complete continuity of care and case planning has been CSEC Training, Probation foster youths with Developmental Disabilities, and Transgender Youth Needs.

Mandatory Residential (Group) Home Developmental Disability and CSEC Training

Related to the cross-systems training plan for care providers, the development of these training efforts included working with many internal and external partners and stakeholders to create training opportunities for provider staffs and managers of all placement agencies. These specific trainings were designed for staffs directly working with children residing in foster care and with those at risk of entering foster care. The training plan developed was implemented successfully throughout the year and included foster youths, former foster youths, and Bench Officers. The development of two new required trainings that all GH servicing Probation Foster youths must complete annually are:

- Commercially Sexually Exploited Children (CSEC) and
- Probation Youth with Developmental Disabilities (DD).

Both trainings were the result internal and external stakeholders coming together to provide trainings and Training for Trainers (T4T) sessions.

In response to a pending lawsuit, all parties reached a Settlement Agreement to require developmental disability training in all juvenile detention facilities and by all Probation-contracted placement providers. The purpose of the Agreement is to ensure that youths with developmental disabilities placed in the Los Angeles County's Juvenile Halls, camps, and placements are provided with minimally adequate care and protection from harm and with reasonable modifications to their treatment. The Agreement covers youths with developmental disabilities or those suspected of having developmental

disabilities. Part of the settlement was the agreement to insert specific language into the Statement of Work (SOW) regarding developmental disability training. On May 8, 2014, all residential GH/FFA providers serving Probation foster youths were trained and provided with a PowerPoint on "Youth with Developmental Disabilities." All providers serving Probation foster children are now required to ensure that their staffs complete the two-hour training annually on Developmental Disabilities, specifically related to Probation foster youths.

Over the past four years, Los Angeles County has been diligently working with CSEC cases. The County has also been educating and equipping care providers with trainings, curriculums, empowerment events, and programming for CSEC within the County. PCW and the DCFS have been dedicated to supporting providers in enhancing their current programing to more effectively engage CSEC victims. Providers play a unique and important role with CSEC victims as they service youths who are already identified as CSEC victims, youths who are CSEC victims but have yet to be identified, and youths who are at significant risk of CSEC involvement. The growing epidemic of CSEC is something that touches every foster and residential GH provider in Los Angeles County, regardless if providers want to work with the population. As a means of support, the County has developed and launched the CSEC roundtable every six weeks. This time is designed to foster collaboration among providers and County representatives as a means of providing more comprehensive and effective services for this population. Experts in this field have trained hundreds of staff, stakeholders, and providers in the past four years, conducting conferences, trainings, and webinars at least quarterly at multiple locations. These forums assist those who work directly with this population to work more effectively together and learn from the successes and challenges of in the community.

Care providers are monitored on an annual basis by PPQA and part of this monitoring is to ensure that providers maintain certification of these trainings in each staff personnel file at the time of compliance reviews. It is the providers' responsibilities to ensure that these trainings are conducted. Probation may assist at times by making annual requests to the experts in the field, ensuring incorporations of updates and new relevant information.

The newest training has been for Transgender youths, and although the efforts and awareness of the needs of this population are just emerging, much has been done in this area in a short amount of time. At the beginning of 2015, the Transgender Needs Workgroup was created to develop policies for placement settings of Transgender youths whose preference is to be placed with the genders they identify with, and out of this workgroup came the need for further training on the medical needs of these youths. Collaboration with Children's Hospital of Los Angeles will provide a series of consultation, trainings, and conferences to inform, educate, and raise awareness of the unique needs of this population.

AGENCY COLLABORATION

The DCFS and Probation facilitate and participate in a number of committees, workgroups, councils, forums, task forces, commissions, and special collaborative projects. Representation is broad and inclusive of a rich variety of stakeholders, including, but not limited to: service providers, foster parents, adoptive parents, relative caregivers, birthparents, foster youths, public and private child and family service agencies, Juvenile Court staff, child welfare staff, County/City/State government officials, child welfare advocates, schools, other County departments, Tribal representatives, faith-based community representatives, and law enforcement. The implementation of the Title IVE waiver has also provided the opportunity to improve coordinated emergency response services among the DCFS, the DMH, Probation, the Department of Health Services (DHS), and law enforcement.

The feedback and concerns of stakeholders are critical to the development of DCFS and Probation policies, services, programs, initiatives, and projects. In an effort to involve and engage community partners, the DCFS and Probation have facilitated a variety of means to promote the shared responsibility of planning, developing, and implementing child welfare activities with the larger community. The DCFS and Probation also participate in a number of venues in which various groups come together for the common purpose of serving our most vulnerable children and families.

Below are some examples of such gatherings that provide evidence of the DCFS' and Probation's effort to plan, coordinate, integrate, and improve services and outcomes for all foster youths, regardless of which system is currently serving them:

- Transgender Needs Collaboration: This collaboration began in July 2015 as the result of an increased number of Transgender youths ordered Suitable Placement. Legislation passed on October 11, 2015 that gave foster youths the right to be placed in out-of-home care according to their gender identities. The Collaboration meets monthly and includes PCW, Probation Institutions, the DCFS, County Counsel, CCL, and RISE Agency representatives. This Collaboration is working on policy development for GHs related to housing Transgender youths according to their gender identities. The GHs involved are working on revising their program statements to incorporate their policies and protocol on housing transgender youths to be in compliance with legislation and transgender foster youths rights. Two GHs in particular are further ahead than the others and will be the test programs once their program statements are approved by CCL. One transgender foster youth has been placed at one of the agencies and is preparing for transition as soon as the program is ready.

- CSEC Round Table: Over the past four years, Los Angeles County has been diligently working with CSEC cases. The County has also been educating and equipping care providers with trainings, curriculums, empowerment events, and programming for CSEC within the County. The County is dedicated to supporting GH providers in enhancing their current programming to more

effectively engage CSEC victims. GH providers play a unique and important role with CSEC victims as they service youths who are already identified as CSEC victims, youths who are CSEC victims but have yet to be identified, and youths who are at significant risk of CSEC involvement. The growing epidemic of CSEC is something that touches every GH in Los Angeles County regardless of whether GHs want to work with this population. As a means of supporting GH providers, the County launched the CSEC roundtable in October 2015. The meetings take placed every six weeks and are designed to foster collaboration among GH providers and County representatives as a means of providing more comprehensive and effective services for this population. The more that everyone is able to work together and learn from the successes and challenges experienced, the more comprehensive the services will be that are provided to CSEC youths who are in desperate need of intervention, safety, and healing.

- Joint DCFS/Probation Monitoring Collaboration: Both the DCFS and Probation conduct annual monitoring reviews for all Foster Family Agencies (FFAs) and GH providers. At this point, the DCFS conducts the reviews for all FFAs; however, both the DCFS and Probation share this responsibility for all GHs. There was a need to come together to enhance and improve the monitoring process. This collaboration began with a small work group developed to design a Monitoring Manual and revise the monitoring tool to be more accurate and user-friendly. Once this project was completed, the work group expanded to include both the DCFS and Probation monitors in the spirit of unity. The collaboration meets monthly to discuss the revised tool, develop strategies so that the compliance review is conducted in the same manner, and problem solve as a team to address challenges and barriers with the compliance review tool or any part of the process.

- Permanency Collaboration: Over the past several years, the Probation Department's Permanency Collaboration Committee has met on a monthly basis to discuss challenging cases involving several probation youths' permanency needs. The Collaboration Committee consists of several Departmental and government-funded agencies, including the DCFS, County Counsel, Alliance for Children Rights, family Counsels, Probation Director(s), SDPOs, Program Analysts, RFA Officers, PPQA Officers; Kidsave Organization and DCFS Media Based Recruitment Specialists.

  The permanency needs that are generally discussed in this meeting are cases showing a high level of interest in adoption and legal guardianship services. Other permanency needs that have been identified for Probation youth are those youths who are not necessarily interested in the permanent plans of adoption or legal guardianship services but have expressed interest in wanting a life-long connection with a relative or non-relative. In this scenario, the collaboration team aggressively searches for mentors, FFAs, and faith-based organizations that are interested in committing to be a forever family for these youths.

- California Child and Family Services Review (C-CFSR) Collaborations: The CFSR includes several distinct processes as follows: Peer Review/County Self-Assessment (CSA) every 5 years; SIP and Data Reports and Analysis in the form of DCFS Stat Meetings, Provider Meetings, Placement Manager Meetings, and RBS/PPQA Compliance Meetings; and the Federal Case Reviews. This process requires planning meetings and consistent monthly meetings to report out data collected. PCW has multiple collaborations around this process. One of the newest over the past five years is the joint DCFS/Probation Federal Case Review Collaboration. This group meets monthly to discuss new developments, discuss the certification process and status, provide technical assistance related to challenges and barriers in the review process, provide information on new training opportunities, and provide moral support.

- Residential GH Inter-agency Meetings: The GH Interagency Collaboration for Los Angeles County meets on a bi-annual basis. The attendees at the meetings consist of specific representatives from Los Angeles County's PCW, the DCFS, CCL, Regional Centers, and the DMH. During these meetings, information is shared and exchanged regarding any new State legislation regarding foster youths in out-of-home care, issues with GH providers, and past issues that have been resolved. Each Agency reports any new updates from their Department or any relevant information that needs to be shared and discussed.

SERVICE ARRAY

Probation Child Welfare services are provided on a continuum and aligned with the needs of the child and family. At various points during a child and family's engagement with the County, from the time a referral is received through permanence, services are offered. Services vary in their purpose, the population being served, and funding sources. The DCFS and Probation child welfare use some services separately, but many are used by both. See Service Array Table on page 113 for detailed information.

QUALITY ASSURANCE SYSTEM

Probation Child Welfare (PCW) oversees all matters related to: State and Federal mandates for foster youths in out-of-home care, including supervision of youths, out-of-State placements, and compliance with Division 31, Title 22, and Title IV-E mandates. PCW also oversees Transitional Housing, needs of NMDs, assessments of Relative/NREFMs, and permanency planning. This also includes providing services to youths and their families to increase FR such as EBP, FFT, MST, and FFP. The various operations under the PCW that service these youths are Residential Based Services (RBS), Youth Development Services (YDS), Placement Permanency and Quality Assurance (PPQA), and Placement to Community Transition Services (PCTS).

The Supervisor of each operation is the first line of Quality Assurance (QA). Automated management reports and reports that track submission of Court reports allow the Placement manager and Supervisor of each operation to closely monitor each worker's

progress in case plan completion and documentation. Most Supervisors have a QA checklist tool that assists them in assuring that all areas of case planning are adequately met prior to giving reports final approval for submission. Although each operation has its own internal QA process to track performance measures and outcomes, PPQA was developed to provide continuous quality improvement for the entire Bureau and ensure that State and Federal mandates are incorporated and adhered to throughout the continuum of care for every PCW case. State and Federal audits are conducted randomly, which provide information to the counties on those mandated elements that are most critical. In between the audits, the State provides technical support on issues of concern raised in quarterly data pulls and reports.

In anticipation and preparation for these audits, PPQA conducts case reviews on suitable placement cases, focusing on compliance with mandates such as Assembly Bill (AB) 575, Senate Bill (SB) 933, Division 31, and the CFSR. A random pull of cases are reviewed to determine if Probation foster youths and their families have received the mandated services. Once those completed reviews are submitted, the PPQA Supervisor and Program Analyst then conduct QA on completed reviews for compliance with State and Federal mandates.

A feedback loop has been developed for the Supervisors and Administration to receive a monthly report and dedicated discussion as to the overall compliance rate of the Placement Officers and the other operations that play a part in fulfilling these mandates. Additional training and corrective action measures and plans are implemented to raise compliance statistics. For any element that did not meet the compliance standard, a Continuous Quality Improvement (CQI) report with a Corrective Action Plan (CAP) is required. This process has been instrumental in raising the compliance level to above standard in many areas. Over the past five years, PPQA has been supplemented with Program Analysts (PAs) positions, which has enhanced data collection, data analysis, and reports on trends, patterns, and solutions, immensely. The PAs manage the QA processes ensuring that all cases are in compliance with State and Federal mandates, and Compliance Officers will work on Federal Case Reviews.

In 2015, the Federal Case Review requiring the completion of 85-page Case Review tool was developed and implemented across the State. Los Angeles County received an on-site review by the Federal All County Letter (ACL) in August 2015 to monitor Child Welfare and PCW's readiness and effectiveness to conduct these cases once the process was fully implemented in October 2015. The team passed and demonstrated strong cross-agency collaboration and knowledge of the cases reviewed. Since this date, the DCFS Quality Improvement (QI) Team has five Certified CFSR Case Reviewers and the PPQA Compliance Team has three Certified, two of which are QA Reviewers. There are five staffs from the PPQA Compliance Team currently amid the certification process. The certified reviewers are currently conducting reviews on both child welfare and PCW cases and will provide feedback to the Supervisors and Administration once the cases are completed and the feedback loop is developed.

PPQA also conducts monitoring for all out-of-home care placements, which include Resource Families, FFAs, and GHs. Any placement that does not meet the compliance standards are placed on a CAP, requiring them to immediately address all issues and raise their compliance to the identified standard. If the agencies do not or are not able to meet the compliance standard, foster youths may be immediately removed from their placements. Additional QA is provided by the Placement Officers' monthly visits to all out-of-home placements. They report any compliance or abuse issues directly to PPQA for immediate investigation. All compliance and program monitoring results are utilized for policy development, staff training, and system improvement.

Residential Group Home (GH)/Foster Family Agency (FFA) Monitoring

Continuous quality improvement and ensuring quality across all points of a child's care is one of the fundamental components of Child Welfare. Monitoring residential GH and foster family homes fall under this component. Placement Permanency and Quality Assurance (PPQA) Group Home Monitors and Investigators conduct the monitoring of all foster care placements within and outside the State.

The Monitoring process evaluates and ensures that homes contracted with Los Angeles County are in compliance with the County Contract and other licensure requirements. GH Monitors evaluate GH based on 10 criteria;

- Licensure and Contracts;
- Facility Environment;
- Maintenance of Required Documentation and Service Delivery;
- Education and Workforce Readiness;
- Health and Medical Records;
- Psychotropic Medication;
- Personal Rights and Social/Emotional Wellness Well-Being;
- Personal Needs/Survival and Economic Well-Being;
- Discharge Summary; and
- Personnel Records.

The residential GH and Foster Family Home Monitoring process is annual and begins each fiscal year. The DCFS Monitors continue to monitor all FFAs, while both teams share the monitoring for all of the residential GHs. Monitors schedule an Entrance Conference with the care provider before making an initial visit to facilities. Program statements are reviewed and CCL is contacted to check for any sustained complaints. The Monitoring Team uses a tool that includes the 10 evaluation criteria listed above. Once the reviews are completed, the written report is reviewed by the PPQA's SDPO, and the Exit Conference is scheduled.

During the Exit Conference, the Review Findings are discussed with the GH provider and they are then given five business days to dispute any findings. If the GH provider chooses not dispute the findings, the CAP is requested to address all deficiencies identified and is due within 30 days. Once the CAP is submitted, it is reviewed, along

with the completed review packet. Once approved, and the provider is given the opportunity for final review, the packet is submitted for final approval by the Chief Probation Officer and then provided to the Los Angeles County Board of Supervisors (BOS) and posted on the Probation website.

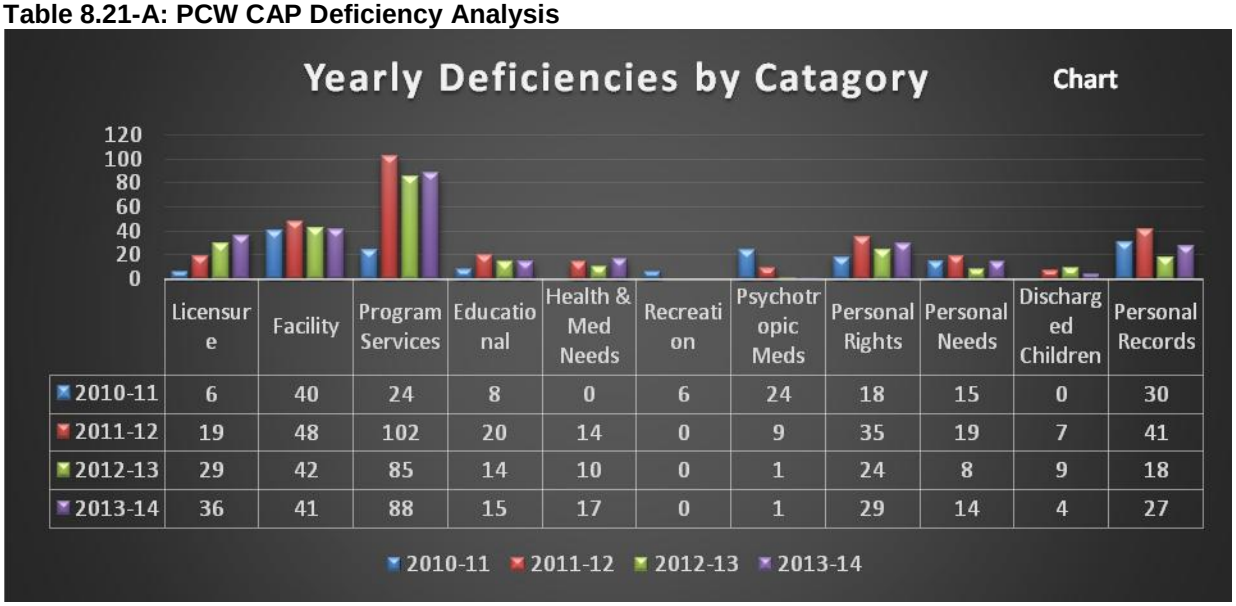
PPQA Group Home Monitoring has been very proactive and vigorous in the monitoring and investigations of all placement settings, which has significantly impacted safety, permanency, and well-being for all children served by PCW. PPQA Group Home Monitoring's goal is to reduce maltreat of youths under care by ensuring that providers are meeting all measurements of compliance and that investigations are conducted in a thorough and timely manner. Over the past five years, this team has helped to reduce the number of physical and sexual abuse cases by over 5%. With assistance from all contracted providers, PPQA Group Home Monitoring has assisted in improving the care that is provided to the youths under PCW's care.

Foster Care Compliance Data and CAP Analysis

Data from each Monitoring Report and CAP is compiled and analyzed annually to assess GHs collectively and individually, in order to ensure compliance and provide continuous quality improvement of services provided. As mentioned before, each GH provider submits a CAP detailing how they will correct present and prevent future compliance deficiencies. CAP Analysis is conducted to investigate and evaluate the corrective action implemented to address non-compliance issues. Data from each CAP is also analyzed by each individual GH and collectively to determine trends, patterns, and identify common compliance issues among GHs. The analysis provides insight into which categorical deficiencies were the most common or least violated and indication as to which GHs had the least/most deficiencies. The years with the worst deficiency rates and improvement rates are highlighted in the report analyzing 2010 through 2014.

Current findings found a total of 171 deficiencies in Fiscal Year (FY) 2010-2011, with an average deficiency of 5.04 per group, the lowest of the four years analyzed. The following FY 2011-2012 deficiencies increased with a total of 314 for the year and 9.2 deficiencies per GH. Deficiencies decline sharply from 2012-2014; in FY 2012-2013, 240 deficiencies were found. This decline is followed by an increase in deficiencies in FY 2013-2014, with 272 deficiencies. Table 8.21-A displays the total deficiencies for each year.

Table 8.21-A: PCW CAP Deficiency Analysis



	Licensure	Facility	Program Services	Educational	Health & Med Needs	Recreation	Psychotropic Meds	Personal Rights	Personal Needs	Discharged Children	Personal Records
2010-11	6	40	24	8	0	6	24	18	15	0	30
2011-12	19	48	102	20	14	0	9	35	19	7	41
2012-13	29	42	85	14	10	0	1	24	8	9	18
2013-14	36	41	88	15	17	0	1	29	14	4	27

2010-11 2011-12 2012-13 2013-14

Deficiency rates for each GH averaged 30 per GH from 2010-2014. The deficiencies peaked in FY 2011-2012, which may have been related to monitoring identifying more deficiencies, or other changes in reviewing processes. In the subsequent FYs 2012-2013 and 2013-2014, deficiency totals were lower and stabilized. However, in FY 2013-2014 the number of GH deficiencies did rise from 240 to 272, almost one additional deficiency per GH.

This analysis also shows the improvements GHs have made in the four year timespan. The CAP Analysis pinpoints which GHs implement few CAPs due to low deficiency rates, and those consistently implementing CAPs for repeat deficiencies. Facility issues commonly used repair items, 60% of CAPs used repair a remedy in the Facilities Category. Maintenance plans, random inspections, and graffiti removal were second most common. It should be noted that most facility issues can be addressed on the same day, and facility issues are most prominent because of normal wear and tear. Only two facility deficiencies were not provided CAPs.

GHs had over 30 Personnel Compliance deficiencies. Employees were discovered to be employed without valid Live Scans, California Driver's Licenses, and CPR Certifications. Personnel Compliance was most commonly addressed by GHs implementing new policies and procedures, internal audits, and scheduling procedures for employee trainings. Employee discipline was the least used among GHs and only utilized twice by two different organizations. GHs at most had no more than two years in which they applied corrective actions for Personnel Compliance. With the exception of Future Stars, CAPs were used 2010 to 2014 years for Personnel Compliance.

GHs' most common deficiency in the Personal Needs and Well Being Category was the failure to provide life books for youths. Personal Needs required 28 CAPs to be applied 2010-2014 among all GHs. Of the 28, GHs had 20 CAPs applying improvement in this area. GHs implemented CAPs by educating clients about the importance of Life Books,

holding time or activities designated for life booking, purchasing materials for Life booking, and taking pictures for the client's Life Books.

Court Structure/Relationship

There are nine areas where the Delinquency Courts are located: Eastlake (Los Angeles), Inglewood, Long Beach, Los Padrinos (Downey), Compton, Pasadena, Sylmar, Pomona, and Antelope Valley.

There are 23 Departments represented under the various locations. The Los Angeles County Presiding Juvenile Court Judge is Michael Levanas.

Delinquency Court consists of 23 Courtrooms in nine locations across the County. Department 271 was the pilot courtroom for the first legal guardianship and adoption hearings; however, these cases are now being heard in several courtrooms. Although there are some challenges in completing these new practices in Delinquency Court, the Bench Officers and Court Personnel have been instrumental in aiding Probation Officers to further their work in ensuring that every youth has a permanent plan. Department 203 handles mental health cases and provides special Court orders and services to meet the needs of those youths. Department 261 conducts a "Think Tank" meeting once a month with various stakeholders and agencies to discuss urgent emerging issues from psychotropic medications to bullying and hate crimes on school campuses. Each courtroom is staffed very similar to Dependency courtrooms with the exception of a social worker. There is a Court Officer in each courtroom that is also a Deputy Probation Officer (DPO) and represents the Probation Department.

Relationships with the Court have been improved by several collaborative efforts:

- Judge Groman's Think Tank takes place monthly and discusses different critical topics such undocumented youths; sex offender treatment and issues; mental health needs and resources; Transitional Aged Youth (TAY) needs and barriers to their successes; Medi-Cal and Social Security benefits; educational rights and issues; and family finding and permanency. Subject matter experts from different agencies and County Departments make presentations engage in meaningful discussions. These meetings have been invaluable in cultivating cross-systems and cross-agency collaboration.

- Probation has been involved in an ongoing collaborative with the Presiding Juvenile Delinquency and Dependency Judge Michael Levanas, the Public Defender's office, the District Attorney's office, the DCFS, the Children's Law Center (CLC), and Casey Family Services related to reducing the number of youths that cross over from Dependency to Delinquency. The Departments have implemented the Georgetown CJJR Crossover Youth Practice Model (CYPM) to implement best practices for this population. Additionally, all detained crossover youths are now detained in one unit at Central Juvenile Hall called the Elite Family unit. MDTs between the DCFS and Probation are held to determine which system is best suited to serve each youth.

- Placement Bureau training with all Court personnel including Bench Officers, Court Officers, Juvenile Court Clerks, Juvenile Court Assistants, Public Defenders and District Attorneys. These trainings involved a presentation from all Placement operations (PAUR, PAS, RBS, PPQA, YDS, and PCTS) along with discussion on all areas needing further explanation and clarification. These trainings enhance the relationships and partnerships.

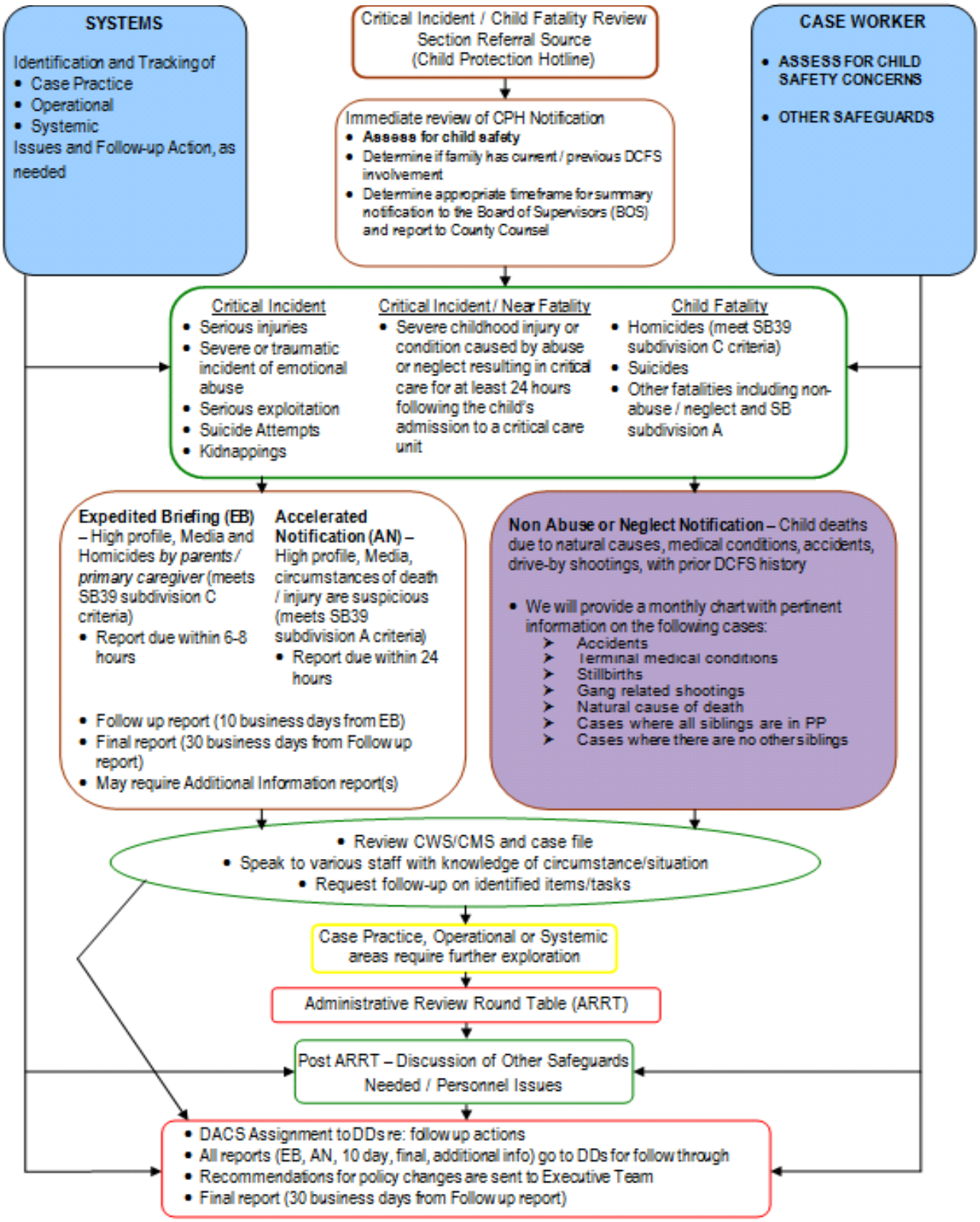
- Bench Officers have become more open to unconventional orders and case planning in that they will often hold special sessions in the courtrooms to address complicated family dynamics and permanency options not available to Probation youths in the past. For example, one courtroom held a TDM in courtroom, where all participants were ordered into Court and the Bench Officer participated in the meeting. In three courtrooms, special hearings were scheduled to discuss termination of FR services and order Media-Based Recruitment, the first ever in the Nation of Delinquency Court. The Bench Officers' openness to whatever will produce the best child welfare outcomes have been a major step in promoting timely permanency for probation youths.

In relation to critical orders and findings related to permanency such as paternity, due diligence, termination of FR services and TPR, Delinquency Court and Probation are working closely with the Administrative Office of the Courts to revise reports, findings, and Minute Orders to ensure that the appropriate findings and orders are made for each phase of permanency and for special situations involving runaway youths. This partnership has enhanced and expedited timeliness to reunification and permanency through adoption or legal guardianship.

Critical Incident Review Process

The Department of Children and Family Services' (DCFS') Critical Incident/Child Fatality (CI/CF) Review Section in the Government Accountability and Risk Management (GARM) Bureau reviews child deaths and critical injuries. The reviews are a part of an evaluation process that is intended to increase the Department's understanding of the circumstances surrounding a child's injury or death. From the first point of contact with the DCFS at the Child Protection Hotline (CPH) which determines whether an in-person response is necessary, to a comprehensive review of case-related activities, the CI/CF Review Section evaluates all child deaths and critical injuries in the jurisdiction of the Department determined to be the result of abuse or neglect. The comprehensive review includes assessments of Children's Social Worker (CSW) practice, CSW adherence to Department policies and protocol, and other system/agency involvement that affects case outcomes. The Department records the data and reconciles the child death information with the Interagency Council on Abuse and Neglect (ICAN)'s Child Death Review Team on a semi-annual basis, for inclusion in ICAN's semi-annual report. Figure 9.1 below delineates each step of the DCFS's CI/CF Review process.

Figure 9.1: Critical Incident and Child Fatality Flowchart



The DCFS also participates in the ICAN's Multiagency Child Death Review Team that is comprised of representatives from County departments, local law enforcement agencies, and health services staffs from the medical discipline. California law requires that all suspicious or violent deaths and those deaths in which a physician did not see the decedent in the 20 days prior to the death be reported to the Department of Medical Examiner-Coroner. The Medical Examiner-Coroner determines the cause of death and refers all cases it receives for fetuses and children age 17 and under to ICAN for determination on which cases meet Child Death Review Team review protocol. Once natural death cases are ruled out, cases with at least one of the following criteria are selected for review:

- Homicide by caregiver, parent, or other family member;
- Suicide;
- Accidental death; and
- Undetermined death.

The Child Death Review Team reviews the identified cases each month, which are often high profile in nature or are cases warranting the Team's multidisciplinary perspective for an in-depth analyses and examination as to how procedures and protocol directly impact the safety and well-being of children and families in the County's child welfare system. The reviews identify systemic issues in the Departments and agencies involved with the cases and yield lessons on how to troubleshoot similar situations for greater child safety and overall systems improvement. The Child Death Review Team's annually published report outlines the quantitative and demographic data collected from the child fatality data and reviews conducted in Los Angeles County.

The Probation Department's fatalities for all youths under its supervision, both those supervised in the community and under out-of-home supervision, are reviewed by the BOS. Probation foster youth fatalities are included in the ICAN Death Reviews.

National Resource Center (NRC) Training and Technical Assistance

The County's child welfare system did not seek technical assistance or training from the National Resource Center during this round of the CSFR.

Peer Review Results

The California Child and Family Services Review (C-CFSR) is a cyclical, multi-prong process which includes analysis of the child welfare system, implementation of solutions which are tested, and ongoing evaluation and revision of those solutions for continuous improvement. This active process is repeated on a continual basis to meet the changing needs of the child welfare system over time. The C-CSFR has several components beginning with the County Self-Assessment (CSA) and Peer Review. It is a five-year cycle and includes:

1. County Self-Assessment (CSA)/Peer Review;
2. County System Improvement Plan (SIP);
3. State Technical Assistance and Monitoring;
4. Qualitative Case Reviews; and
5. Outcome and Accountability County Data Reports.

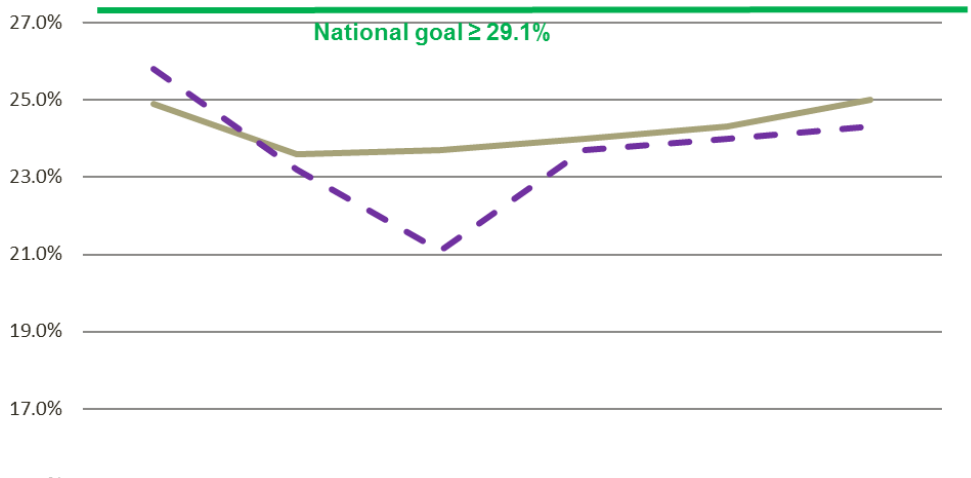
The Peer Review is conducted during the development of the County Self-Assessment (CSA) and gathers qualitative information from the C-CFSR cycle. The information is used in analysis that leads to a five-year System Improvement Plan (SIP). The Peer Review engages child welfare stakeholders and collects feedback; additionally, quarterly case reviews are completed. Annual SIP Progress Reports record efforts and quantitative and qualitative evaluation of the child welfare system. The County of Los Angeles works closely with the California Department of Social Services (CDSS) Outcomes and Accountability liaisons throughout the C-CFSR cycle.

The Los Angeles County Peer Review was held from June 2, 2015 to June 25, 2015. Eight of the following counties participated: Kern, Napa, Nevada, Orange, San Bernardino, Santa Clara, Tulare and Ventura. The Peer Review Team was made up of 13 participants, with 10 from Dependency Child Welfare and three from Probation Child Welfare (PCW). During the week of review, the Peer Review Team conducted Entrance and Exit conferences with Stakeholders, reviewed 24 cases, interviewed Case Workers for each case, conducted seven focus groups, and held a debriefing at the end of each day.

FOCUS AREA

The focus area selected for the 2015 Peer Review was CFSR Round 2 Federal Measure C3.1 Exits to Permanency (In Care 24 Months or Longer). The reason this area was selected was due to the fact that both child welfare agencies consistently performed below the National Standard of 29.1 percent. Please refer to figure 11.10 and figure 11.11.

Figure 11.10: C3.1 Exits to Permanency (In Care 24 Months or Longer)

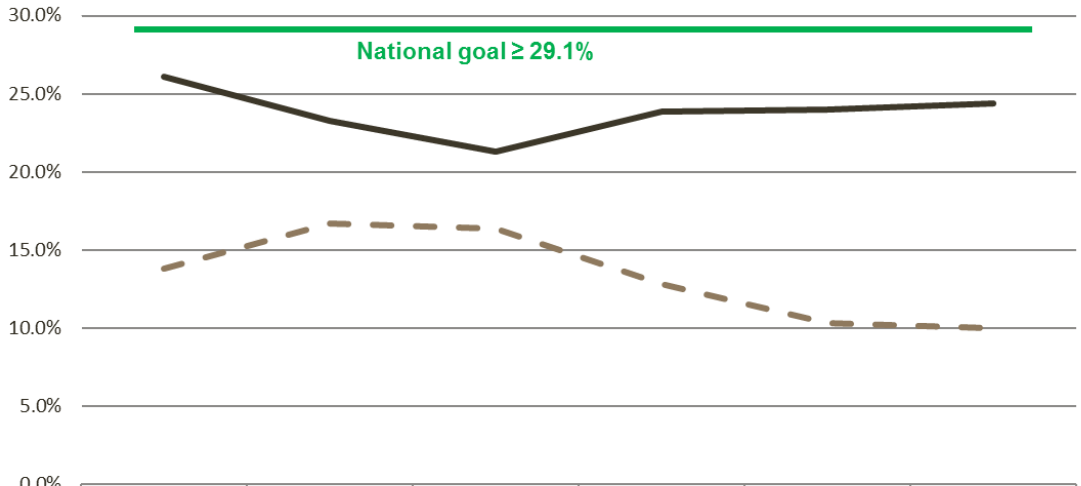


	2009	2010	2011	2012	2013	2014
CA: Probation & DCFS	24.9%	23.6%	23.7%	24.0%	24.3%	25.0%
LA: Probation & DCFS	25.8%	23.2%	21.1%	23.7%	24.0%	24.3%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 5/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Over the five-year Round 2 SIP period (2010 to 2015), the State of California and Los Angeles County underperformed in achieving exits to permanency for those children in care for 24 months or longer. California had a slightly better performance than Los Angeles County beginning in 2009 to 2010. Since 2011, the Department of Children and Family Services (DCFS) continues to steadily improve towards meeting the goal of 29.1%, while Probation Child Welfare continues to address permanency challenges with slight improvements in 2010, but none thereafter. As of 2014, the DCFS' performance was measured at 24.4% and Probation Child Welfare measured at 10.0%. Overall, for children in care 24 months or longer who achieve permanency, adoption is the most common form of permanency followed by guardianship and then reunification. This is true for both California and Los Angeles County. It should be noted that Los Angeles County PCW has been one of the few Probation Child Welfare agencies in the country to achieve adoption as a permanency outcome for Probation foster youth in the Juvenile Delinquency Court. There is ongoing work between the State and Probation Child Welfare around data collection specifically in this area on the state system.

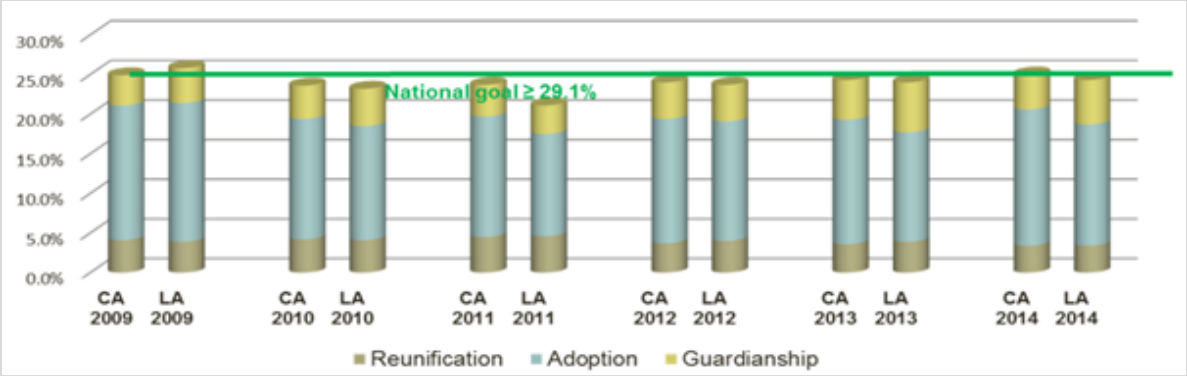
Figure 11.11: C3.1 Exits to Permanency (In Care 24 Months or Longer)



	2009	2010	2011	2012	2013	2014
DCFS	26.1%	23.3%	21.3%	23.9%	24.0%	24.4%
Probation	13.8%	16.7%	16.4%	12.8%	10.3%	10.0%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 5/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Figure 11.12: C3.1 Exits to Permanency (In Care 24 Months or Longer)



Exit to Permanency:	CA 2009	LA 2009	CA 2010	LA 2010	CA 2011	LA 2011	CA 2012	LA 2012	CA 2013	LA 2013	CA 2014	LA 2014
Reunification	4.1%	3.9%	4.2%	4.1%	4.5%	4.6%	3.7%	4.0%	3.6%	3.9%	3.4%	3.4%
Adoption	17.0%	17.5%	15.2%	14.4%	15.2%	12.9%	15.7%	15.1%	15.7%	13.8%	17.2%	15.3%
Guardianship	3.8%	4.4%	4.2%	4.7%	4.0%	3.6%	4.6%	4.6%	5.0%	6.3%	4.4%	5.6%
Total	24.9%	25.8%	23.6%	23.2%	23.7%	21.1%	24.0%	23.7%	24.3%	24.0%	25.0%	24.3%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 5/13/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

METHOD

Planning for the Peer Review Week began with the identification of counties with positive performances for the chosen area of focus: C3.1 Exit to Permanency (In Care 24 Months or Longer). Representatives from the chosen counties were invited to serve on the Peer Review Team. Criteria were established for case selection and CWS/CMS was used to pull 100 random cases. From the original sample list of 100, 37 cases were reviewed during Peer Review Week.

An orientation was conducted with the Los Angeles County Children's Social Workers (CSWs) and Deputy Probation Officers (DPOs) whose cases were selected for review. The orientation set the context for the purpose of the Peer Review and discussed how the cases were chosen, described the peer review experience, and aligned the process to the County Self-Assessment. Additionally, an informative conference call was held with the participating counties' Peer Review Team members to prepare them for the week. Topics discussed included: the purpose of the Peer Review, the role of the Peer Review Team members, the schedule for the week, and travel logistics. The Peer Review Team included 13 people, eight dependency child welfare representatives, and five probation child welfare representatives.

An Entrance Conference opened the Peer Review Week, which was followed by daily case review interviews, large group forums, and session debriefings. There were three days of reviews to conduct 37 interview sessions with CWSs and DPOs followed by short debriefs at the end of each interview. Six independent focus groups were also conducted. The Peer Review Team was separated into four interview teams consisting of two dependency representatives and one probation representative. The interview teams engaged in a short debriefing after each case interview. At the end of each day, the full Peer Review Team met together and each interview team reported out a summary of interview findings focusing on promising practices, challenges, and recommendations. The week closed with an Exit Conference.

SUMMARY OF FINDINGS: PROMISING PRACTICES AND CHALLENGES/BARRIERS

The Peer Review Team was asked to identify and assess the strengths, promising practices, and challenges for Los Angeles County related to permanency for youth in care 24 months or longer. To help guide interviews and information gathering, the interview teams focused on seven areas:

1. The professional background, knowledge, and experiences of the CSW and DPO;
2. Efforts by the CSW and DPO to maintain connections with the youths;
3. Concurrent/permanency planning;
4. Assessment and other services provided to the youths;
5. Placement matching;
6. Permanency options/aftercare services; and
7. Agency practice model/other Areas.

The following summaries discuss the general themes that arose around promising practices and challenges/barriers during the interviews:

1. *Professional Background, Knowledge, and Experiences of CSW and DPO*

   Peer Reviewers were impressed by the dedication and longevity of both CSWs and DPOs working at their respective departments. Of the Social Workers interviewed, the average length of employment was at least 10 years. For Probation Officers, the average length employment was over 20 years, with at least 15 years of that time in Placement Services. The CSWs and DPOs of Los Angeles County child welfare possessed very specialized knowledge, experience, and insight that appeared to help them support the children on their caseloads. They demonstrated abilities to identify appropriate services and resources, and then navigate the County infrastructure and complex approval processes to secure needed services and resources. Several of the staffs interviewed possessed advanced educational degrees such as a Master's of Social Work (MSW). CSWs and DPOs reported that they felt supported by their Supervisors, although amongst CSWs, such support seemed to vary by SPA.

   In terms of challenges CSWs and DPOs faced while on the job, three issues stood out: compartmentalization of work, lack of communication, and lack of training. Both groups expressed knowledge of their roles in a case and stated they received very little background history from the previous service/program, CSW, or DPO. The lack of communication and/or sharing of case history information hindered staffs' abilities to quickly assess and support youths on their caseloads. The lack of training, especially within the past few years in the area of permanency was clearly expressed as a key issue and critical need. For CSWs, additional challenges reported included inequity of caseload distribution across various SPAs and increased micromanagement of overtime hours, travel time, and mileage claims. Other noted challenges included ongoing personal risks and sacrifices required to get work done (e.g. using their personal cars, insurance, and paying upfront for gas and parking, only to be reimbursed weeks later). CSWs also reported major differences in resources and overall morale between the offices and SPAs.

2. *Maintaining Connections with Youth*

   Interview teams reported that one of the strengths exhibited by the CSWs and DPOs was the bond they developed with each youth on their caseloads. The CSWs and DPOs provided several examples of staffs committed to understanding and supporting youths. Efforts included meeting the youth wherever s/he was placed, even if that meant driving many miles to spend extra quality time with the youth. CSWs also made concerted efforts to maintain contact with the youth's biological mother and other relatives. It became very evident to the interview teams that the CSWs and DPOs truly knew their youths and deeply cared for them.

However, it was also noted that while the CSWs' and DPOs' efforts to understand and bond with the youths were commendable, there were other steps that staffs could have taken to further improve permanency and well-being for the youths. There seemed to be limited ongoing efforts to find non-related extended family members (NREFM) or other relatives. There also appeared to be no reunification efforts after the cases entered the permanency planning stages. Legal guardianship cases were not being closed; in fact, they were being kept open if the guardian requested continued servicing. While in their current placements, youths were not offered or engaged with mentors, Court Appointed Special Advocates (CASA), or Big Brothers/Big Sisters. CSWs and DPOs also reported that youths were resistant to various permanency options or attempts to engage other family members. This was especially true after failed placements.

3. *Concurrent/Permanency Planning*

When it came to concurrent and permanency planning, interview teams explored the approaches used by both CSWs and DPOs. While they took note of programs like Wednesday's Child and Youth Permanency Conferences, it appeared that CSWs and DPOs did not fully understand the idea of a concurrent plan. There was a lack of insight as to the critical role concurrent planning plays in finding permanency for youths. Interview teams noted that there was a lack of concurrent planning once a permanency plan was in place (even if the permanent plan failed). Additionally, if the case was stable, permanency was not fully pursued or finalized as quickly as it could have been, especially given the length of time the youths had already been in care. One possible contributing factor is that Child and Family Teams (CFTs)/Family Team Meetings/Team Decision Meetings (TDMs) did not occur regularly in the DCFS or PCW. CSWs and caregivers struggled with understanding the benefits of legal guardianship versus adoption. Workers described cases of younger children with legal guardianship permanent plans instead of adoption, and challenges to finding permanency for children removed from legal guardians or adoptive parents due to neglect and/or abuse.

4. *Assessments and Services*

Interview teams noted strengths in practices displayed in therapeutic and counseling services provided to youths and caregivers. The use of Wraparound services was consistently found at varying points in a youth's case. CSWs and DPOs appeared to be proactive in efforts to ensure services and support were delivered (e.g. making follow up calls to various providers, collaborating positively with GH providers, and seeking additional funds to meet the youth's needs [e.g. braces, summer camps]). Independent Living Plan (ILP) services posed a major challenge for CSWs and DPOs. There appeared to be no consistency regarding who does the ILP services and how the ILP services are offered and managed. Examples identified by the interview teams included a lack of follow-up from the ILP referral and the lack of details, action steps, and clear identification of who carries out the ILP goals.

There was also a lack of ongoing assessments throughout the history of a youth's case. Based on the case history and interviews with the CSWs and DPOs, it appeared that youths only received initial and/or sporadic mental health and other assessments, rather than at regular intervals or at key milestones. Notably, neither Katie A. mental health screenings nor any other type of assessment was mentioned during the interviews with the assigned CSW or DPO.

5. *Placement Matching*

The existence of a dedicated unit that provided placement assistance to CSWs and DPOs was viewed as strengths. Additionally, interview teams were very encouraged to see specialized units such as American Indian Units (AIUs), Commercially Sexually Exploited Child (CSEC) service units, Permanency Partners Program (P3) workers, Placement and Recruitments Units (PRUs), Zero Incarceration Placement Program (ZIPP) units, and the Placement Permanency and Quality Assurance (PPQA) section. These specialized operations allowed workers to keep lower caseloads, thereby providing more time for collaboration and delivery of intensive services.

In terms of challenges that CSWs and/or DPOs encountered, there were geographical differences and inconsistencies in the availability of placement supports and resources. SPA 1 and SPA 8 came up most frequently as having many services and resources, whereas other SPAs had little to none. Quality placement options were lacking across the board, especially for specific populations (e.g. LGBT, teen girls, youths with specific mental health needs). Staff expressed communication challenges with respect to transferring cases both within and across agencies. Probation staff shared that more placement options were needed when transferring from Probation to the DCFS. While the DCFS Children's Welcome Center (CWC) was established to address placement needs, it appears that the CWC posed various challenges for CSWs, such as the need for CSWs to bring children back to their offices during the daytime after 23 hours at the Center. CSWs expressed concern for the enhanced risk for CSEC victims and the difficult environment and logistics of navigating the Children's Welcome Center. Staffs believe that their management "frowns upon" taking children to the Children's Welcome Center, yet CSWs are left to care for children while also managing other cases.

6. *Permanency Options/Aftercare Services*

As previously mentioned, both DPOs and CSWs were very aware, knowledgeable, and passionate about the care and well-being of youths on their caseloads. Consequently, interview teams found evidence of engagement with youths about placement options and if appropriate, about transitional housing and transitioning successfully into adulthood. Multi-Disciplinary Team (MDT) meetings occurred on a regular basis within the Probation Department with the appropriate policies and processes in place. However, youths remained on Probation longer than necessary for service eligibility or placements.

Additionally, it appears no permanency plan discussions occurred after the youths turned 18 years old.

7. *Agency Practice Model*

   The tools used by interview teams allowed reviewers to inquire about the staffs' understandings of their respective agency's practice models. It was evident from responses that the CSWs and DPOs possessed limited knowledge of the agency practice model or how the model applied to their day-to-day work.

RECOMMENDATIONS FOR IMPROVEMENT

The Los Angeles County CSWs and DPOs that were interviewed made numerous recommendations during the Peer Review process regarding policies, practices, training, and resources. They felt their recommendations could help address some of the challenges they face, as well as further strengthen promising practices around permanency and placement stability. Their recommendations have been organized below.

1. *Foster Parent Recruitment and Retention*

   - Engage in targeted recruitment of caregivers in particular geographic areas and for youths with unique needs;
   - Improve respite care for foster parents and relative caregivers; and
   - Raise skill levels of caretakers to build capacities to care for and understand traumatized foster youths.

2. *Funding and Service Resources*

   - Enhance availability of discretionary funds for parents, caretakers, and youths to use for sliding scale fees for services and extracurricular activities;
   - Match relative and NREFMs supports to match funding and supports provided to foster parents;
   - Quickly reimbursement staffs on travel claims and expenditures submitted;
   - Provide a broad spectrum of assessments for youths early so that youths can be matched to permanent homes more effectively;
   - Support communication among all parties involved in a case so that the agency has all necessary information to meet the youth's needs successfully and effectively; and
   - Provide affordable/free child care options.

3. *Independent Living Program (ILP)/ Assembly Bill 12 (Extended Foster Care)*

   - Provide or assist youths with life skills training, job skills, budgeting, etc.;
   - Enhance assistance and training for transition youths with special needs, such as Intellectual Disability, Autism, etc.;
   - Start informal ILP services and living skills training in placement sooner when youths are 14 or older; and

- Provide mental health services for youths transitioning to adulthood.

4. *Worker Training/Staffing*

   - Develop and provide caregiver trainings and supports to deal with underlying needs especially when it comes to permanency;
   - Provide DPOs more training on permanency;
   - Offer ongoing trainings for staff related to AB12/Extended Foster Care;
   - Support staffs by acknowledging grief and loss experienced by staffs; reduce turnover by creating a supportive environment; and
   - Offer ongoing training to new Social Workers.

5. *Court*

   - Work closely with the Court to educate and provide detailed information on permanency recommendations;
   - Explore and use current resources consistently and appropriately to produce positive outcomes;
   - Hold parents accountable in Delinquency Court by terminating Family Reunification services and ultimately parental rights;
   - Assist parents realizing the seriousness of their child's situation; and
   - Continue to engage parents in court, even if the plan is for youths to transition into AB 12/Extended Foster Care.

6. *Policies and Procedures*

   - Transfer hard files more quickly between Social Workers and
   - Reduce the number of specialty units which cause youths to change workers numerous times, requiring them to build new relationships and disrupt the continuum of care.

7. *Placement Matching*

   - Develop early and aggressive relative/NREFM searches as soon as children enter care, similar to the P3 program model and
   - Assign a permanency worker to every new case.

PEER PROMISING PRACTICES

The Peer Review Teams offered promising practices found in their counties.

Kern County

- Upfront Family Finding (for both CSWs and POs)
- Court Appointed Special Advocates (CASA) Family Connections (CSW)
- Preventative Wraparound services

Napa County

- Safety Organized Practice
- Faith-Based Initiatives
- Early Permanency Reviews (including concurrent planning and assessments)
- Referrals to Consortium for Children for post-adoption contacts
- Focus on Permanency for older youths

Nevada County

- Conduct Team Decision Meetings (TDMs) after detentions
- Terminate dependency if legal guardianship is granted
- Family Team Meetings (FTMs) for transitioning cases
- Self-care program for Social Workers

Orange County

- For Probation:
  - Complete efforts on the front end (field officers);
  - Exhaust all efforts prior to removal per policy;
  - Make referral to Wraparound Services;
  - Provide referrals and connect with services in mental health, substance abuse, and family counseling; and
  - Search out extended family members, if the family is unable to maintain youths.

- For Social Workers:
  - Conduct permanency roundtables for youths in care for 24 months or longer until permanency is found. Must stay relentless; Conduct roundtables every six months;
  - Hire a child specific recruiter (CSR);
  - Engage CASA and Seneca Agencies for Family Finding/Creating Permanent Connections;
  - Attend monthly Foster Youth Outcomes/SoCal Permanency Collaborative, Orange County Cal Permanency Youth Project;
  - Apply Safety Organized Practice (SOP) – Family Reunification focus with concurrent plan;
  - Encourage placement with Family/NREFMs; and
  - Gather key information using “Blue Apps” for Applications for Petition form.

San Bernardino County

- Hold Concurrent Planning Review Meetings:
  - Include Child Protective Services (CPS) Supervisor, case carrying Social Worker, and Adoptions Worker; and
- Begin concurrent planning at detention and ongoing through the life of the case.

Santa Clara County

- Dually-Involved Youth (DIY) Program;
    - Youth involved in both child welfare and probation have a CSW and DPO assigned to the case. Worker units are co-located at a Family Resource Center and the assigned staff work collaboratively with wraparound services.
- 241.1 Operation with one presiding judge for both Probation and Child Welfare;
- Faith-Based Initiative;
- Early Permanency Reviews (including concurrent planning and assessments);
- Referrals to Consortium for Children for post-adoption contacts; and
- Focus on Permanency for older youths.

Tulare County

- Trauma and mental health screenings per Katie A (I.C.C.);
- Permanency Planning/Concurrent Planning focused efforts;
- Self-Care/Professional Growth;
- Family Finding/309 Liaison;
- Parallel Processing;
- Emphasis on TDMs/Child and Family Teams/WRAP; and
- Work closely with service providers.

Ventura County

- For Probation:
    - Parent Partner;
    - Peer Partner; and
    - Oasis (Self-help Program).
- For Social Workers:
    - Core Practice Model (SOP, Signs of Safety, Trauma Informed Care, Teaming, e.g. CFT/TDM); and
    - Self-Care (caseload standards, county wellness program, "Sunshine Committee"),

OVERVIEW

The Peer Review Week was successful in garnering qualitative information that will guide Los Angeles County child welfare in the development of a SIP that includes focuses on permanency. While the permanency indicator chosen for the Peer Review addresses permanency practice for youths in care 24 months or longer, it is clear from the information gathered that promising practice supports permanency planning beginning on the day a child is removed from the home of the parent or guardian.

The Peer Review Team consistently noted strong upfront efforts by CSWs and DPOs to engage with youths in assessments and service referrals. However, initial efforts were not supported by the tracking of youths' status and adjustments to case plans. This

practice pattern led to the overall lack of concurrent planning, limited engagement with extended family or Non-Related Extended Family Members (NREFMs), and limited team development. Without a full team in place, CSWs and DPOs were challenged to meet the permanency needs of the youths in the system. CSWs and DPOs openly expressed that they were unclear or unfamiliar with the County's practice models. It is evident therefore, that teaming and Child Family Teams, vital elements of County's Core Practice Model, were missing in their approaches to case practices. Possible general practice areas of focus for the upcoming SIP would be to develop strong, supportive teams and give ongoing attention to case plans that document and guide the shared focus of the full team.

Frequently highlighted by the Peer Review Team was the devotion and commitment of CSWs and DPOs to youths. There was evidence of genuine concerns for the youths and desires to build relationships. The interview teams praised the self-sacrifice of the County staff as they went above and beyond the calls of duty to support youths, most notably in the time spent on completing visits and paying for meals, clothing, and supplies. The high education levels of the CSWs and DPOs and long-term employment status were noted as strengths for the County. Still, the admirable characteristics of the staffs were not enough to overcome the barriers to permanency. Additionally, staff expressed a need for specialized training around permanency options and services for young adults through AB12, as well as improved communication with other County Departments, service providers, and community stakeholders.

Promising practices shared by the Peer Review Team focused primarily on ongoing efforts in three areas: family finding, concurrent planning, and team approaches to services and permanency. The DCFS and PCW will need to further these efforts in order to see an impact on permanency for youths involved in County's child welfare system.

CALENDAR YEARS 2010 - 2014

The child welfare outcome measures developed and standardized by the California Department of Social Services (CDSS) are used by California counties to track their performance over time. The outcomes that are discussed in this section were extracted from the Child Welfare Services/Case Management System (CWS/CMS) and published by the CDSS in partnership with the University of California, Berkeley (UCB) Center for Social Services Research (CSSR), California Child Welfare Indicators Project (CCWIP). These data reports serve to increase public awareness of the local child welfare system and establish the County's accountability for improving outcomes for children and families.

Child welfare measures found in the CWS/CMS Dynamic Reporting System website include but are not limited to categories of Federal Outcome Measures of Safety, Permanency, and Child Well-being. Data trends (performance directions) are discussed that relate to seven of the measures that have National Standards.

Safety:

S1. Maltreatment in Foster Care
S2. Recurrence of Maltreatment

Permanency:

P1. Permanency in 12 Months for Children Entering Foster Care
P2. Permanency in 12 Months for Children in Foster Care 12-23 Months
P3. Permanency in 12 Months for Children in Foster Care 24 Months or More
P4. Re-entry to Foster Care
P5. Placement Stability

The Federal Outcome Measures listed above were developed for Round 3 of the Child and Family Services Review (CFSR). This will be the first round of the California Child and Family Services Review (C-CFSR) that explores county child welfare performance using the new measures and methodologies. This data section will review each of the two CFSR Round 3 safety measures and the five permanency measures.

3-S1 MALTREATMENT IN FOSTER CARE

Of all children in foster care during a 12-month period, what is the rate of victimization per day of foster care?

For each reporting period, the denominator is the number of days the children were in foster care as of the end of the report period. The numerator is the number of children in the denominator who had substantiated or indicated reports of maltreatment (by any perpetrator) during a foster care episode within the quarter. Performance for this measure is the numerator divided by the denominator, expressed as a rate per 100,000 days. The rate is multiplied by 100,000 to produce a whole number which is easier to interpret.

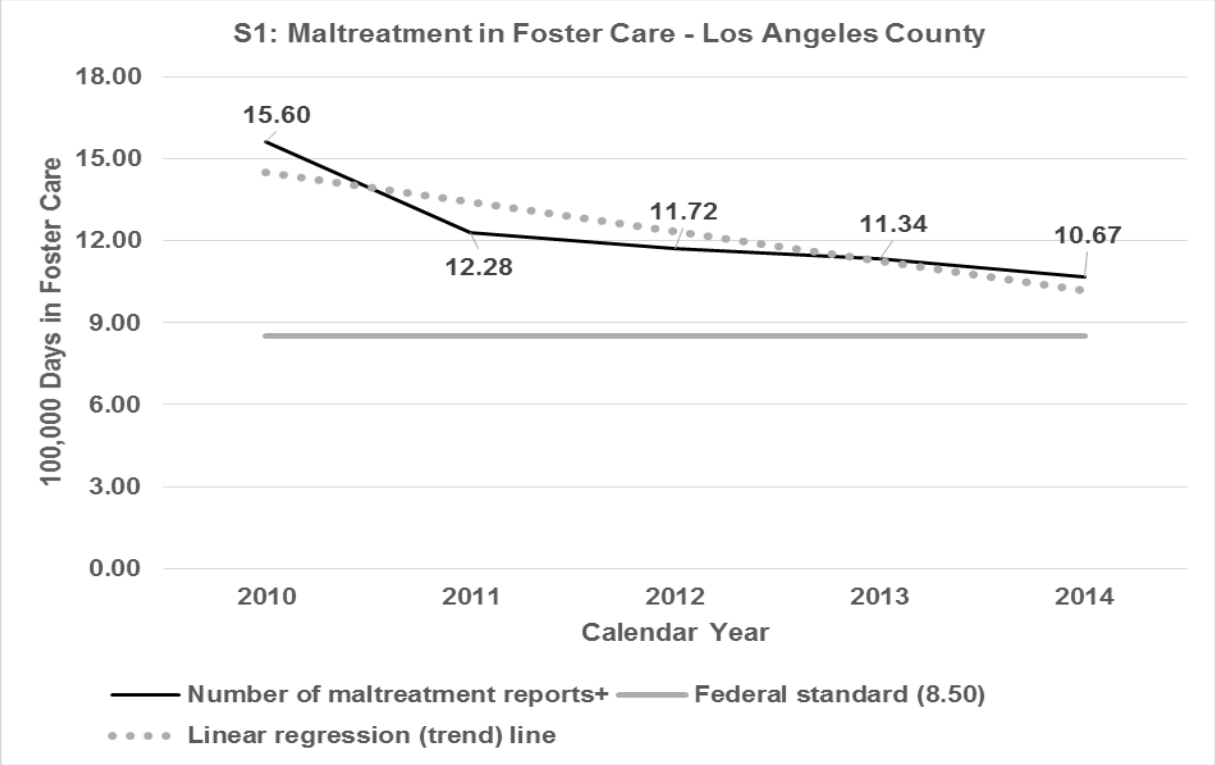
Table 12.10: Rate of Victimization in Foster Care

	2010	2011	2012	2013	2014
Number of maltreatment reports+	15.60	12.28	11.72	11.34	10.67
Federal standard (8.50)	8.50	8.50	8.50	8.50	8.50
Linear regression (trend) line	14.48	13.40	12.32	11.24	10.16

Per 100,000 days

Linear regression percent change: - 29.8%

Figure 12.11: Maltreatment in Foster Care



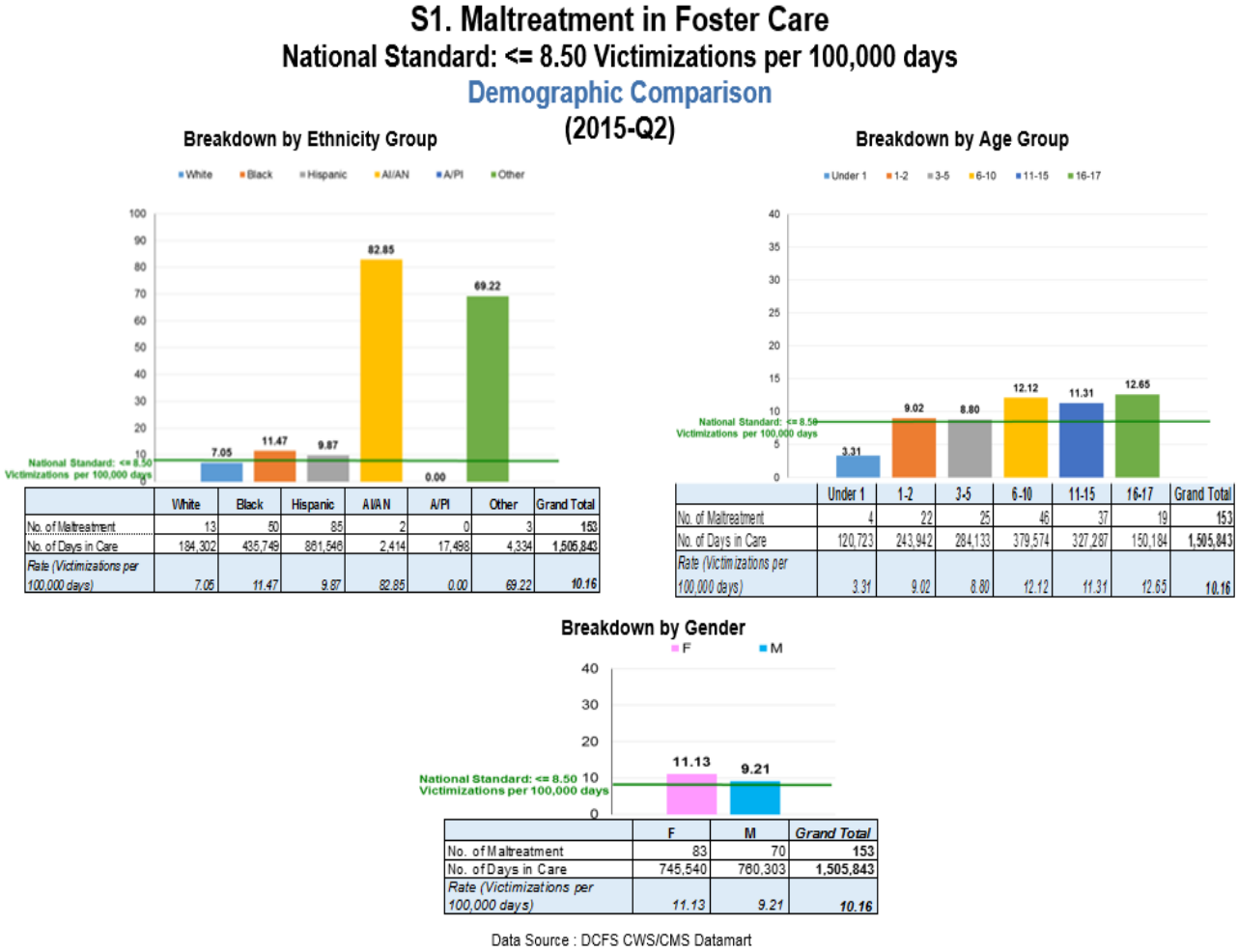
ANALYSIS

Los Angeles County has seen steady improvement in performance related to S1 Maltreatment in Foster Care during calendar years 2010 through 2014. CFSR Round 3 methodology for this measure tracks secondary substantiated referrals for children who are placed in out-of-home care. Data is captured based on the date of child abuse

referral substantiation, date of child placement in out-of-home care, and the timeframes between the primary and secondary referral substantiation. Accurate documentation of placements and referral substantiation are keys to this measure.

Further exploration of Los Angeles child welfare victimizations (100,000 days) in foster care during this reporting period (2010 - 2014) shows that the DCFS, as a whole, has not yet met and sustained the 8.5 victimization National Standard for this measure. However, children of all ethnicities have seen a reduction in victimizations since 2010. Additionally, when comparing incidents of maltreatment by age group (Table 12.12), reduction in victimizations can be seen for all ages. Point-in-time data for Quarter 2 of 2015 gives a demographic baseline of Maltreatment in Foster Care for all 18 DCFS Regional Offices. PCW exceeded the National Standard at 5.88. The major factors that might have affected performance for this measure include the County's focus on placement with relatives, reduction in Group Home (GH) placements, improved monitoring and investigation practices, and collaboration with other county child welfare agencies sharing the same placements.

Figure 12.12: Maltreatment in Foster Care with Demographic Comparisons



	White	Black	Hispanic	AI/AN	A/PI	Other	Grand Total
No. of Maltreatment	13	50	85	2	0	3	153
No. of Days in Care	184,302	435,749	861,546	2,414	17,498	4,334	1,505,843
Rate (Victimizations per 100,000 days)	*7.05*	*11.47*	*9.87*	*82.85*	*0.00*	*69.22*	***10.16***

	Under 1	1-2	3-5	6-10	11-15	16-17	Grand Total
No. of Maltreatment	4	22	25	46	37	19	153
No. of Days in Care	120,723	243,942	284,133	379,574	327,287	150,184	1,505,843
Rate (Victimizations per 100,000 days)	*3.31*	*9.02*	*8.80*	*12.12*	*11.31*	*12.65*	***10.16***

	F	M	*Grand Total*
No. of Maltreatment	83	70	153
No. of Days in Care	745,540	760,303	1,505,843
Rate (Victimizations per 100,000 days)	*11.13*	*9.21*	***10.16***

Factors that might have affected performance for this measure include the County's focus on placement with relatives and reduction in Group Home (GH) placements. An examination of Placement with Relative data shows that Los Angeles County performance moved from 33.8 percent of children placed with relatives on January 1, 2010 to 40.4 percent on January 1, 2015. This is an increase of 19.5 percent children being placed with relatives. In 2008 at the start of the Title IV-E Waiver, Los Angeles County began a focused effort on reducing placements in GHs. A strong focus on reducing children ages 0 to 12 in GHs began in 2012. The reduction efforts were successful as evidenced by point-in-time GH Placement data moving from a recorded 8.8 percent on January 1, 2010 to 7.7 percent on January 1 of 2014. This is a 12.5 percent reduction in GH placements during the five-year timeframe.

Table 12.13: Maltreatment in Foster Care by Age Group

Measure 3-S1 Maltreatment in foster care (by age group) Los Angeles							
	Age Group	2010	2011	2012	2013	2014	Quarter 2 2015
	Per 100,000 days	Per 100,000 days	Per 100,000 days	Per 100,000 days	Per 100,000 days	Per 100,000 days	Per 100,000 days
Los Angeles	Under 1	14.77	9.01	8.10	7.21	7.63	*
	1-2	12.42	10.43	7.94	8.66	10.64	*
	3-5	14.27	12.45	13.67	12.39	11.11	*
	6-10	17.67	13.48	13.13	13.37	12.23	*
	11-15	18.14	13.56	12.93	12.74	11.78	*
	16-17	12.24	12.02	11.32	10.11	6.93	*
	Total	15.60	12.28	11.72	11.34	10.67	9.69*

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Los Angeles County has been aggressively working on specialized placement types throughout its 2011-2015 System Improvement Plan (SIP). Multidisciplinary Assessment Team (MAT) evaluations, Multi-Disciplinary Teams (MDTs), Mental Health Treatment Screenings (MHTSs), and Placement Assessment Resources (PACs) are some examples of first step interactions that are geared towards accurately matching children with caregivers that have the skills, capacity, and resources available to meet each child and family's specific needs. This matching of needs with appropriate services may have an impact on reducing the subsequent abuse referrals generated while a child is in an out-of-home placement.

Figure 12.14: Trend Report for Maltreatment in Foster Care

S1. Maltreatment in Foster Care
National Standard: <= 8.50 Victimizations per 100,000 days
18 Regional Offices

13-Quarter Trend Reports

	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2	2014-Q3	2014-Q4	2015-Q1	2015-Q2
No. of Maltreatment	174	177	165	166	168	176	165	183	141	185	127	130	153
No. of Days in Care	1,386,113	1,409,847	1,417,346	1,396,287	1,430,203	1,493,004	1,519,058	1,483,438	1,491,816	1,519,660	1,528,427	1,488,057	1,505,843
Rate (Victimizations per 100,000 days)	*12.55*	*12.55*	*11.64*	*11.89*	*11.75*	*11.79*	*10.86*	*12.34*	*9.45*	*12.17*	*8.31*	*8.74*	*10.16*

Data Source : DCFS CWS/CMS Datamart

3-S2 Recurrent of Maltreatment

Definition:
Of all children who were victims of a substantiated maltreatment allegation during a 12-month reporting period, what percent were victims of another substantiated maltreatment allegation within 12 months of their initial reports? (Excludes Probation Child Welfare)

Methodology:
The denominator is the number of children with at least one substantiated maltreatment allegation in a 12-month period.

The numerator is the number of children in the denominator that had another substantiated maltreatment allegation within 12 months of their initial report.

Table 12.15: Recurrence of Maltreatment

	2010	2011	2012	2013
Recurrence of maltreatment	2,651	2,425	2,449	2,416
No Recurrence of maltreatment	23,786	24,709	23,807	23,651
Total	26,437	27,134	26,256	26,067
Percentage of maltreatment	10.0	8.9	9.3	9.3
Federal standard (9.10)	9.1	9.1	9.1	9.1
Linear regression (trend) line	9.7	9.0	9.3	9.3

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

ANALYSIS

The DCFS has seen a reduction in the percentage of children who are experiencing a recurrence of maltreatment. While the Department is moving in a positive direction, it has yet to meet and sustain the 9.1 percent National Standard. This outcome measure is not applicable to PCW since this is abuse that happens at home and not in foster care; all children have an open DCFS case due to at least one substantiated maltreatment allegation in a 12-month period.

The initial approach to changing performance for this Indicator began with learning the methodology and understanding the data entry challenges. Regional Administrators and Data Champions[16] engage in continuous quality improvement practices to ensure accurate data entry. This would include associating referrals when applicable and reducing duplicate entries on CWS/CMS. In 2009, the County began a multifaceted approach to changing practices and policies related to DCFS Emergency Response (ER) Services. Documents were revised; practices and approaches with family were adjusted to include more engagement and teamwork; various child and family team meetings were introduced or enhanced; and Team Decision Making (TDM) meetings transitioned to and Child and Family Team (CFT) meetings. These efforts not only targeted improved relationships with children and families, but also expedited the safe and timely closures of ER referrals. Table 12.16 displays the changes in percentages in recurrence of maltreatment as a result of the DCFS's efforts.

A 13-quarter analysis of S2–Recurrence of Maltreatment for the 18 DCFS Regional Offices shows a recent quarter move towards improved performance. Demographic data for Quarter 2 of 2014 shows room for performance improvement specifically for African-American children and children between the ages of 0 and 5. The DCFS is looking closely at how practice and process at the point of ER may impact recurrence of maltreatment and outcomes for children of various ethnicities and ages in a special ER services project. Findings from this project will be included in the 2016 System Improvement Plan narrative.

[16] Data Champions are managers or supervisors who have been designated as specialists in data collection, analysis, and the process of continuous quality improvement.

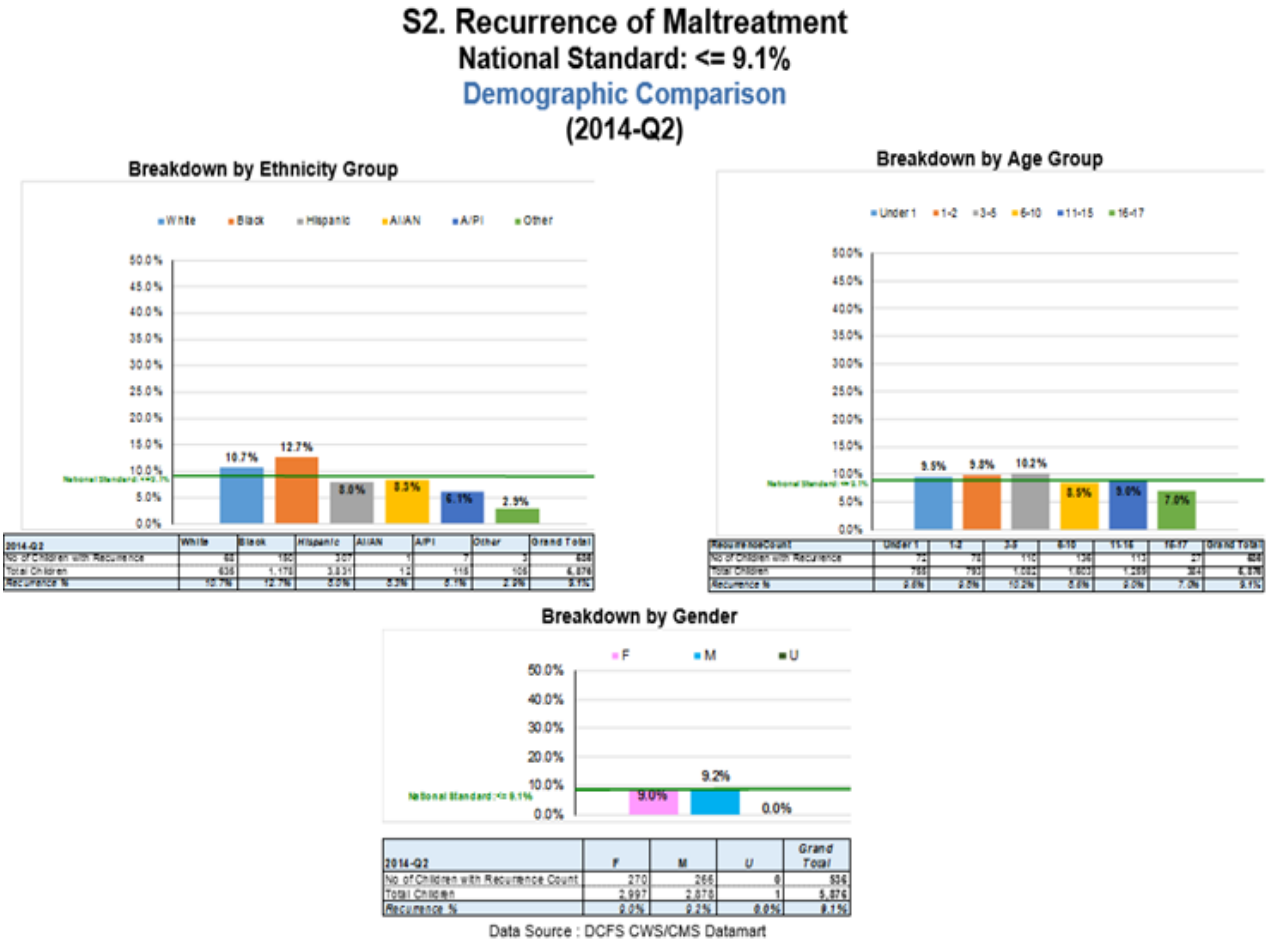
Figure 12.16: Trend Report for Recurrence of Maltreatment

S2. Recurrence of Maltreatment
National Standard: <= 9.1%
18 Regional Offices
13-Quarter Trend Reports

	2011-Q2	2011-Q3	2011-Q4	2012-Q1	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2
No. of Children with Recurrence	603	580	552	612	618	645	530	619	585	557	556	581	536
Total Children	6,681	6,182	5,716	6,319	6,039	6,126	5,532	5,722	6,292	5,853	5,530	5,580	5,876
Recurrence %	*9.0%*	*9.4%*	*9.7%*	*9.7%*	*10.2%*	*10.5%*	*9.6%*	*10.8%*	*9.3%*	*9.5%*	*10.1%*	*10.4%*	*9.1%*

Data Source : DCFS CWS/CMS Datamart

Figure 12.17: Recurrence of Maltreatment with Demographic Comparisons



3-P1 Permanency in 12 Months for Children Entering Foster Care

Definition (abbreviated)**:**
Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?

Methodology:
<u>The denominator</u> is the number of children who enter foster care in a 12-month period.

<u>The numerator</u> is the number of children in the denominator who discharged to permanency within 12 months of entering foster care and before turning age 18.

** For the purposes of this measure, permanency includes exit status of 'reunified', 'adopted,' or 'guardianship.'*

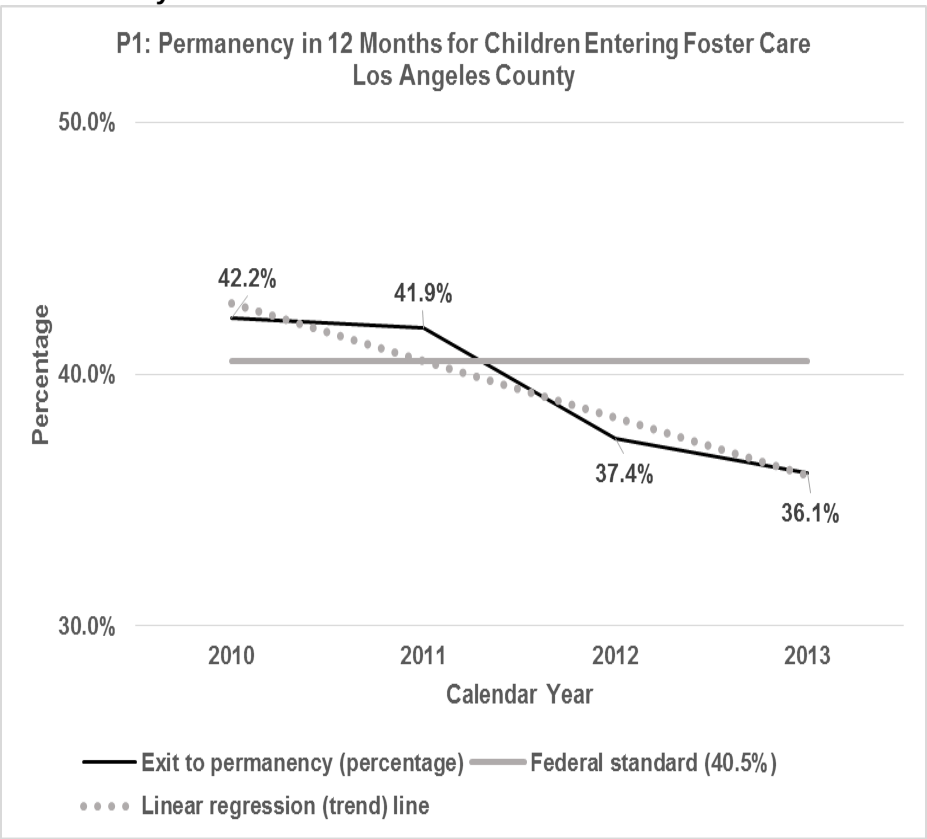
Table 12.18: Exit to Permanency in 12 Months

	2010	2011	2012	2013
Exit to permanency (percentage)	42.2%	41.9%	37.4%	36.1%
Federal standard (40.5%)	40.5%	40.5%	40.5%	40.5%
Linear regression (trend) line	42.8%	40.5%	38.3%	36.0%
Number of reunifications	4,412	4,168	3,831	3,905
Number of adoptions	47	49	43	31
Number of legal guardianships	144	157	164	118
Total number of exits to permanency	4,603	4,374	4,038	4,054
Total number of children removed	10,901	10,450	10,786	11,240

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Linear regression percent change: -16.0%

Figure 12.19: Permanency in 12 Months

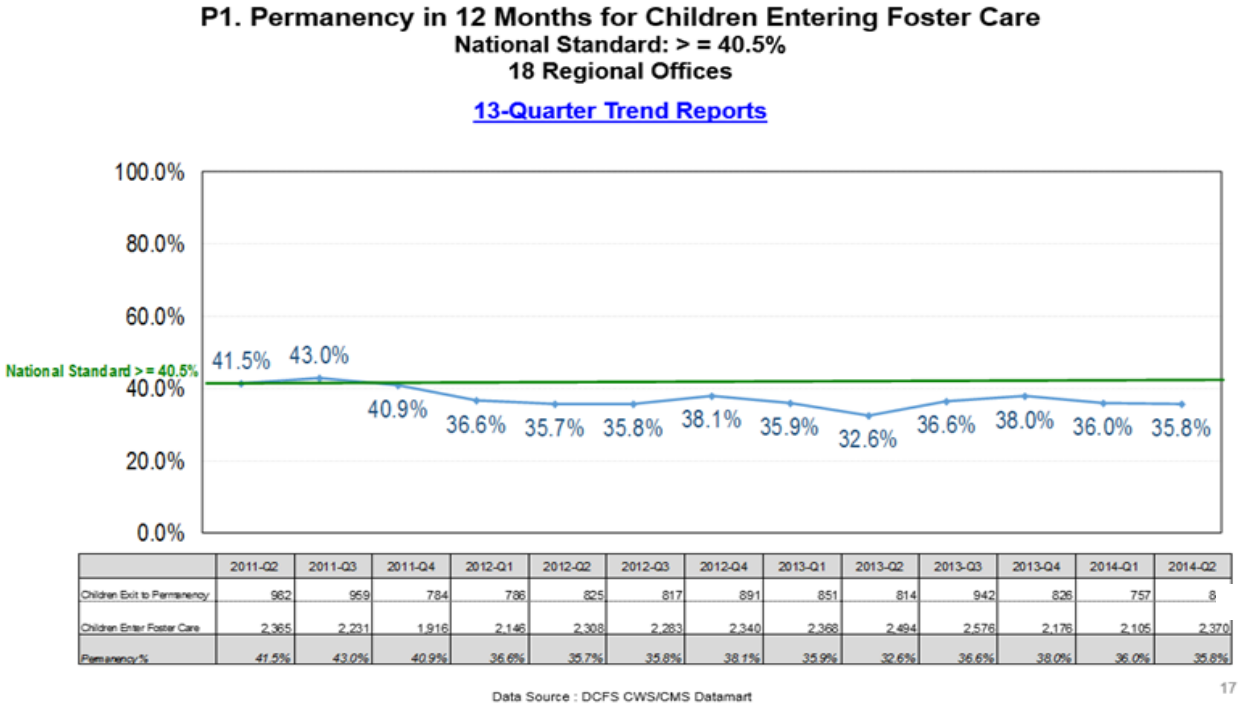


ANALYSIS

Los Angeles County has seen significant reduction in moves to permanency since 2010. Los Angeles County child welfare has seen significant reduction in moves to permanency since 2010. While there has been an increase in the total number of children removed, moves to all forms of permanency have decreased. A more in-depth look at the 18 DCFS Regional Offices shows the trend over a 13-quarter timeframe, beginning in Quarter 2 of 2011. Point-in-time data for Quarter 2 2014 (Figure 12.20)

shows performance below the 40.5 percent National Standard for all ethnicities, ages, and gender. Children under age one and children age 16 through 17 experience the lowest percentage of moves to permanency in the first 12 months following removal dates. The County will develop goals in the 2016-2020 SIP in efforts to increase the number of children moving to permanency within 12 months of entering into the child welfare system.

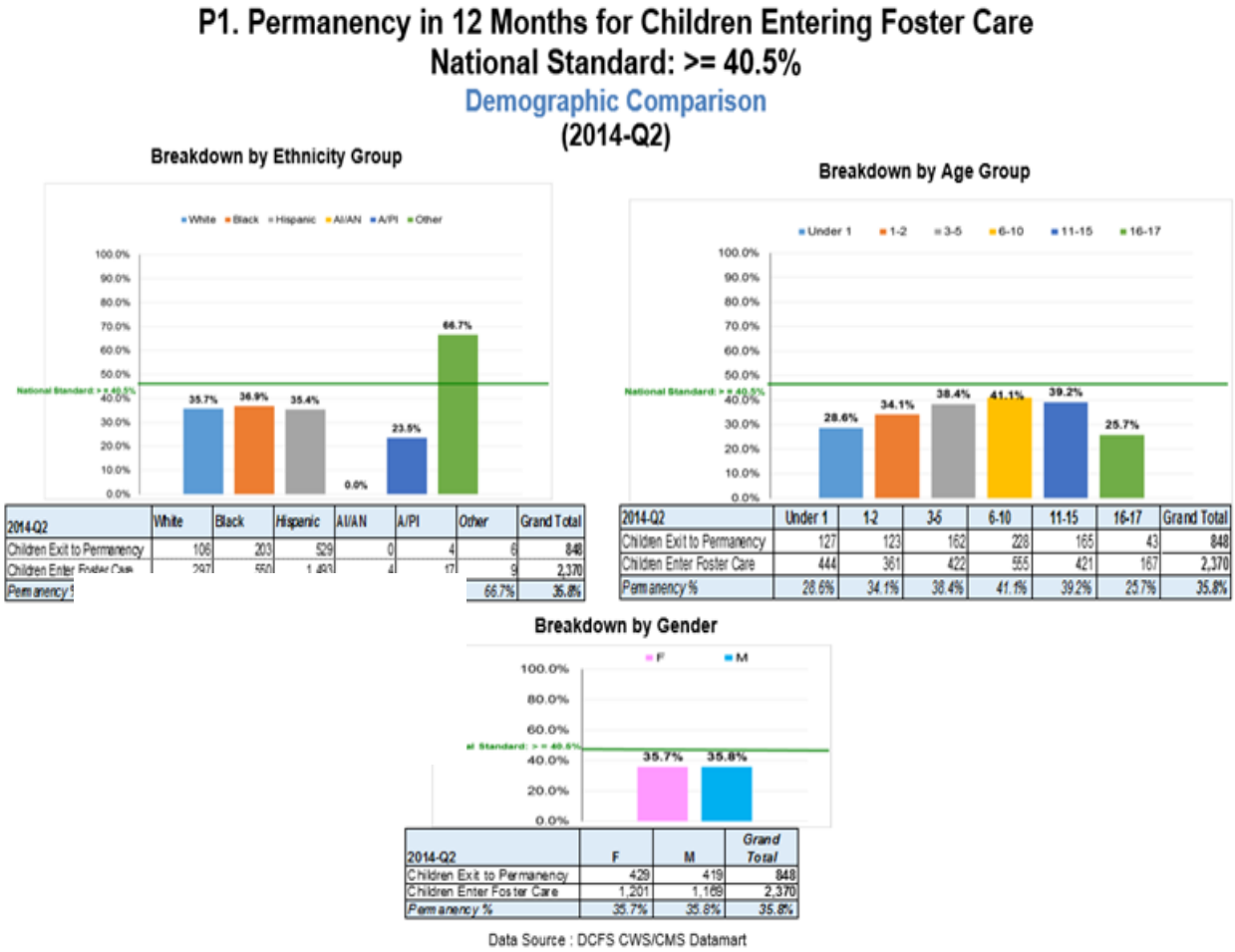
Figure 12.20: Trend Report for Permanency in 12 Months



	2011-Q2	2011-Q3	2011-Q4	2012-Q1	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2
Children Exit to Permanency	962	959	784	786	825	817	891	851	814	942	826	757	8
Children Enter Foster Care	2,365	2,231	1,916	2,146	2,308	2,283	2,340	2,368	2,494	2,576	2,176	2,105	2,370
Permanency %	41.5%	43.0%	40.9%	36.6%	35.7%	35.8%	38.1%	35.9%	32.6%	36.6%	38.0%	36.0%	35.8%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Figure 12.21: Permanency in 12 Months with Demographic Comparisons



2014-Q2	White	Black	Hispanic	AI/AN	A/PI	Other	Grand Total
Children Exit to Permanency	106	203	529	0	4	6	848
Children Enter Foster Care	297	550	1,493	4	17	9	2,370
Permanency %						66.7%	35.8%

2014-Q2	Under 1	1-2	3-5	6-10	11-15	16-17	Grand Total
Children Exit to Permanency	127	123	162	228	165	43	848
Children Enter Foster Care	444	361	422	555	421	167	2,370
Permanency %	28.6%	34.1%	38.4%	41.1%	39.2%	25.7%	35.8%

2014-Q2	F	M	Grand Total
Children Exit to Permanency	429	419	848
Children Enter Foster Care	1,201	1,169	2,370
Permanency %	35.7%	35.8%	35.8%

3-P2 Permanency in 12 Months (in Care 12-23 Months)

Definition (Abbreviated)**:**
Of all children in foster care on the first day of the 12-month period who had been in foster care (in that episode) between 12 and 23 months, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?

Methodology:
The denominator consists of the number of children in foster care on the first day of the 12-month period that had been in foster care (in that episode) between 12 and 23 months.

The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption.

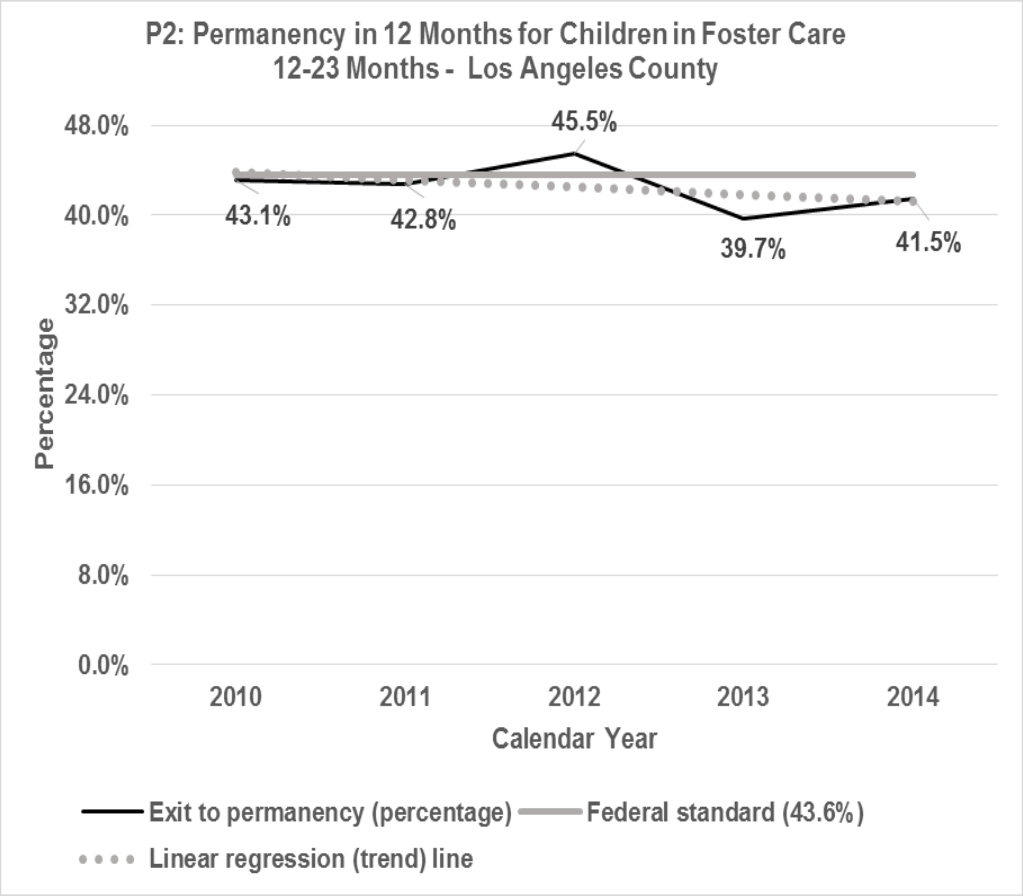
TABLE 12.22: Permanency in 12 Months (in Care 12-23 Months)

	2010	2011	2012	2013	2014
Exit to permanency (percentage)	43.1%	42.8%	45.5%	39.7%	41.5%
Federal standard (43.6%)	43.6%	43.6%	43.6%	43.6%	43.6%
Linear regression (trend) line	43.8%	43.1%	42.5%	41.9%	41.2%
Number of reunifications	819	907	850	699	879
Number of adoptions	454	447	512	395	423
Number of legal guardianships	280	283	429	400	491
Total Number of exits to permanency	1,533	1,637	1,791	1,494	1,793
Children in care between 12-23 mo.	3,604	3,829	3,937	3,766	4,325

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Linear Regression percent change: -5.8%

Figure 12.23: Permanency in 12 Months (in Care 12-23 Months)



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

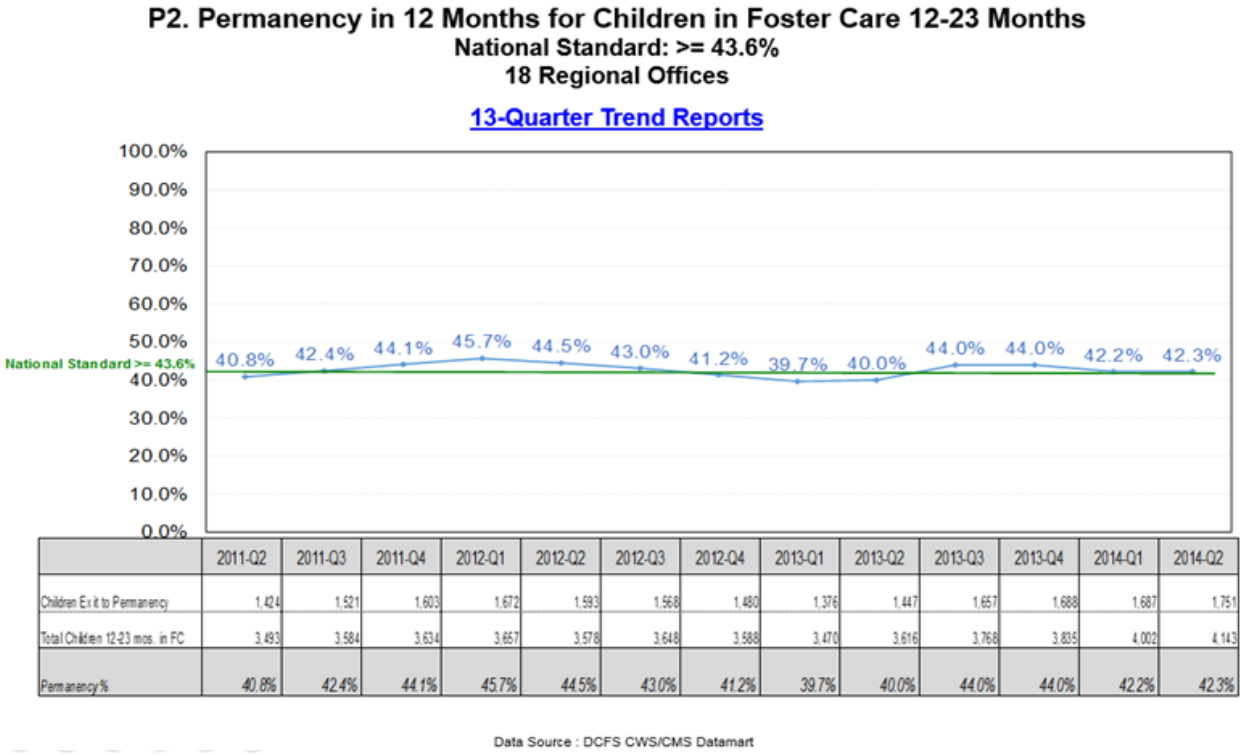
ANALYSIS

Los Angeles County performance related to permanency measure 3-P2 Permanency in 12 months (in care 12-23 months) shows a more gradual decrease in the percentage of moves to permanency than 3-P1, which tracks children during their first 12 months in out-of-home care. The County has been able to perform near the 43.6 percent National Standard and surpassed the Standard in Calendar Year (CY) 2012, but has been unable to sustain its performance year to year.

In its assessment of performance in this measure, Los Angeles County determined that permanency decisions are being delayed in part, due to the Court's schedule and calendar. The DCFS is working with Court partners to calendar progress report hearings within the first 12 months of out-of-home care for those families who display a readiness for reunification. Other permanency delays have been due to improper Notices resulting in Court continuances, late submission of court reports, and the late submission of Concurrent Planning Assessment (CPA) documents. The DCFS has set up a Notices workgroup in partnership with the Juvenile Dependency Court, to assess barriers to submitting proper Notices and to establish interventions to improve timely Notice. The DCFS is using its Data-driven Decision Making (DDDM) process at DCFS Stat Meetings to develop formal interventions around permanency. An action step from a DCFS Stat meeting included a Concurrent Planning Assessment (CPA) submittal evaluation. The evaluation found that 40 percent of the children in out-of-home care have late CPA submissions, which may result in delays to permanency.

For PCW, the decrease and delays are typically due to youths having no suitable or willing permanent connections by the time youths either cross over or enter PCW. The other factor is poor communication not only between Camp and the Dorothy Kirby Center operations and PCW, but also among DPOs and among placements, as information does not get carried from DPO to DPO or from placement to placement with each of the many changes that occur.

Figure 12.24: Trend Report for Permanency in 12 Months (in Care 12-23 Months)



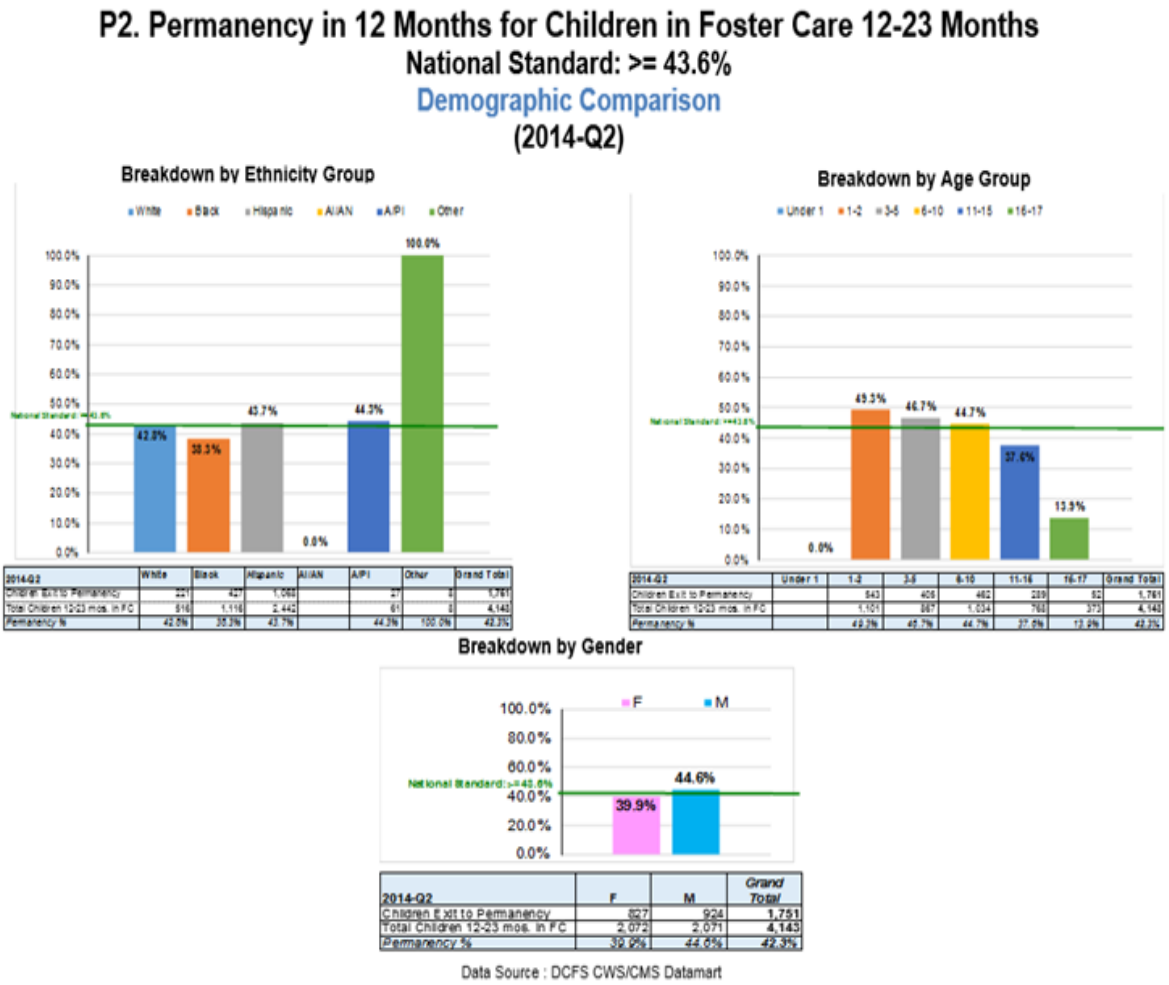
	2011-Q2	2011-Q3	2011-Q4	2012-Q1	2012-Q2	2012-Q3	2012-Q4	2013-Q1	2013-Q2	2013-Q3	2013-Q4	2014-Q1	2014-Q2
Children Exit to Permanency	1,424	1,521	1,603	1,672	1,593	1,568	1,480	1,376	1,447	1,657	1,688	1,687	1,751
Total Children 12-23 mos. in FC	3,493	3,584	3,634	3,657	3,578	3,648	3,588	3,470	3,616	3,768	3,835	4,002	4,143
Permanency %	40.8%	42.4%	44.1%	45.7%	44.5%	43.0%	41.2%	39.7%	40.0%	44.0%	44.0%	42.2%	42.3%

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

A more detailed evaluation of performance in the 18 DCFS Regional Offices over a 13-quarter (Figure 12.24), beginning in Quarter 2 of 2011 shows that performance is at or near the National Standard. By breaking down point-in-time demographic data for the same permanency measure (Figure 12.25), Los Angeles County is able to identify opportunities to positively impact permanency outcomes by strategically targeting the delays to permanency for African-American children, male children, and children ages 11 through 17.

County performance for CFSR Measure 3-P2 has been the most stable out of the first three permanency Federal Measures. The DCFS included a Permanency for all Children objective in its 2015–2017 Strategic Plan. In order to more comprehensively understand the story behind the County's performance, the Strategic Plan workgroup uses quantitative data to select cases for review and assessment. The case reviews and data reviews create opportunities to discover key systemic supports and barriers to permanency such as the role the Dependency Court calendar plays in permanency outcomes.

Figure 12.25: Permanency in 12 Months (in Care 12-23 Months)



2014-Q2	White	Black	Hispanic	AI/AN	A/PI	Other	Grand Total
Children Exit to Permanency	221	427	1,066		27	0	1,751
Total Children 12-23 mos. in FC	519	1,116	2,442		61	0	4,143
Permanency %	42.5%	35.3%	43.7%		44.3%	100.0%	42.3%

2014-Q2	Under 1	1-2	3-5	6-10	11-15	16-17	Grand Total
Children Exit to Permanency		543	405	462	289	52	1,751
Total Children 12-23 mos. in FC		1,101	867	1,034	768	373	4,143
Permanency %		49.3%	46.7%	44.7%	37.6%	13.9%	42.3%

2014-Q2	F	M	Grand Total
Children Exit to Permanency	827	924	1,751
Total Children 12-23 mos. in FC	2,072	2,071	4,143
Permanency %	39.9%	44.6%	42.3%

3-P3 Permanency in 12 Months (in Care 24 Months or More)

Definition:
Of all children in foster care on the first day of a 12-month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?

Methodology:
The denominator consists of the number of children in foster care on the first day of the 12-month period that had been in foster care (in that episode) for 24 months or more.

The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption.

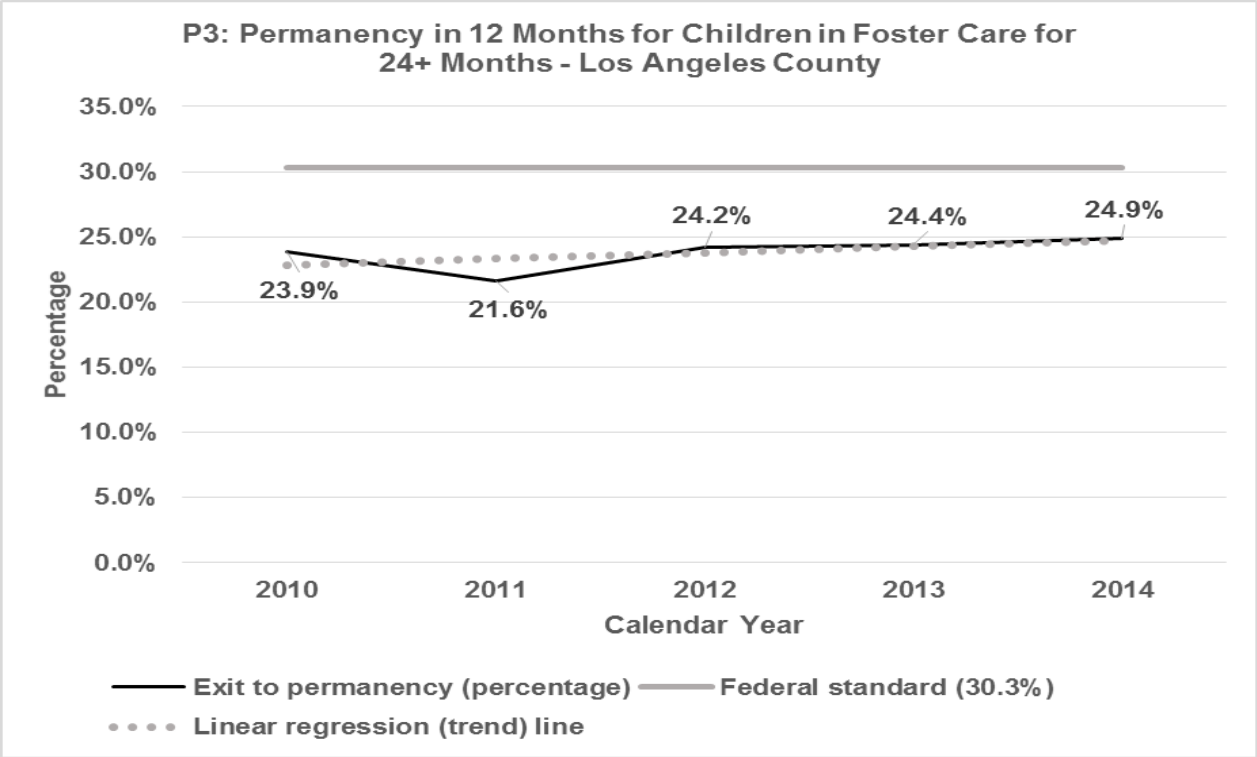
Table 12.26: Permanency in 12 Months (in Care 24 Months or More)

	2010	2011	2012	2013	2014
Exit to permanency (percentage)	23.9%	21.6%	24.2%	24.4%	24.9%
Federal standard (30.3%)	30.3%	30.3%	30.3%	30.3%	30.3%
Linear regression (trend) line	22.8%	23.3%	23.8%	24.3%	24.7%
Number of reunifications	295	294	239	221	204
Number of adoptions	930	736	839	728	818
Number of legal guardianships	332	219	270	339	302
Total Number of exits to permanency	1,557	1,249	1,348	1,288	1,324
Children in care 24 months or more.	6,525	5,771	5,571	5,288	5,327

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Linear regression percent change: -8.2%

Figure 12.27: Permanency in 12 Months (in Care 24 Months or More)

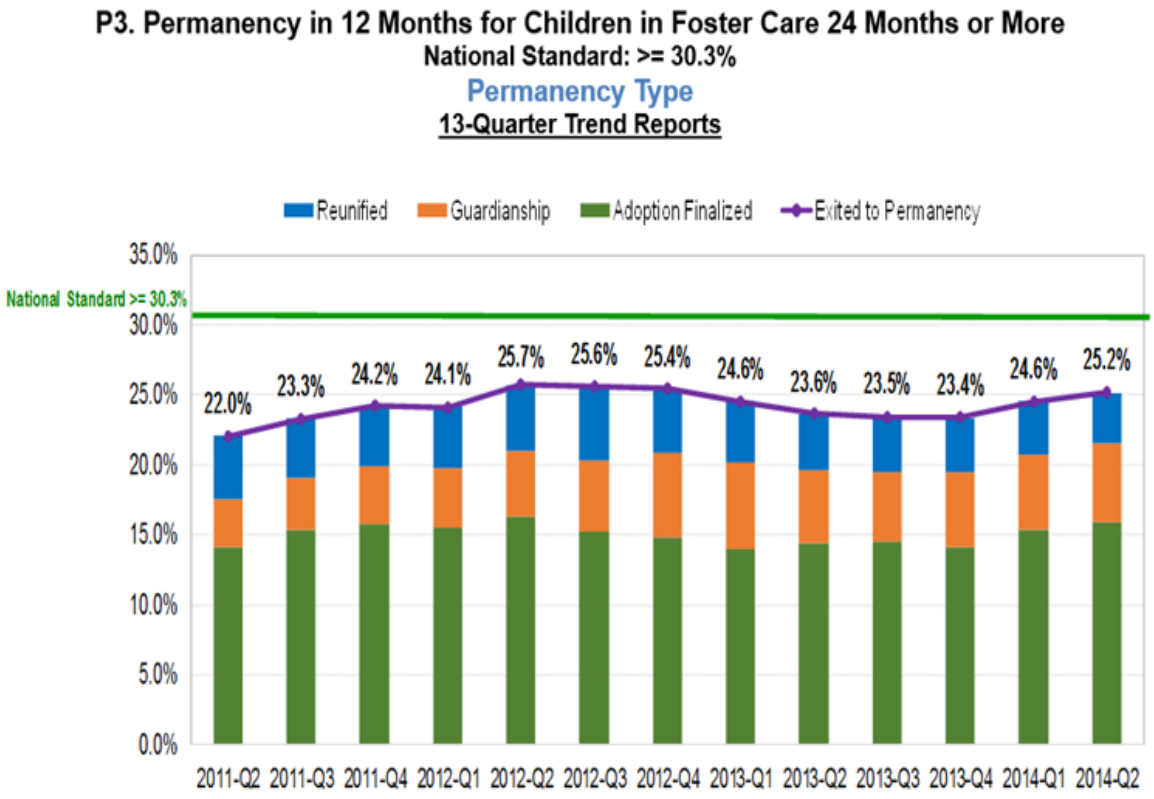


ANALYSIS

CFSR Measure 3-P3 draws attention to permanency performance for children who have remained in out-of-home care for 24 months or more. The DCFS and PCW use this measure to look at work in child welfare that occurs when cases have most often moved beyond Family Reunification (FR) services. Figure 12.27 shows that although the trend displays performance improvement in this measure, the County has been challenged in

meeting the National Standard of 30.3%. A detailed breakdown of moves to permanency for the 18 DCFS Regional Offices (Figure 12.28) over a 13-quarter timeframe shows that adoption and legal guardianship are the primary forms of permanency. Since Quarter 2 of 2011, there has been an increase in child exits to legal guardianship.

Figure 12.28: Trend Report for Permanency in 12 Months (in Care 24 Months or More)



Data Source: DCFS CWS/CMS Datamart

To further understand the County's performance related to 3-P3, Figure 12.29 displays a point-in-time demographic breakdown of permanency outcomes for Quarter 2 of 2014. The DCFS and PCW have engaged in DDDM and continuous quality improvement processes in order to better use data and understand where to focus County interventions. Demographic data highlight the need for focused efforts around permanency for African-American children and children ages 11 through 17. The DCFS and PCW have included permanency and Eliminating Racial Disparity and Disproportionality (ERDD) objectives in their current Strategic Plans. Both objectives use the demographic data in identifying milestones to address barriers to permanency for specific ethnicities and age groups.

Figure 12.29: Permanency in 12 Months (in Care 24 Months or More)

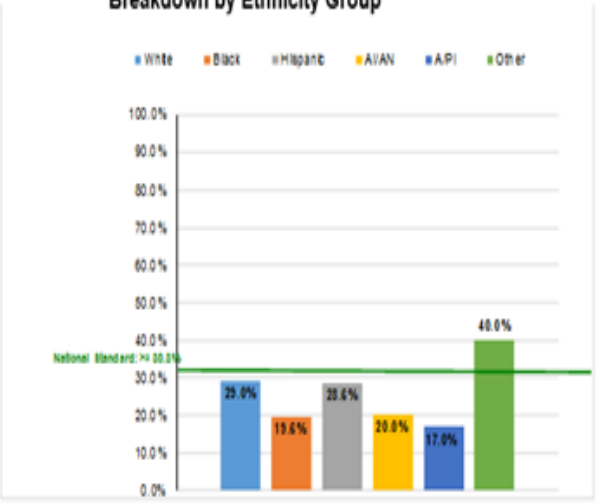
P3. Permanency in 12 Months for Children in Foster Care 24 Months or More

National Standard: >= 30.3%

Demographic Comparison

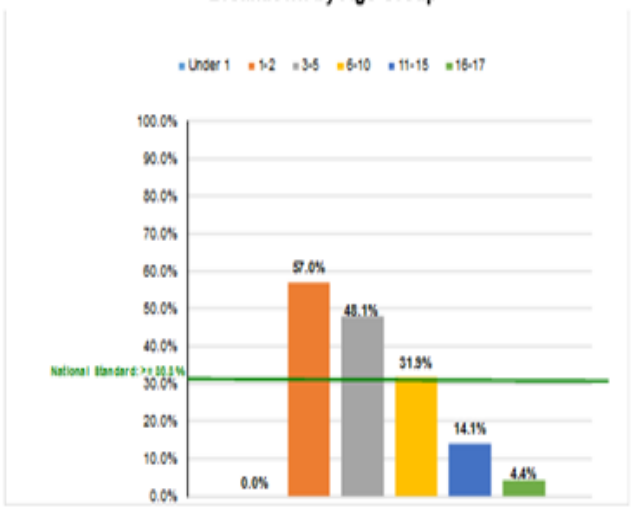
(2014-Q2)

Breakdown by Ethnicity Group



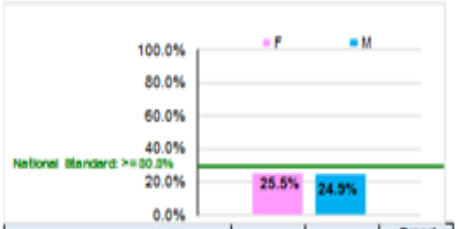
2014-Q2	White	Black	Hispanic	AI/AN	A/PI	Other	Grand Total
Children Exit to Permanency	175	370	726	1	9	2	1,283
Total Children 24 mos. or More in FC	603	1,889	2,538	5	53	5	5,093
Permanency %	29.0%	19.6%	28.6%	20.0%	17.0%	40.0%	25.2%

Breakdown by Age Group



2014-Q2	Under 1	1-2	3-5	6-10	11-15	16-17	Grand Total
Children Exit to Permanency		183	436	390	221	46	1,283
Total Children 24 mos. or More in FC		321	904	1,243	1,566	1,054	5,093
Permanency %		57.0%	48.1%	31.9%	14.1%	4.4%	25.2%

Breakdown by Gender



2014-Q2	F	M	Grand Total
Children Exit to Permanency	633	650	1,283
Total Children 24 mos. or More in FC	2,480	2,613	5,093
Permanency %	25.5%	24.9%	25.2%

Data Source : DCFS CWS/CMS Datamart

3-P4 Re-entry to Foster Care in 12 Months

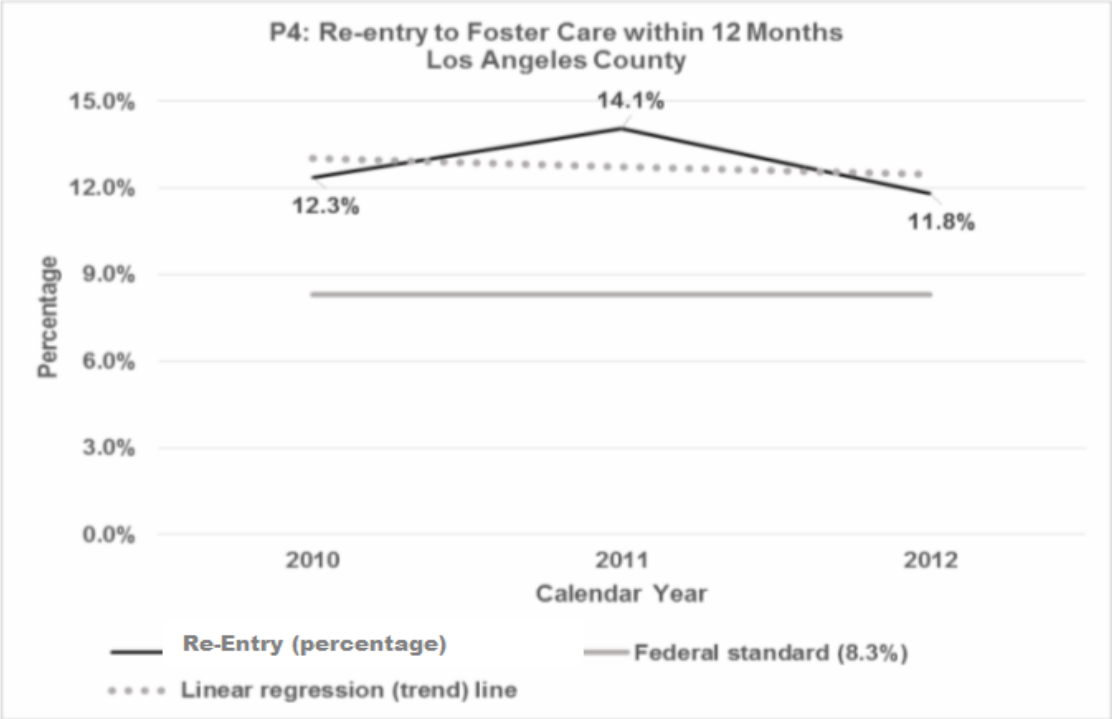
Definition (abbreviated)**:**
Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?

Methodology:
The denominator is the number of children who entered foster care in a 12-month period who discharged within 12 months to reunification or guardianship.

The numerator is the number of children in the denominator who re-entered foster care within 12 months of their discharge from foster care.

** Please note that this denominator does not include children discharged to adoption, who re-enter within 12 months.*

Figure 12.30 Re-entry to Foster Care within 12 Months



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

3-P4 Re-entry to Foster Care in 12 Months

TABLE 12.31-A: Re-entry to Foster Care in 12 Months

	2010	2011	2012
Re-entry (percentage)	12.3%	14.1%	11.8%
Federal Standard (8.3%)	8.3%	8.3%	8.3%
Linear regression (trend) line	13.0%	12.7%	12.5%
Children with re-entries	554	598	460
Children with no-entries	3,933	3,653	3,441
Reunified/Legal Guardianship within 12 mo.	4,487	4,251	3,901

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Linear regression percent change: -4.3%

TABLE 12.31-B: Re-entry to Foster Care in 12 Months by Ethnicity

	Ethnic	2010		2011		2012		2013	
	Group	%	n	%	n	%	n	%	n
Los Angeles	Black	33.8	187	28.0	167	27.0	124	26.1	118
	White	8.7	48	11.6	69	10.4	48	12.8	58
	Latino	56.5	313	58.6	350	60.9	280	59.1	267
	Asian/P.I.	0.9	5	1.3	8	1.7	8	0.7	3
	Native American	0.2	1	0.3	2	0.0	0	0.4	2
	Missing	0.0	0	0.2	1	0.0	0	0.9	4
	With Re-entry	100.0	554	100.0	597	100.0	460	100.0	452
	No Re-entry	*	3933	*	3652	*	3441	*	3485
	Total	*	**4487**	*	**4249**	*	**3901**	*	**3937**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 5/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Analysis

Re-entry into foster care has been an outcome area of focus for Los Angeles County in the 2011-2015 SIP. The County's performance improved in the outcome measure, but opportunities remain for further improvement. Throughout the SIP, County efforts to improve re-entry rates included the use of case reviews, case consultations, specific programs to address substance use disorders, and Wraparound programs. Efforts related to addressing substance use disorders specifically in Dependency Drug Court (DDC) show that families involved with DDC are less likely to have their cases re-opened. Those families that do, have their cases reopened within shorter timeframes than the families do that were not involved with DDC. This awareness around successful moves to permanency prompts more discussions and interventions for better performance in permanency measures.

3-P5 PLACEMENT STABILITY

Table 12.32: Placement Stability

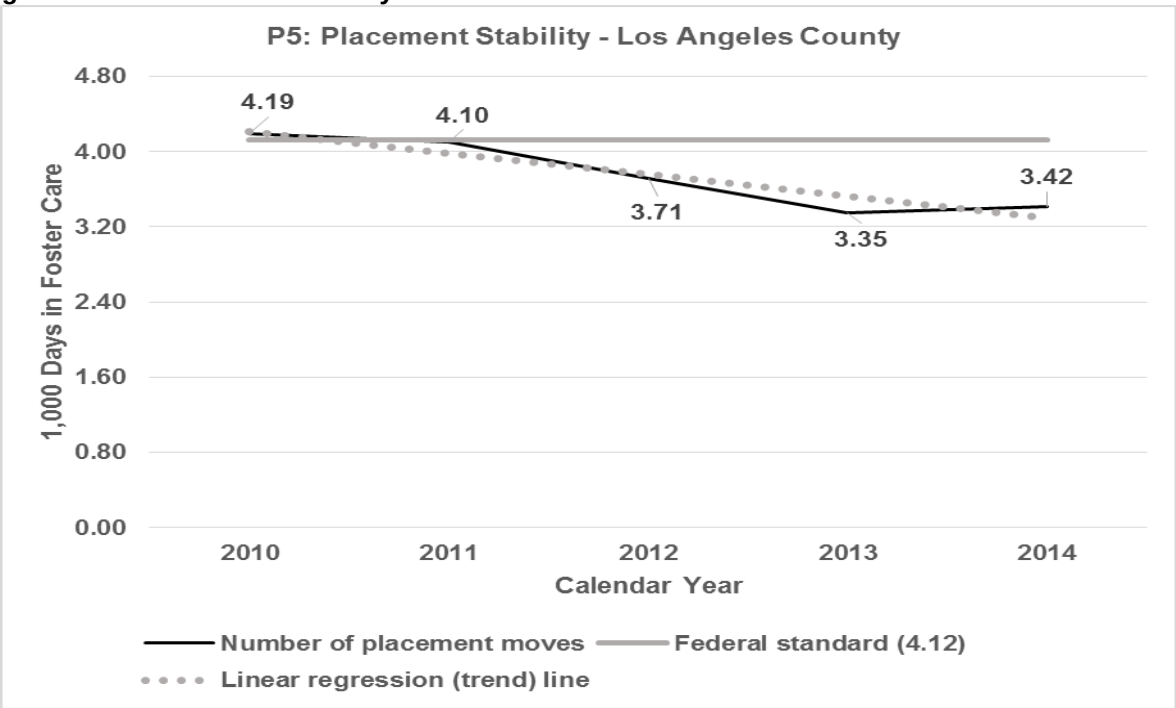
	2010	2011	2012	2013	2014
Number of placement moves	4.19	4.10	3.71	3.35	3.42
Federal standard (4.12)	4.12	4.12	4.12	4.12	4.12
Linear regression (trend) line	4.21	3.98	3.75	3.52	3.30

Linear regression percent change: -21.7%

ANALYSIS

Data related to placement stability can be explored in many ways. Data in this section looks at trend performance overall and then at performance further broken down by age. Los Angeles County has near or below the National Standard of 4.12 moves for the past five years (2010-2014). However, placement stability broken down by age shows there is opportunity for improved stability for children ages 11 to 17. The 2013 SIP Placement Stability Study identified that for almost half of the children in the sample, the placement trajectory was to a less restrictive environment. Additionally, only 10% of the children required a more restricted placement for their last placements. More placement stability was noted for children who were younger when entering foster care and for those who had their cases closed sooner rather than later. Notably, the study showed that a higher percentage of children who were initially placed with relatives upon removal experienced more stable placements compared to children in other types of placements. Children who achieved legal permanency at the time of case closure were more likely to have had stable placements.

Figure 12.33: Placement Stability



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 1/17/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.34: Placement Stability by Age Group

Measure 3-P5 Placement Stability							
	Age Group	2010	2011	2012	2013	2014	Quarter 2 2015
Los Angeles	Under 1	3.37	3.25	2.84	2.64	2.22	*
	1-2	3.82	4.04	3.51	3.14	3.18	*
	3-5	4.06	4.13	3.76	3.32	3.40	*
	6-10	4.46	4.03	3.62	3.35	3.57	*
	11-15	3.89	3.94	4.05	3.73	4.01	*
	16-17	2.64	2.86	3.17	2.82	3.10	*
	Total	**3.76**	**3.74**	**3.54**	**3.21**	**3.28**	**3.27**

Quarter 2 data: pulled 1-17-2016 – CDSS Static

CALIFORNIA STATE MEASURES

Los Angeles County child welfare is guided by performance in Federal Outcome Measures as well as State Measures for California. To fully understand the population and experiences of children involved in the County's child welfare system, the CSA looks at the children who have entered care during CYs 2010 to 2014.

Table 12.35: Entries to Foster Care by Age

	Age Group	Interval				
		2010	2011	2012	2013	2014
		%	%	%	%	%
Los Angeles	<1 mo	6.1	6	6.7	7	8
	1-11 mo	8.2	8.7	8.3	8.5	9.1
	1-2 yr	13.6	12.4	13	13.1	12.7
	3-5 yr	15.2	15.1	14.9	15.7	15.4
	6-10 yr	17.6	17	19.2	19.3	19.7
	11-15 yr	24	24.8	22.6	20.9	20.2
	16-17 yr	15.1	15.8	14.7	14.4	13.7
	18-20 yr	0.2	0.2	0.7	1.1	1.2
	Total	100	100	100	100	100

Percent calculations do not include "Missing". Data Source: CWS/CMS 2015 Quarter 3 Extract.

Table 12.36: Entries to Foster Care by Ethnicity

	Ethnic Group	Interval				
		2010	2011	2012	2013	2014
		%	%	%	%	%
Los Angeles	Black	25.8	24.9	24.2	24.5	24.4
	White	10.9	11.2	10.8	10.1	10.9
	Latino	60.8	61.3	62.7	63.2	62.9
	Asian/P.I.	2.1	2.3	2	1.9	1.5
	Nat Amer	0.4	0.3	0.2	0.2	0.3
	Missing	.	.	.	.	.
	Total	100	100	100	100	100

Percent calculations do not include "Missing"Data Source: CWS/CMS 2015 Quarter 3 Extract. .

The DCFS has been exploring data around the children and youths who are entering foster care because of the need for more foster placements. The opening of the County Children's Welcome Center and the Youth Welcome Center highlighted the increase in infants and young adults requiring placement. The immediacy of a need to rethink the way that child welfare placements are provided is in line with California's Child Welfare Continuum of Care Reform (AB 403, or CCR). The CCR which was initiated in January 2016, created the opportunity and direction for child welfare jurisdictions to place focus

on supportive, trauma-based foster placements. Placement Resources will be a focus in the 2016-2020 SIP.

Table 12.37: 2B Percent of Child Abuse/Neglect Referrals with a Timely Response

2B Timely Response: Immediate Of all the referrals that required an immediate response, what percent of those referrals received a timely response?						
	Jan–Mar 2010	**Jan–Mar 2011**	**Jan–Mar 2012**	**Jan–Mar 2013**	**Jan–Mar 2014**	**Jan–Mar 2015**
Timely Response	98.3	99.0	99.0	98.9	98.8	98.1
No Timely Response	1.3	1.0	1.0	1.1	1.2	1.9
Total	100.0	100.0	100.0	100.0	100.0	100.0

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.38: 2B Percent of Child Abuse/Neglect Referrals with a Timely Response

2B Timely Response: 10-Day Of all the referrals that required a 10-day response, what percent of those referrals had a timely response?						
	Jan–Mar 2010	**Jan–Mar 2011**	**Jan–Mar 2012**	**Jan–Mar 2013**	**Jan–Mar 2014**	**Jan–Mar 2015**
Timely Response	97.2	97.7	97.9	97.9	97.8	94.9
No Timely Response	2.8	2.3	2.1	2.1	2.2	5.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ANALYSIS

Responses to child abuse calls are designated Immediate (requiring a response within 24 hours) and 10-day, requiring a response within 10 days. While the County is surpassing the State Standard for timely responses for both types of reports, the evident trend is that the County is performing less favorably each year. The County has been utilizing its DDDM process to explore practices in order to identify barriers to timely contacts on child abuse referrals. Some possible barriers include data entry issues, influx of new staff, and an increased referral count. To address some issues, the DCFS took steps to evaluate and adapt the ER referral intake process; the Child Protection Hotline (CPH) developed a revised referral screening tool and rolled out subsequent CPH staff in-service trainings to ensure fidelity around the revised referral intake protocol.

When attempted contacts are not included in the timely calculation of Immediate and 10-day referral responses such as those documented in state measure 2D, Los Angeles County is more challenged to reach a 100 percent performance level.

Table 12.39: 2D Timely Immediate Response

2D Timely Response: Completed Immediate Contacts Of all the referrals that required an immediate response, what percent of those referrals received a completed timely response (attempted contact not included)?						
	Jan–Mar 2010	**Jan–Mar 2011**	**Jan–Mar 2012**	**Jan–Mar 2013**	**Jan–Mar 2014**	**Jan–Mar 2015**
Timely Response	86.7	89.2	86.9	87.7	86.1	86.3
No Timely Response	13.7	10.8	13.1	12.3	13.9	13.7
Total	100.0	100.0	100.0	100.0	100.0	100.0

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Table 12.40: 2D Timely 10-Day Response

2D Timely Response: Completed 10-day Contacts Of all the referrals that required a 10 day response, what percent of those referrals received a completed timely response (attempted contact not included)?						
	Jan–Mar 2010	**Jan–Mar 2011**	**Jan–Mar 2012**	**Jan–Mar 2013**	**Jan–Mar 2014**	**Jan–Mar 2015**
Timely Response	81.1	80.3	79.1	79.1	78.3	74.4
No Timely Response	18.9	19.7	20.9	20.9	21.7	25.6
Total	100.0	100.0	100.0	100.0	100.0	100.0

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/5/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

A key element of child safety includes consistent and quality in-person social worker contacts with children. The C-CFSR collects data on child contacts using various methodologies in order to capture performance related to completing child contacts. Monthly contacts by the social worker are capture by the percentage of all placed children seen and also by the percentage of placed children seen in their out-of-home residences. Contacts for this review have been broken down by age to allow for analysis and to create opportunities for focused interventions. A review of drill down data by age shows variations in performance. The County has seen improved performance related to monthly child contacts; meaning, improvement in the percentage of children in out-of-home care who have an in-person contact each month (Table 12.41). Over a five-year period, the County's performance remained consistent in the monthly contact category, with the greatest needs for improvement in the 16 to 17 age range.

Table 12.41: 2F Timely Visits by Year (Out-of-Home)

Measure 2F: Timely Caseworker Visits by Year (Out-of-Home) Of all the children in placement, what percentage of children (by age) is visited monthly by caseworkers? Each child in placement for an entire month must be visited at least once. National monthly standard 90%.							
	Age Group	**2010**	**2011**	**2012**	**2013**	**2014**	**Quarter 2 2015**
Los Angeles County	**Under 1**	98.7	97.9	98.0	98.0	98.0	*
	1-2	97.7	97.1	97.1	96.9	97.7	*
	3-5	96.7	96.3	96.8	96.7	97.0	*
	6-10	95.5	95.1	95.5	95.8	96.0	*
	11-15	91.7	91.3	92.4	92.5	92.7	*
	16-17	88.3	88.1	88.0	88.7	88.3	*
	Total	**94.4**	**94.1**	**94.6**	**94.9**	**95.2**	**95.5**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.42: 2F Monthly Visits (Out-of-Home)

Measure 2F: Monthly Caseworker Visits (Out-of-Home) Of all the children in placement, what percentage of children (by age) is visited in their placement residences by caseworkers? National Standard 51.0%						
	Age Group	**2010**	**2011**	**2012**	**2013**	**2014**
Los Angeles County	**Under 1**	**82.0**	**81.2**	**82.3**	**81.9**	**84.1**
	1-2	**82.4**	**81.7**	**83.0**	**83.0**	**84.8**
	3-5	**81.9**	**81.4**	**81.4**	**81.8**	**84.6**
	6-10	**81.5**	**80.9**	**80.2**	**81.2**	**83.8**
	11-15	**80.5**	**79.5**	**79.3**	**79.3**	**82.5**
	16-17	**75.3**	**75.2**	**75.0**	**74.9**	**77.7**
	Total	**80.8**	**80.2**	**80.3**	**80.6**	**83. 0**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

While measure 2F tracks performance for monthly contacts with children in out-of-home care, it is important for the County to track child contacts for children receiving services while residing with their parents. The State of California developed indicator 2S to track monthly in-person visits between a social worker and a child who is receiving services while under the care of a parent (Table 12.43). Additionally, a second 2S indicator tracks the percentage of children whose monthly visits occur in the homes of their parents (Table 12.44). The C-CFSR tracking of these indicators has prompted

increased child contact in the home setting. Like indicator 2F, youths in the 16 to 17 age range present the greatest challenge for monthly in-person contacts.

Table 12.43: 2S Timely Visits (In-Home)

Measure 2S: Timely Caseworker Visits by Year (In-home) Of all the children receiving in-home services, what percentage is visited by caseworkers at least one time each month? Timely monthly caseworker visits (in-home).						
	Age Group	**2010**	**2011**	**2012**	**2013**	**2014**
Los Angeles County	**Under 1**	93.5	94.7	94.6	93.7	93.2
	1-2	91.2	93.5	93.3	92.8	92.5
	3-5	89.7	91.5	91.6	91.7	91.6
	6-10	89.2	91.0	91.3	90.6	89.9
	11-15	85.2	87.1	87.4	87.3	86.9
	16-17	81.7	82.7	82.5	79.7	80.5
	Total	**88.4**	**90.3**	**90.4**	**89.9**	**89.6**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.44: 2S Timely Caseworker Visits in the Child's Home

Measure 2S: Timely Caseworker Visits in the Child's Home by Year (In-home) Of all the children residing in the home-of-parent, what percentage of children (by age) is visited in their home residence by caseworkers?						
	Age Group	**2010**	**2011**	**2012**	**2013**	**2014**
Los Angeles County	**Under 1**	82.3	82.0	81.6	80.7	83.2
	1-2	81.0	82.1	80.7	80.9	83.2
	3-5	81.3	81.5	81.5	81.2	82.5
	6-10	81.0	81.4	80.6	80.5	82.0
	11-15	78.6	79.7	78.7	78.6	79.5
	16-17	72.9	76.6	74.0	70.8	72.9
	Total	**80.1**	**80.9**	**80.1**	**79.7**	**81.3**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The tracking of monthly visits allows the County to identify agency performance around the process of visiting, but also allows for quality assessments of visits through case and contact narrative reviews. Quality visits include well-planned and purposeful contacts, and should move from mere check-ins on a family's compliance with DCFS Case Plan goals, to assessments of whether appropriate services are being provided to meet the current needs of the given family. This type of caseworker analysis and evaluation should be ongoing and occur at every visit.

The DCFS engages in monthly case reviews, and Supervising Children Social Worker (SCSW) and Children Social Worker (CSW) case conferences create opportunities to use qualitative data to improve the quality of contacts.

Table 12.45: 4A Siblings Placed Together in Foster Care

	Number of Instances	Placement with All Siblings		Placement All or Some Siblings	
		Number	Percentage	Number	Percentage
California	**38,550**	19,516	50.6	27,514	71.4
Los Angeles	**13,268**	6,493	48.9	9,229	69.6

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

ANALYSIS

In a 2005 publication from the National Center for Youth Law, California was noted as one of the most progressive states in its efforts to place siblings together when removal from the home of a parent is warranted (http://youthlaw.org/publication/keeping-siblings-together-past-present-and-future/#sthash.IjyBJV7Q.dpuf Keeping Siblings Together: Past, Present, and Future By Emily Kernan). Yet in April 2015, nearly 30 percent of the California children in out-of-home care placements were not living with their siblings. Siblings can provide consistency and stability to each other when facing the frightening experiences of being removed from home. Los Angeles County performance for indicator 4A is in line with the State's performance expectation, but there is opportunity for improvement.

A look at the first time entry patterns for the County over time reveals a shift impacting children entering care. During a five-year timeframe over CYs 2010 through 2014, Los Angeles County saw an increase in first entries for infants and a decrease for one to two-year-olds and youths ages 11 to 15 entering care.

Table 12.46: 4B Least Restrictive Placement (Entries First Placement)

	Age Group	2010	2011	2012	2013	2014
Los Angeles	1 mo	9.1	9.1	9.8	10.0	11.5
	1-11 mo	11.9	12.8	12.0	12.0	12.7
	1-2 yr	17.9	16.3	16.8	17.0	16.1
	3-5 yr	18.0	18.1	17.5	18.8	17.6
	6-10 yr	19.6	18.8	20.7	20.7	20.9
	11-15 yr	17.9	18.5	17.3	16.3	15.9
	16-17 yr	5.6	6.3	5.9	5.3	5.3
	18-20 yr	0	0	0	-	0
	Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 2/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Once it is determined necessary to remove a child from the care of a parent(s), it is in the best interest of the child to be placed in an appropriate but least restrictive environment. In Los Angeles County, the majority of children's first-time placements are with kin. This is in line with the DCFS and PCW's focus on placement with relatives. Table 12.47 reflects the County's move to reduce the number of youths living in Group Home settings. Assembly Bill 12 created opportunity for young adults participating in Extended Foster Care (EFC) to find shelter through California's Supervised Independent Living Placement (SILP).

Table 12.47: 4B Least Restrictive Placements (Point-in-Time)

		Point-in-time					
		Apr 1, 2010	Apr 1, 2011	Apr 1, 2012	Apr 1, 2013	Apr 1, 2014	Apr 1, 2015
	Placement Type	%	%	%	%	%	%
Los Angeles County	Pre-Adopt	4.8	4.4	4.6	4.1	3.8	4.2
	Kin	33.4	36.1	38.4	38.9	40.4	40
	Foster	6.2	6.5	6.2	6.2	6.4	6.3
	FFA	27.2	26.2	24.2	23.4	22	21.9
	Court Specified Home	0.2	0.3	0.3	1	0.3	0.3
	Group	9.1	9.5	9.2	8.6	7.9	7.7
	Shelter	.	.	.	.	.	.
	Non-FC	0.6	0.6	0.6	0.6	0.6	0.5
	Transitional Housing	0.3	0.2	0.1	0.1	0.4	0.8
	Guardian – Dependent	10.1	8.6	7.6	6.4	5	4.4
	Guardian - Other	4.1	4.2	4.8	5	4.7	4.3
	Runaway	1.8	1.7	1.8	1.7	1.6	2.1
	Trial Home Visit	0.4	0.2	0.2	0.2	0.2	0.3
	SILP	.	.	0.1	1.8	4.4	5.2
	Other (?)	1.7	1.5	1.8	2	2.2	2.2
	Missing	.	.	.	.	.	.
	Total	100	100	100	100	100	100

Percent calculations do not include "Missing".
Data Source: CWS/CMS 2015 Quarter 3 Extract.
Program version: 2.00 Database version: 6914D0B4

4E Indian Child Welfare Act (ICWA) & Multi-Ethnic Placement Act (MEPA) Status

Analysis

This measure examines the placement status of Indian Child Welfare Act (ICWA) and Multi-Ethnic Placement Act (MEPA) eligible children. The Indian Child Welfare Act (1978) mandates, except in the rarest circumstances, the placement of American Indian/Alaska Native (AI/AN) children with relatives, Tribal members, or at the very least, other AI/AN caregivers. It also says the State must make every effort to keep a family together with services and programs.

Los Angeles County has seen an increase in placements with relatives, non-relatives, and with both AI/AN and non-AI/AN substitute care providers for ICWA-eligible and/or mixed-ethnicity children. Relative placements for ICWA-eligible children increased from April 2010 (36.6%) to April 2015 (50.3%). During the same time, non-relative AI/AN homes increased 84.6% from April 2010 (0.6%) to April 2015 (3.9%). There has also been a decrease of 36.4% in ICWA-eligible children being place in non-related, non-AI/AN placements. This is reflective of Los Angeles County's strategic efforts to increase relative placements for all children in out-of-home care. Los Angeles County is working with ICWA-eligible children through the provision of specialized services in the DCFS American Indian Unit (AIU). The lack of reservations in Los Angeles County however, results in few AI/AN substitute care providers in the County.

Table 12.48: ICWA Placements

Placement Status for Children with ICWA Eligibility	Point-in-Time					
	April 1, 2010	April 1, 2011	April 1, 2012	April 1, 2013	April 1, 2014	April 1, 2015
	%	%	%	%	%	%
Relatives	36.6	35.8	41.2	43.4	39.3	50.3
Non Relatives, AI/AN SCPs	0.6	.	1.4	2.3	2.8	3.9
Non relatives, non-AI/AN SCPs	32.6	42.4	37.8	36.6	38.2	23.9
Non Relatives, SCP Ethnic Missing	21.5	13.3	10.1	10.3	6.2	7.7
Group Homes	8.7	8.5	9.5	6.9	7.9	7.1
Other	.	.	.	.	.	.
Missing	.	.	.	0.6	5.6	7.1
Total	100.00	100.00	100.00	100.00	100.00	100.00

Percent calculations do not include "Missing". Data Source: CWS/CMS 2015 Quarter 3 Extract.
Retrieved 03/01/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The Alliance for Children's Rights reported in January 2015, that the agency is working in partnership with the Juvenile Court and the AI/AN community in Los Angeles County to address the needs of AI/AN children in foster care. As indicated in the placement data table in April of 2015, nearly 32% of primary and mixed ethnicity AI/AN children in foster care are placed in Non-AI/AN homes. In order to address the disconnect in services and cultural values that can happen when AI/AN children are placed in Non-AI/AN homes, the Alliance participates in a stakeholder groups that meet regularly to improve outcomes.

Table 12.49: ICWA Placements

Placement Status for Children with Primary or Mixed (multi) Ethnicity of American Indian	Point-in-time					
	April 1, 2010	April 1, 2011	April 1, 2012	April 1, 2013	April 1, 2014	April 1, 2015
	%	%	%	%	%	%
Relatives	34.5	35.5	35.8	41.6	37.8	40.0
Non Relatives, AI/AN SCPs	0.4	.	1.1	3.1	2.5	3.0
Non relatives, non AI/AN SCPs	37.6	43.6	41.7	38.5	40.3	31.7
Non Relatives, SCP Ethnic Missing	18.6	11.4	9.6	8.4	8.0	9.1
Group Homes	8.4	8.2	10.7	5.3	5.0	7.0
Other	0.4	1.4	1.1	2.2	2.1	2.6
Missing	.	.	.	0.9	4.2	6.5
Total	100.00	100.00	100.00	100.00	100.00	100.00

Percent calculations do not include "Missing". Data Source: CWS/CMS 2015 Quarter 3 Extract.
Retrieved 03/01/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

MEDICAL AND DENTAL EXAMS FOR CHILDREN IN FOSTER CARE

The State of California has a Child Health and Disability Prevention Program (CHDP) to provide medical services to low-income children and youths in California. The CHDP includes standards of examinations that guide medical care for children in foster care. Navigating access to necessary medical and dental services for all children in foster care can be a challenge for social workers, probation officers, and caregivers. The Blue Ribbon Commission on Children's Protection (BRCCP) Final Report (April 2014) concluded that medical and dental health services were among the top priorities of relative caregivers. A BRCCP survey completed with relative caregivers showed a need for assistance in locating and accessing health services. Los Angeles County recognizes that Kinship Support Services through Kinship Resource Centers are necessary in ensuring comprehensive health service delivery for all children in care.

Los Angeles County works closely with Public Health Nurses (PHNs), The Alliance for Children's Rights, and community health providers to facilitate access to health services. Los Angeles County has a medical-legal partnership in the form of a Community-Based Assessment and Treatment Center (CATC) within the Violence Intervention Program at LA County+USC Medical Center. CATC is one of seven Countywide medical hubs providing medical and mental health screenings for children entering foster care. Additionally, PHNs work closely with the DCFS providing medical, dental, mental, and developmental assessments to determine needs of children and youths in foster care.

Since 2013, Los Angeles County has seen a decrease in the percentage of children who have received timely medical and dental exams. The Los Angeles County is exploring strategies to increase timely medical and dental exams to promote the well-being of all children. The DCFS and PCW have been working to address data entry issues tied to meeting medical and dental performance measures; accessing records across counties remains and an area needing improvement. The medical and dental exam indicators have been a topic in the in DDDM DCFS Stat Meetings, leading to enhanced cooperative efforts at the local DCFS office levels with PHNs to tackle the barriers to better performance. The County will continue to monitor these Indicators on an ongoing basis.

Table 12.50: 5B (1) Rate of Timely Health Exams and 5B (2) Rate of Timely Dental Exams

Measure 5B Children who received timely medical exams											
Percentage	01/2013-03/2013	04/2013-06/2013	07/2013-09/2013	10/2013-12/2013	01/2014-03/2014	04/2014-06/2014	07/2014-09/2014	10/2014-12/2014	01/2015-03/2015	04/2015-062015	07/2015-09/2015
Received a timely medical exam	91.5	9.4	90.4	88.9	89.9	89.2	89.1	88.3	88.9	88.1	85.7
Did not receive a timely medical exam	8.5	8.6	9.6	11.1	10.1	10.8	10.9	11.7	11.1	11.9	14.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Los Angeles											

Measure 5B Children who received timely dental exams											
Percentage	01/2013-03/2013	04/2013-06/2013	07/2013-09/2013	10/2013-12/2013	01/2014-03/2014	04/2014-06/2014	07/2014-09/2014	10/2014-12/2014	01/2015-03/2015	04/2015-062015	07/2015-09/2015
Received a Timely Dental Exam	76.2	74.7	72.3	69.2	68.9	67.6	66.3	64.2	64.5	63.0	59.3
Did not receive a Timely Dental Exam	23.8	25.3	27.7	30.8	31.1	32.4	33.7	35.8	35.5	37.0	40.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Los Angeles											

Data Source: CWS/CMS 2015 Quarter 3 Extract.
Retrieved 02/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.51: 5F Percentage of Children in Care Authorized for Psychotropic Meds

	Jan-Mar 2010	Jan-Mar 2011	Jan-Mar 2012	Jan-Mar 2013	Jan-Mar 2014	Jan-Mar 2015
California	12.7	11.8	12.2	12.0	11.3	10.4
Los Angeles	13.1	11.4	12.3	11.7	11.0	9.2

Data Source: CWS/CMS 2015 Quarter 3 Extract.
Retrieved 02/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Between 2012 and 2014, the California Department of Social Services (CDSS) took active steps to enhance safety in using psychotropic medication. Data was introduced to allow for performance tracking in the Medi-Cal Treatment Authorization Requests (TAR), which includes youths age 6 to 17. The County also partnered with the Juvenile Dependency Court to assess and evaluate the circumstances which called for

prescribing psychotropic medication to children, in attempts to regulate the improper use of psychotropic medication in the child welfare system. As a likely result, the percentage of Los Angeles County children in care authorized for psychotropic medication decreased by 42.4% from 2010 to 2015.

Though the County has seen a decrease in the number of children authorized for psychotropic medication, this is not necessarily a reflection of efforts to appropriately prescribe and use psychotropic medication to address the needs of children and youths in care. The Los Angeles County will continue to monitor psychotropic medication and Court authorizations to ensure effective oversight, as the County is committed to ensuring that children and youths in foster care receive appropriate treatment.

Table 12.52: 6B Individualized Education Plans (IEPs)

Measure 6B: Of all the children in Foster Care, what percentage has ever had an Individualized Education Plan (IEP)?

		Jan-Mar 2010	Jan-Mar 2011	Jan-Mar 2012	Jan-Mar 2013	Jan-Mar 2014	Jan-Mar 2015
Los Angeles (percent)	**Have had an IEP**	11.2	9.8	9.0	7.2	5.8	4.6
	Have never had an IEP	88.8	90.2	91.0	92.8	94.2	95.4
	Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Data Source: CWS/CMS 2015 Quarter 3 Extract.
Retrieved 02/21/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Children in out-of-home placement are at risk of poor educational performance due to the frequency of placement moves in addition to the impact of trauma. Los Angeles County Office of Education (LACOE) has a special Foster Youth Services section that works closely with the DCFS and PCW to address the academic needs of children involved in the child welfare system.

State measure 6B related to the percentage of children in foster care who have an IEP shows a decrease in percentage among 5 quarter comparisons. In order to better understand the educational needs of the children under its care, the DCFS developed an educational data tracking system for the entirety of the 80 school districts in Los Angeles County. Currently the tracking system is able to capture data for approximately 40 percent of children in out-of-home care. Challenges to education tracking that include school district technological limitations and funding restrictions for education data collection, results in a 60 percent gap in full data understanding. The DCFS will continue to expand educational data collection efforts while working closely with LACOE and the school districts within the County.

Table 12.53: 8A Percentage of Youths Who Exit at Age 18 and as Non-Minor Dependents (NMDs) Q2 and Q3 2015

	Agency	Age Group	DENOMINATOR Whereabouts Known During Quarter		Percentage Who Completed High School or Equivalency		Percentage Who Obtained Employment		Percentage of Youth w/Housing Arrangements		Percentage of Youth with Permanency Connection	
			Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3	Q2	Q3
Los Angeles County	**Child Welfare**	Youth Who Exit at Age 18	22	26	0%	15%	0%	4%	59%	54%	5%	62%
		NMD Age 18	44	20	7%	55%	70%	15%	11%	50%	11%	45%
		NMD Age 19	47	20	6%	40%	0%	5%	21%	30%	13%	35%
		NMD Ages 20-21	127	244	24%	37%	30%	30%	34%	44%	31%	42%
		Re-Entry NMD Ages 18-21	3	26	0%	31%	0%	35%	67%	38%	67%	38%
	Child Welfare Total		**243**	**336**	**15%**	**36%**	**28%**	**26%**	**30%**	**44%**	**22%**	**43%**
	Probation Child Welfare	Youth Who Exit at Age 18	15	41	33%	59%	7%	2%	100%	85%	13%	80%
		NMD Age 18	5	0	0%	0%	0%	0%	40%	0%	100%	0%
		NMD Age 19	2	1	0%	0%	0%	0%	100%	0%	100%	100%
		NMD Ages 20-21	11	13	0%	54%	91%	38%	100%	77%	100%	85%
		Re-Entry NMD Ages 18-21	3	5	0%	0%	0%	0%	33%	40%	100%	40%
	Probation Total		**36**	**60**	**14%**	**52%**	**31%**	**10%**	**86%**	**78%**	**64%**	**78%**
	Los Angeles Total		279	**396**	15%	**39%**	29%	**24%**	37%	**49%**	27%	**48%**

Data Source: SOC 405X & SOC 405XP, http://www.cdss.ca.gov/research/PG299.htm

California 8A Indicators track well-being areas for Los Angeles County's Non-Minor Dependents (NMDs). While the data is telling about the reported experiences of NMDs, there are challenges with capturing the full story of all youths and young adults exiting care at age 18. Table 12.53 clearly documents the areas of need and the opportunities for to improve experiences for young adults involved in the child welfare system. In order to ready former foster youths for self-sufficiency in adulthood, both the DCFS and PCW need to address the gaps in education, housing, employment, and permanent connections as revealed in the data.

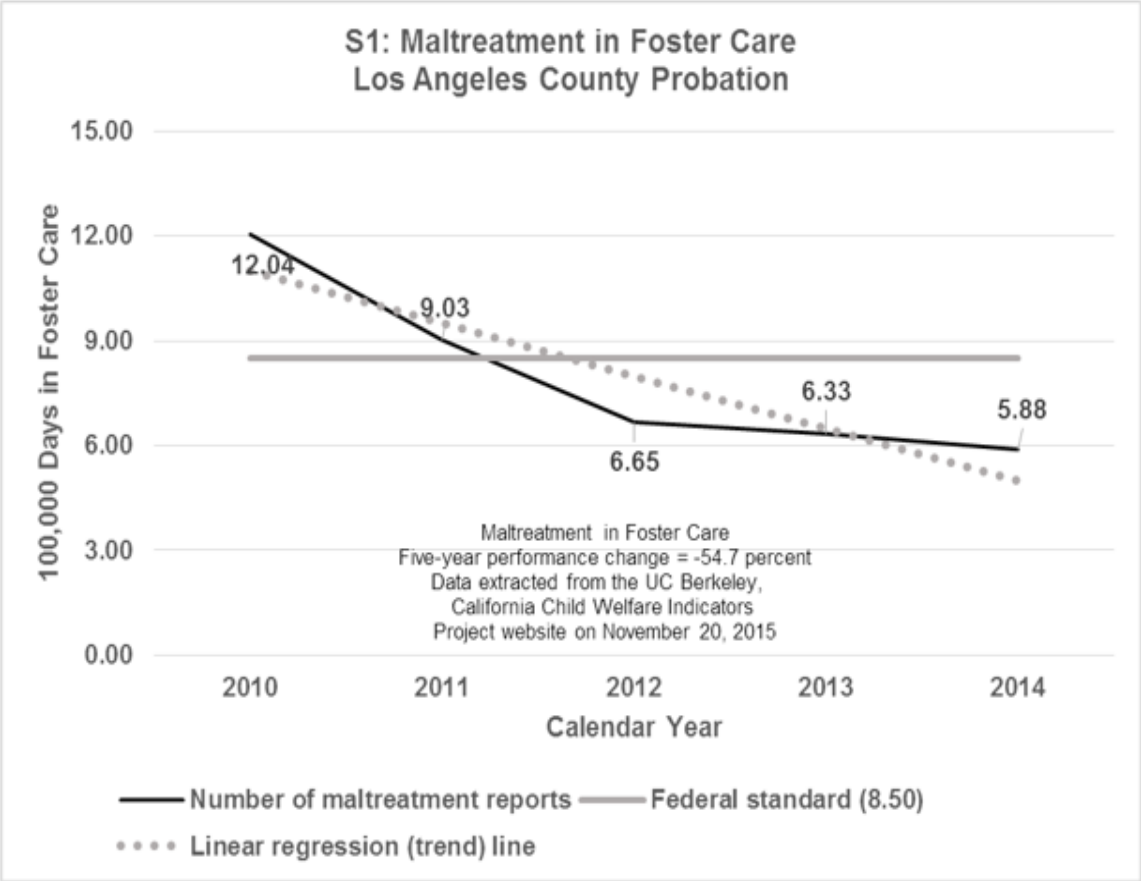
The DCFS and PCW's Strategic Plans include objectives tied to enhancing self-sufficiency and crossover youth objectives. The DCFS has a specialized division called Youth Development Services (YDS) tasked with addressing the needs of youths and NMDs exiting the County's child welfare system. The 2016-2020 SIP will target strategies to improve outcomes for youths and NMDs.

Additional Information for the Los Angeles County Probation Department

Probation Child Welfare (PCW) Federal and State outcome measures are tracked by the California Department of Social Services (CDSS), in collaboration with the University of California Berkeley (UCB) California Child Welfare Indicators Project (CCWIP). Data are provided to CCWIP from the Child Welfare Services/Case

Management System (CWS/CMS), an automated statewide computer system that includes case management, services planning, and information gathering functions of child welfare services. Moreover, the data collected by CCWIP is analyzed by Los Angeles County PCW to evaluate support and services and provide accountability through the extraction of information. The Federal performance measures and State performance indicators are also used to develop system improvement planning for services provided by PCW. Along with other County Departments such as the Department of Mental Health (DMH), the Department of Health Services (DHS), the Department of Children and Family Services (DCFS), and the Department of Public Social Services (DPSS), PCW collaborates to remove barriers to services and assist children and families in receiving appropriate, timely support.

Figure 12.54 (PCW): Maltreatment in Foster Care



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.55 (PCW): Maltreatment in Foster Care

Metric	Calendar Year				
	2010	2011	2012	2013	2014
Number of maltreatment reports	12.04	9.03	6.65	6.33	5.88
Federal Standard (8.50)	8.50	8.50	8.50	8.50	8.50
Linear Regression (trend) line	10.99	9.49	7.99	6.48	4.98

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

ANALYSIS

From Calendar Year (CY) 2010 to 2014, the number of maltreatment reports has continuously declined each year for Probation Child Welfare (PCW) youth; in CY 2011, PCW surpassed the Federal Standard of 8.5 per 100,000 days in foster care. When comparing CY 2010 to 2014, PCW reduced foster care maltreatment reports to 5.88 per 100,000 days in foster care, a percent change of 51.1%.

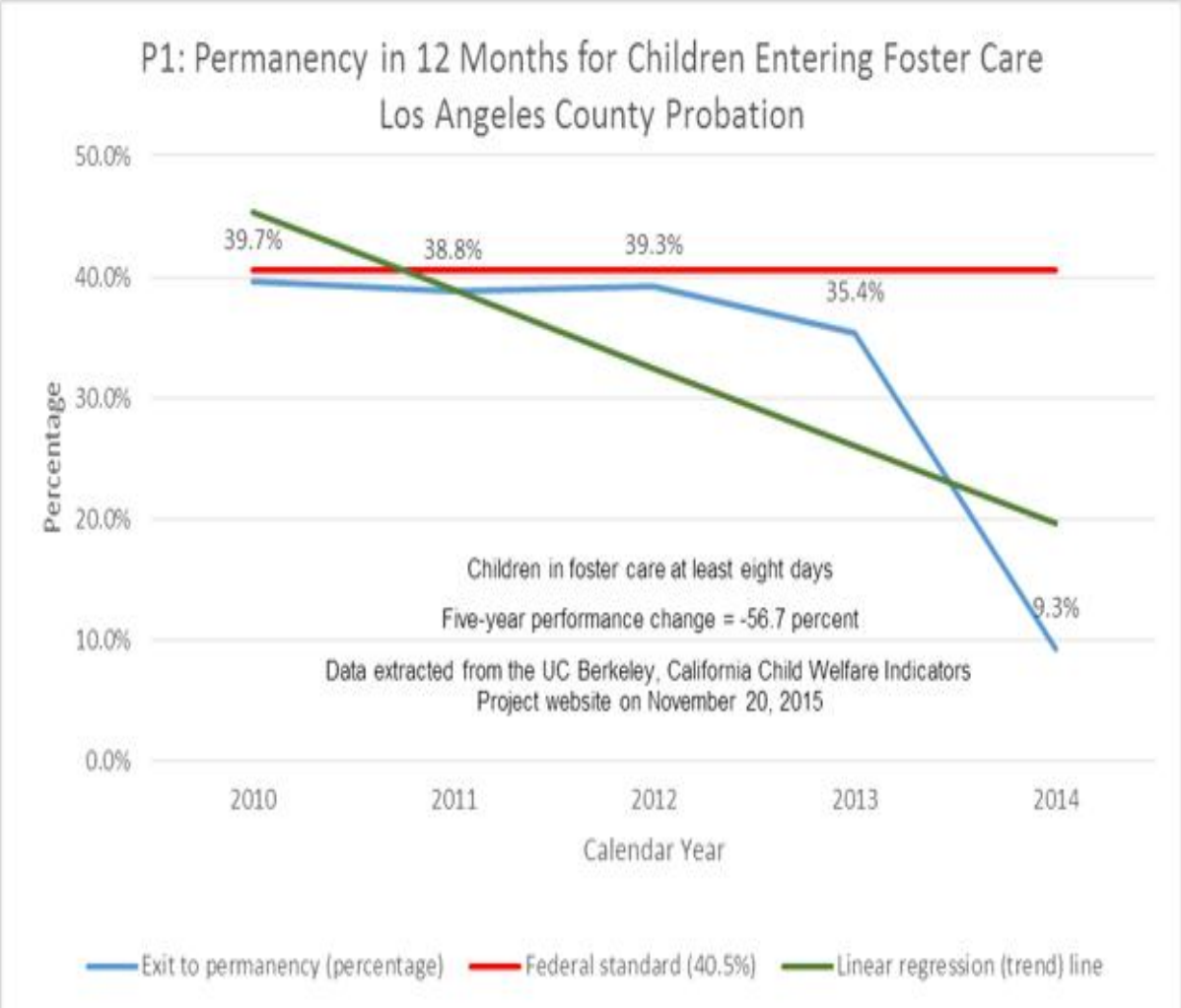
All Probation Placement Deputy Probation Officers (DPOs) conduct monthly visits with each child placed in a GH or a relative/Non-Related Extended Family Member (NREFM) home. Generally, DPO visits per child in placement or with an active child welfare case is one time per month for (each 30-day period). This is in line with State contact expectations. According to the Placement Permanency and Quality Assurance (PPQA) database, the compliance rate for this measure is at a consistent average of 98%. The PPQA GH Monitoring Unit plays a large part in ensuring positive performance for this measure, in that there are several layers of reviews and investigations that take place in GHs throughout the year.

Child Abuse Investigations are completed any time there is an allegation of child abuse in a GH or relative/NREFM home and the allegation is reported to the DCFS Child Protection Hotline (CPH). A child abuse referral is created and routed to Probation. The investigation is immediately assigned to a PPQA monitor to investigate. The monitor conducts an investigation within 48 hours or sooner, depending upon the circumstances. Once the investigation has been completed and a finding is made, a report is written and sent to the PPQA GH Monitoring supervisor for approval. The report is then sent to the DCFS for entry into the CWS/CMS system for closure of the referral. The referral remains open until Probation has conducted and completed the investigation.

Many times child abuse investigations turn into GH monitoring investigations due to potential GH contract or Title 22 State regulation violations. Violations requiring a

Corrective Action Plan (CAP) by the GH are completed to further ensure the safety of each youth.

Figure 12.56 (PCW): Permanency in 12 Months



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL:

Table 12.57 (PCW): Exit to Permanency in 12 Months

Metric	Calendar Year				
	2010	2011	2012	2013	2014
Exit to permanency (percentage)	39.7%	38.8%	39.3%	35.4%	9.3%
Federal Standard (40.5%)	40.5%	40.5%	40.5%	40.5%	40.5%
Linear Regression (trend) line	45.3%	38.9%	32.5%	26.1%	19.6%
Number of reunifications	673	650	590	524	118
Number of adoptions	3	1	-	1	-
Number of legal guardianships	1	-	-	1	-
Total number of exits to permanency	677	651	590	526	118
Total number of children removed	1707	1676	1503	1487	1272

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL:

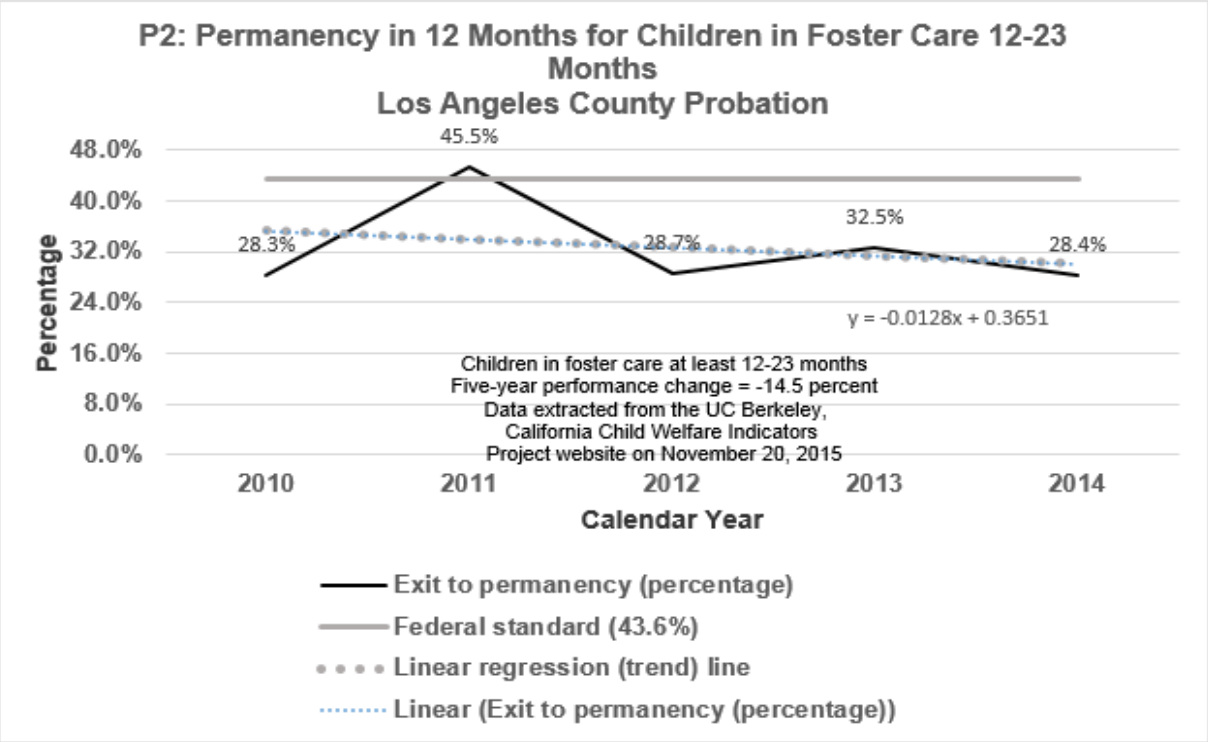
ANALYSIS

Review of P1-Permanency in 12 months for children entering foster care shows Los Angeles County Probation Child Welfare (PCW) has not met the 40.5% Federal Standard. From Calendar Year (CY) 2010 through CY 2014, PCW has seen a decrease in the percentage of youths moving to permanency within 12 months of removal (Figure 12.57). Beginning in CY 2010, 39.7% of children entering in foster care exited to permanency within the first 12 months; by 2014, the percentage further declined to 9.3% of children exiting permanency within 12 months of their removal dates.

The number of children removed from the home of parent or guardian has declined from 1,707 in CY 2010, to 1,272 children in CY 2014. Moves to permanency within 12 months declined as well during the same time period from CY 2010 to CY 2014. Between CY 2013 and CY 2014, the most substantial decline in the number of children exiting to permanency within 12 months was from 526 (35.4%) to 118 (9.3%)—an overall performance decrease of 73.7%.

Assembly Bill (AB) 12 was signed into law on September 30, 2010, and took effect on January 1, 2012. This program allows foster youths over the age of 18 to remain in foster care and receive benefits and services as long as the youths meet participation requirements. The decrease in youths exiting to permanency may be due to minor youths waiting in care as they plan to opt into Extended Foster Care (EFC) as a result of AB12.

Figure 12.58 (PCW): Permanency in 12 Months for Children in Foster Care 12-23 Months



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Table 12.59 (PCW): Permanency in 12 Months for Children in Foster Care 12-23 Months

Metric	Calendar Year				
	2010	2011	2012	2013	2014
Exit to permanency (percentage)	28.3%	45.5%	28.7%	32.5%	28.4%
Federal Standard (43.6%)	43.6%	43.6%	43.6%	43.6%	43.6%
Linear Regression (trend) line	35.2%	34.0%	32.7%	31.4%	30.1%
Number of reunifications	48	70	33	39	27
Number of adoptions	1	-	-	-	-
Number of legal guardianships	-	-	-	-	-
Total number of exits to permanency	49	70	33	39	27
Children in care between 12-23 months	173	154	115	120	95

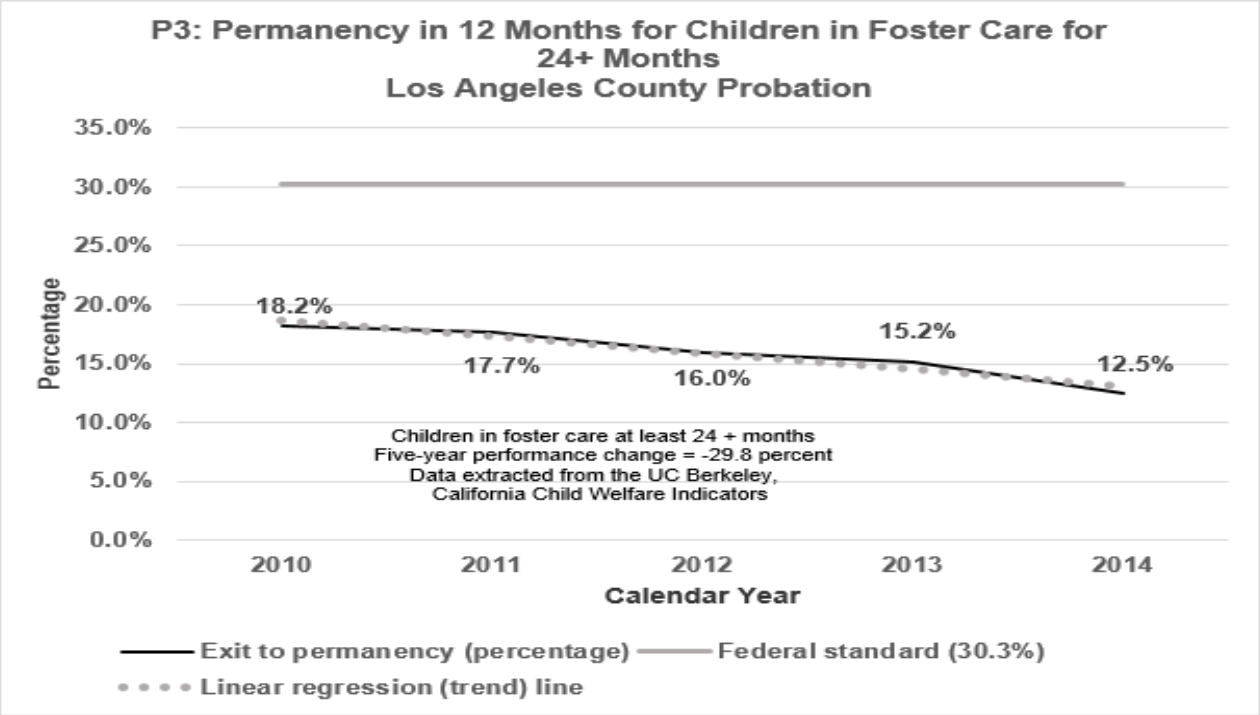
Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ANALYSIS

Review of P2-Permanency in 12 months for children in foster care 12-23 months shows Los Angeles County Probation Child Welfare (PCW) has not met the 43.6% Federal Standard. PCW has seen a decrease from Calendar Year (CY) 2010 to CY 2015 (Figure 12.58). Beginning in CY 2010, 28.3% of children in care 12-23 months moved to permanency within the next 12 months. By 2012, the PCW moves to permanency performance percentage peaked at 45.5%, surpassing the Federal Standard. However in the subsequent year, the percentage of moves to permanency declined to 28.7%, rising 4% to 32.5% in CY 2013, and decreasing to 28.4% in CY 2014. In CY 2010, one adoption was completed while the remaining 48 moves to permanency were reunification. From CY 2011 to CY 2014, all permanency moves were to reunification.

In January 2012, AB 12 was implemented, providing youths with extended time as Non-Minor Dependents (NMDs) to obtain educational and employment training opportunities that assist youths in becoming better prepared for successful transitions into adulthood and self-sufficiency. Since Dependency was extended to NMDs, this may have caused a decline in the number of minor children exiting to permanency, giving children the option to become NMDs with extending benefits. The same year AB12 took effect, children in foster care 12-23 months exiting to permanency dramatically declined.

FIGURE 12.60: (PCW) Exit to Permanency (24+ Months in Care)



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.61: (PCW) Exit to Permanency (24+ Months in Care)

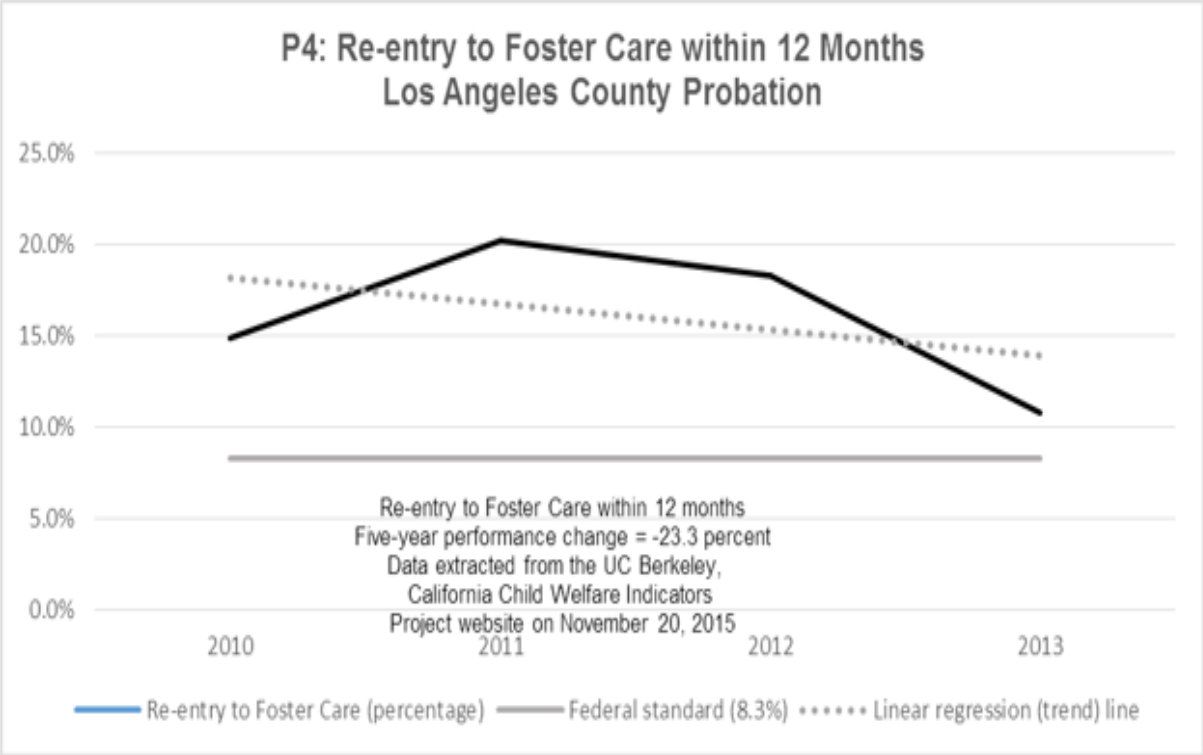
Metric	Calendar Year				
	2010	2011	2012	2013	2014
Exit to permanency (percentage)	18.2%	17.7%	16.0%	15.2%	12.5%
Federal Standard (30.3%)	30.3%	30.3%	30.3%	30.3%	30.3%
Linear Regression (trend) line	18.7%	17.3%	15.9%	14.5%	13.1%
Number of reunifications	10	11	8	5	4
Number of adoptions	-	-	-	-	-
Number of legal guardianships	-	-	-	-	-
Total number of exits to permanency	10	11	8	5	4
Children in care 24 months or more	55	62	50	33	32

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

ANALYSIS

Review of P3-Permanency in 12 months for children in foster care for 24 months or more shows Los Angeles County Probation Child Welfare (PCW) has not met the 30.3% Federal Standard. PCW has seen a decrease in moves to permanency performance from Calendar Year (CY) 2010 to CY 2014 (Figure 12.60 and Table 12.61.) From CY 2010 to CY 2014, permanency for youths in foster care for 24 months or longer has declined 31.3%. In 2010, only 18.2% of youths in care 24 months or longer moved to permanency, which is well below the 30.3% Federal Standard. In each subsequent year after 2010, the percentage of youths exiting to permanency declined to 12.5% in 2014. Contributing factors may include the implementation of AB12, which allows minor youths to delay exits in order to opt into Extended Foster Care (EFC) until age 21.

Figure 12.62 (PCW): Re-entry to Foster Care within 12 Months



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL:

TABLE 12.63 (PCW): Re-entry to Foster Care in 12 Months

Metric	Calendar Year			
	2010	2011	2012	2013
Re-entry to Foster Care (percentage)	14.9%	20.2%	18.3%	10.8%
Federal Standard (8.3%)	8.3%	8.3%	8.3%	8.3%
Linear Regression (trend) line	18.1%	16.7%	15.3%	13.9%
Children with re-entries	93	119	94	366
Children with no re-entries	533	471	421	3020
Total number of children	626	590	515	3386

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 11/20/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL:

ANALYSIS

Probation Child Welfare (PCW) Re-entry into foster care within 12 months has not met the 8.3% Federal Standard. Between 2010 and 2013, PCW has shown an overall 23.3% reduction of re-entry into foster care within 12 months; PCW is trending toward meeting the Federal Standard. The sharpest decline in re-entry to foster care occurred from Calendar Year (CY) 2012 to CY 2013, with a change from 471 to 421 re-entries resulting in an 8.0% decrease from the previous year. Wraparound services is a major factor in preventing re-entry into foster care over the past five years. Providing and expanding services to youths exiting foster care may have contributed to PCW trending toward the Federal Standard. Conversely, lower re-entry rates may be a result of a smaller percentage of youths exiting into permanency. In efforts to meet the Federal Standard, PCW must continue to provide critical services for youths exiting to permanency and use Evidence-Based Practices (EBPs) and policies as ways of reducing recidivism and ensuring that youths have permanent, stable, and loving homes in addition to strength-based and consistent services in homes and communities.

CALIFORNIA STATE MEASURES

Table 12.64 (PCW): 2F by Year—Timely Monthly Caseworker Visits (Out-of-Home)

Ethnic Group	OCT2012-SEP2013				OCT2013-SEP2014				OCT2014-SEP2015			
	Children in out of home	Placement Months	Months w/visit	% w/ visits	Children in out of home	Placement Months	Months w/visit	% w/ visit	Children in out of home	Placement Months	Months w/visit	% w/visit
Black	516	2,554	1,295	50.7	475	2,306	1,737	75.3	479	2,490	1,768	71.0
White	176	824	413	50.1	170	784	583	74.4	136	691	475	68.7
Latino	1,313	6,088	3,252	53.4	1,190	5,600	4,293	76.7	1,102	5,651	3,997	70.7
Asian/PL	25	136	60	44.1	16	98	68	69.4	14	73	53	72.6
Nat American	3	16	7	43.8	3	20	13	65.0	9	54	45	83.3
Missing	5	19	15	78.9	6	22	14	63.6	8	43	36	83.7
Total	2,038	9,637	5,042	52.3	1,860	8,830	6,708	76.0	1,748	9,002	6,374	70.8

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

Table 12.65 (PCW): 2F by Month—Timely Monthly Caseworker Visits (Out-of-Home)

Placement	SEP 2012			SEP 2013			SEP 2014			SEP 2015		
	Entire Month	Children Visited	% Visit	Entire Month	Children Visited	% Visit	Entire Month	Children Visited	% Visit	Entire Month	Children Visited	% Visit
Kin	29	3	10.3	32	23	71.9	21	15	71.4	23	17	73.9
Foster	.	.	.	1	1	100	.	.	.	.	.	.
FFA	.	.	.	.	.	.	.	.	.	1	1	100
Court Specified	13	9	69.2	8	8	100	11	11	100	1	1	100
Group	713	177	24.8	669	635	94.9	596	503	84.4	557	533	95.7
Guardian-Dependent	1	.	.	.	.	.	.	.	.	.	.	.
Runaway	65	6	9.2	63	23	36.5	91	29	31.9	174	73	42
Trial Home Visit	11	.	.	20	2	10	26	.	.	41	13	31.7
SILP	2	.	.	.	.	.	.	.	.	.	.	.
Total	834	195	23.4	793	692	87.3	745	558	74.9	797	638	80.1

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

Analysis

Data for measure 2F Monthly Contacts with Youth sin Out-of-Home Care is captured by the percentage of all youths seen in their out-of-home residences. The data captures ethnic groups and placement types. The missing category refers to youths for whom no ethnicity was recorded or specified. Data indicate that the percentage of youths visited

monthly by their Probation Officers is well below the National Standard of 90%. During October 2012 to September 2013, the percentage of youths visited was 52.3%. From October 2013 to September 2014 however, the number of youths visited increased to 76.0% and decreased in October 2014 to September 2015 to 70.8%. While monthly visits showed an increase from 2012, this was still below the National Standard. The majority of youths are placed in Group Homes (GHs). September 2015 point-in-time data show 95.7% of youths are placed in GHs, 73.9% with kin, 31.7% on trial home visits, and 42% in unknown residences, as the youths have run away. Although the data shows 42% of youths are runaways, it is not clear how face-to-face visits were conducted. With the data from measure 2F, it is evident that African-American youths are disproportionally placed in the PCW system, compared to other ethnic groups in Los Angeles County that are in the PCW system.

Table 12.66 (PCW): 4B Least Restrictive Placement by Ethnicity (Entries in First Placement)

Ethnic Group	Calendar Year				
	2010	2011	2012	2013	2014
Black	238	231	196	191	170
White	81	74	76	88	73
Latino	789	765	677	672	536
Asian/PI	15	21	14	7	6
Nat American	1	-	1	2	4
Missing	-	-	4	4	9
Total	1,124	1,091	968	964	798

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

During a five-year timeframe from Calendar Year (CY) 2010 to 2014, Probation Child Welfare (PCW) has seen a decrease in all ethnic groups entering foster care (entries first placement) except in the missing category (ethnicity not specified or recorded) and American Indian/Alaska Native (AI/AN) youths, whose numbers doubled from 2013 to 2014. The overall total of youths with first placement entries declined from 1,124 in CY 2010 to 798 in 2014 (29%).

Table 12.67 (PCW): 4B Placement Type (GH) by Ethnicity (Point-in-Time)

Measure 4B Placement Type (Entries-Point-in-Time)												
Group Home:												
Ethnic Group	1/2013	4/2013	7/2013	10/2013	1/2014	4/2014	7/2014	10/2014	1/2015	4/2015	7/2015	10/2015
Black	201	198	190	168	165	169	162	171	164	181	190	196
White	74	64	71	75	73	54	57	60	55	50	51	47
Latino	517	520	535	521	473	469	458	467	456	425	456	408
Asian/PI	13	12	9	8	7	7	5	8	7	6	8	7
Nat American	1	1	1	1	1	2	3	4	4	4	5	2
Missing	2	2	2	1	1	1	2	5	4	3	4	5
Total	808	797	808	774	720	702	687	715	690	669	714	665

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Current point-in-time data for October 2015 indicates that GH placements for African-American youths have increased by 15% from October 2014. Placements among Latino youths showed a 13% decrease and Caucasian youths showed a 22% decrease in GH placements. The decrease in Latino youths placed in GHs may be attributed to the number of youths placed with relatives increasing by 33%. However, the overall total of GH placements for all ethnic groups declined by 18 % from CY 2013 to 2015.

Table 12.68 (PCW): 4B Placement Type (Relative) by Ethnicity (Point-in-Time)

Measure 4B Placement Type (Entries-Point-in-Time)												
Relative Placements:												
Ethnic Group	1/2013	4/2013	7/2013	10/2013	1/2014	4/2014	7/2014	10/2014	1/2015	4/2015	7/2015	10/2015
Black	14	17	20	19	20	25	20	21	20	16	17	14
White	3	5	7	7	6	5	4	3	3	3	1	1
Latino	13	9	7	8	13	16	15	15	16	16	14	20
Asian/PI	-	-	-	-	-	-	-	1	1	1	1	-
Nat American	-	-	1	1	-	-	-	-	-	-	-	-
Missing	-	-	-	-	-	-	-	-	-	-	-	-
Total	30	31	35	35	39	46	39	40	40	36	33	35

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 12.69 (PCW): 4B Least Placement Type (Foster Family) by Ethnicity (Point-in-Time)

Measure 4B Placement Type (Entries-Point-in-Time)												
Foster Family Agency:												
Ethnic Group	1/2013	4/2013	7/2013	10/2013	1/2014	4/2014	7/2014	10/2014	1/2015	4/2015	7/2015	10/2015
Black	-	-	-	-	-	-	-	-				
White	-	-	-	-	-	-	-	-				
Latino	-	-	-	-	-	-	-	-	1	1	1	1
Asian/PI	-	-	-	-	-	-	-	-				
Nat American	-	-	-	-	-	-	-	-				
Missing	-	-	-	-	-	-	-	-				
Total	-	-	-	-	-	-	-	-	1	1	1	1

Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Point-in-time data for Foster Family Agency (FFA) indicates only one youth is currently placed.

Table 12.70 (PCW): 5F Percentage of Children in Care Authorized for Psychotropic Meds

	JAN2012-MAR2012	JAN2013-MAR2013	JAN2014-MAR2014	JAN2015-MAR2015
California	12%	13%	14%	15%
Los Angeles PCW	4%	5%	6%	11%

W

ebster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B, Benton, C., Hoerl, C., & Romero, R. (2016). *CCWIP reports*. Retrieved 3/4/2016, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare

Compared to the State, Los Angeles County Probation Child Welfare (PCW) had far fewer youths authorized for psychotropic medications from January 2012 to March 2015. However, Los Angeles PCW's percentage of authorizations almost tripled from the first quarter of 2012 to the first quarter in 2015.

Summary of Findings

The Department of Children and Family Services (DCFS) and the Probation Department's Child Welfare section have made strides in refining practices and services in the Los Angeles County's child welfare system since the last County Self-Assessment (CSA) in 2011. In the past five years, the two agencies embraced the continuous quality improvement approach and worked collectively to improve results for the children and families they serve. The DCFS specifically created a Data-driven Decision Making (DDDM) process that facilitates data analyses exploring the barriers to better performances and outcomes across State and Federal performance measures. Through its efforts, the County successfully:

- Lowered the rate of Maltreatment in Foster Care victimizations from 15.6 in 2010 to 10.67 in 2014 and the percentage in Recurrence of Maltreatment from 10.0% in 2010 to 9.3% in 2013;
- Improved placement stability for children in care 12 to 24 months by 11.4%, from 66.6% in Quarter 1 of 2010 to 74.2% in Quarter 1 of 2015;
- Decreased the percentage of children in care three years or longer (emancipated/age 18) 20%, from 60.2% in Quarter 1 of 2010 to 48% in Quarter 1 of 2015;
- Increased Timely monthly contacts through data cleanup and tracking;
- Increased first and second placements with relatives with the development and use of an expedited California Law Enforcement Telecommunications System (CLETS) system; and
- Reduced overall reentry into foster care.

The DCFS also integrated a teaming approach to case practices through the implementation of the Shared Core Practice Model (CPM), which was the DCFS and Department of Mental Health's (DMH's) response to the Katie A. Settlement Agreement's call for practice reform. The DCFS commenced use of Quality Service Reviews (QSRs) to gauge the Department's application of the CPM, adopting an alternative, edifying way of evaluating case practices and service delivery. The Department further launched a hiring initiative to bring down high caseloads and took to policy revisions that streamlined agency guides and directives to make its child welfare policy manual less cumbersome. The DCFS revamped its core training curriculum and module and now hosts a DCFS University that provides a 52-week Foundational Academy broken up into three phases of instruction for optimal learning. The Business Information Systems (BIS) section also developed numerous computer applications and systems for enhanced efficiency in business practices for many of the divisions within the Department.

The Department heeded stakeholder feedback and redesigned its Contract bidding process to make it more efficient for community partners and service providers. The

DCFS continued work with other County Departments like the Department of Public Health (DPH) and the Department of Public Social Services (DPSS) and strove to further develop programs such as the Time-Limited Family Reunification (TLFR) program with DPH's Community Assessment Service Centers (CASCs) and the Family Dependency Drug Court (FDDC) with the Juvenile Dependency Court to provide both practical and innovative drug/alcohol abuse treatment options for families with children in child welfare. The DCFS partnered with community agencies in Eliminating Racial Disparity and Disproportionality (ERDD) initiatives and exerted targeted recruitment efforts to meet the placement needs of African-American and American Indian/Alaska Native (AI/AN) children. The Department also secured funding for nine Foster Parent Recruitment, Retention, and Support (FPRRS) strategies to bolster support and services to DCFS resource families. The DCFS plans to continue its focused work with community partners to provide more resources and services to the children and families in the County's child welfare system.

Yet despite the promising achievements over this past review period, the County remains challenged in several areas and needs to strategize efforts in the coming years to continue its progressive growth. The DCFS and Probation Child Welfare (PCW) must hone social work practices and adjust the ways in which services are delivered to improve outcomes for the children and families in their care and custody. From 2011 to 2015, the two agencies did not fare too well on the State and Federal performance measures and demonstrated the ongoing need for continuous quality improvement efforts. The County:

- Did not achieve or sustain the National Standard for either of the two Federal Safety Measures;
- Saw an increase in victimizations for children ages 1 to 2 from Calendar Year (CY) 2013 to CY 2014;
- Saw a reduction in moves to permanency within 12 months of removal dates; and
- Struggled to meet and sustain the National Standard for the Federal Permanency Measure around Re-entry into Foster Care within 12 Months.

The County also identified salient trends in its child welfare data that elicit practice implications:

- The proportion of infants entering care increased from 2010 through 2014;
- African-American youths and children between the ages of 0 to 5 had greater recorded numbers in the Recurrence of Maltreatment measure;
- Children between the ages of 0 to 5 and youths ages 16 to 17 had markedly less moves to permanency within 12 months of removal;
- Child deaths as a result of abuse or neglect were more likely with children ages 0 to 1; and
- Children of families with substantiated general neglect referrals made up the greatest percentage of children entering foster care.

The observed trends and data patterns clearly speak to the necessity for specific, targeted services in the County to better meet the needs of its child welfare consumers. Vested stakeholders and relevant organizations acknowledge the lack of specialized services and supports and recommend that the DCFS integrate specific practices and services to effectively tackle the problematic issues that lead to DCFS interventions. The Blue Ribbon Commission on Child Protection's (BRCCP's) Interim and Final Reports highlight the particular need for services for children age 0 to 5, and the Peer Review reveals the need to engage in family finding and ongoing case planning to best serve children of specific populations. With such specialized services, the Department will be better equipped to address the given challenges affecting certain populations within the County.

The DCFS and PCW's stakeholders name other gaps in the child welfare system to strategize around, to improve the County's service continuum. The BRCCP's Final Report and Center for the Study of Social Policy (CSSP)'s Institutional Analysis (IA) cite the inadequacy of the current contracting system at the DCFS, stating that the current process does not account for the quality of services provided to children and families. The BRCCP calls for a performance-based contracting system that focuses on quality and outcomes to ensure that payments to agencies are commensurate with results-based services. The BRCCP also pushes for accountability in the County and stresses the need for outcome measures that hold the DCFS accountable to agency goals and objectives. The BRCCP and the CSSP further highlight the necessity for better information sharing across County Departments and agencies, and all vested stakeholders emphasize the need for improved communication and more training not only for social work staff at the DCFS, but also for caregivers and service providers in the child welfare system. The DCFS clearly needs to implement record keeping practices and track substantive data that can speak to the efficacy of its applications, programs, and services.

Through various forums and avenues, the Los Angeles County's committed stakeholders have provided the DCFS and PCW with invaluable feedback and have essentially laid the framework for a solid Systems Improvement Plan (SIP) that will guide the County for the next five years. The County intends to expend considerable efforts in establishing permanency for children and youths within the first 12 months of entry into the child welfare system, beginning right at the onset of Family Reunification services. The DCFS and PCW will exert efforts to provide a comprehensive continuum of services and strive to:

- Achieve best practices in child safety;
- Meet placement and treatment needs of the children under the County's supervision;
- Foster effective and caring relationships with community partners as well as with internal Department staff; and
- Pursue the alignment and design of Department divisions and accompanying work systems.

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Acronym List

AB	Assembly Bill
ABC	About Building Connections
ADPA	Alcohol and Drug Program Administration
AFDC-FC	Aid to Families with Dependent Children - Foster Care
AI/NA	American Indian/Native American
AICC	American Indian Community Council
AIHC	American Indian Health Council
APRD	Adoptions and Permanency Resources Division
APSS	Adoption Promotion Support Services
ARS	Alternative Response Services
ASFA	Adoptions and Safe Families Act
BCRS	Bureau of Clinical Resources Division
BIS	Business Information Systems
BOS	Board of Supervisors
BOSS	Bureau of Operational Support Services
BRCCP	Blue Ribbon Commission on child Protection
CACI	Child Abuse Central Index
CAD	Contract Administration Division
CAP	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
CAP	Corrective Action Plan
CAPC	Child Abuse Prevention Coordinating Council
CAPIT	Child Abuse Prevention Intervention and Treatment
CAPP	California Partners for Permanency
CARL	Child Abuse Reporting Laws
CASA	Court Appointed Special Advocates
CASC	Community Assessment Service Center
CBCAP	Community-Based Child Abuse Prevention
CBSD	Community-Based Support Division
CCACC	Community Child Abuse Councils Coordinator
C-CFSR	California-Child Family Services Review
CCL	Community Care Licensing
CCR	Continuum of Care Reform
CCTS	Criminal Clearance Tracking System
CDE	California Department of Education
CFT	Child and Family Team
CI/CF	Critical Incident/Child Fatality
CIFT	Critical Incident and Fatality Tracking System
CII	Children's Institute Incorporated
CILS	California Indian Legal Services
CLETS	California Law Enforcement Telecommunications System
CPA	Concurrent Planning Assessment
CPH	DCFS Child Protection Hotline
CPM	Core Practice Model
CPO	Chief Probation Officer
CQI	Continuous Quality Improvement
CRDMS	Court Report Document Management System
CSA	County Self-Assessment
CSAT	Coordinated Services Action Team
CSEC	Commercially Sexually Exploited Children
CSSP	Center for the Study of Social Policy
CSW	Children's Social Worker

Acronym List

CWMHSD	Child Welfare Mental Health Services Division
CWS/CMS	Child Welfare Services/Case Management System
DCFS	Department of Children and Family Services
DDDM	Data-driven Decision Making
DHS	Department of Health Services
DMH	Department of Mental Health
DOJ	California Department of Justice
DPH	Department of Public Health
DPO	Deputy Probation Officer
DSU	Deaf Services Unit
EBP	Evidence-Based Practice
EDMS	Electronic Document Management System
EFC	Extended Foster Care
ER	Emergency Response
ERDD	eliminating Racial Disparity and Disproportionality
FCCP	Foster Care Case Plan
FCSS	Foster Care Search System
FFA	Foster Family Agency
FFT	Functional Family Therapy
FHA	Foster Home Consultant
FM	Family Maintenance
FP	Family Preservation
FR	Family Reunification
FS	Family Support
GARM	Government Accountability and Risk Management
GH	Group Home
GR	Graffiti Removal
HG	Heart Gallery
HIPAA	Health Insurance Portability and Accountability Act
HMD	Health Management Division
HR	Human Resources
HRSD	High Risk Services Division
IA	Institutional Analysis
ICAN	Inter-Agency Council on Child Abuse and Neglect
ICPC	Interstate Compact on the Placement of Children
ICWA	Indian Child Welfare Act
ICWA-30	Notice of Child Custody Proceeding
ILP	Independent Living Program
ITFC	Intensive Treatment Foster Care
JADE	Juvenile Automated Data Enhancement
JAI	Juvenile Automated Index
JCAB	Juvenile Court and Adoption Bureau
JDRC	Juvenile Day Reporting Center
JJCPA	Juvenile Justice Crime Prevention Act
JV-290	Judicial Council Caregiver Information Form
LACOE	Los Angeles County Office of Education
LARRC	Los Angeles Risk and Resilient Check
LAUSD	Los Angeles Unified School District
LGBT	Lesbian Gay Bisexual Transgender
LGBTQ	Lesbian Gay Bisexual Transgender Questioning
MAT	Multidisciplinary Assessment Team

Acronym List

MDT	Milti-Disciplinary Team
Mega	Mega Bureau
MEPA	Multiethnic Placement Act
MHST	Mental Health Screening Tool
MOU	Memorandum of Understanding
MST	Multi-Systemic Therapy
MTFC	Multidimensional Treatment Foster Care Program
NMD	Non-Minor Dependent
NRC	National Resource Center
NREFM	Non-Related Extended family Member
OHCIS	Out-of-Home Care Investigations Section
OHCMD	Out-of-Home-Care Management Division
OOA	Office of Outcomes and Analytics
PA	Program Analyst
PAC	Placement Assessment Center
PAUR	Prospective Authorization Review Unit
PCMS	Probation Case Management System
PCTS	Placement to Community Transition Services
PCW	Probation Child Welfare
PEDMS	Probation Electronic Document Management System
PFF	Partnerships for Families
PHN	Public Health Nurse
PnA	Prevention and Aftercare Services
PP	Permanent Placement
PPC	Permanency Planning Conference
PPLA	Planned Permanent Living Arrangement
PPQA	Placement Permanency and Quality Assurance
PRU	Placement Recruitment Unit
PS-MAPP	Permanency and Safety: Model Approach to Partnership in Parenting
PSSF	Promoting Safe and Stable Families
PSSF-APS	Promoting Safe and Stable Families - Adoption Promoting and Support
PSSF-FP	Promoting Safe and Stable Families - Family Preservation
PSSF-FS	Promoting Safe and Stable Families - Family Support
PSSF-TLFR	Promoting Safe and Stable Families - Time-Limited Family Reunification
QA	Quality Assurance
QAR	Quality Assurance Review
QI	Quality Improvement
QPR	Question, Persuade, and Refer
QSR	Quality Service Review
RBS	Residentially Based Services
RMP	Resources Management Process
RCL	Rate Classification Level
RFA	Resource Family Approval
RSA	Rancho San Antonio
SAPC	Substance Abuse Prevention Control
SB39	Senate Bill 39
SCIC	Southern California Indian Center
SCRUGS	South Counties User Group
SCSW	Supervising Children's Social Worker
SDM	Structured Decision Making
SIP	Systems Improvement Plan

Acronym List

SITS	Student Information Tracking System
SLS	Service Linkages Specialist
SOW	Statement of Work
SPA	Service Planning Area
STC	Standards and Training for Corrections
STOP	Supportive Therapeutic Options Program
TCA	Tribal Customary Adoption
TDM	Team Decision Making
TF-CBT	Trauma-Focused Cognitive Behavior Therapy
TIES	Training Intervention Education and Services
TILP	Transitional Independent Living Program
TLFR	Time Limited Family Reunification
TMTT	Torres-Martinez Tribal TANF
TPR	Termination of Parental Rights
UAII	United American Indian Involvement
UCCF	University Consortium of Children and Families
UCLA	University of California Los Angeles
UFA	Up-Front Assessment
VFM	Voluntary Family Maintenance
VFR	Voluntary Family Reunification
WIC	Welfare and Institutions Code
WRE	Work Related Education
YDS	Youth Development Services
YP	Youth Permanency

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/Service Area
	American Indian, Asian Pacific, and Deaf Services	
1.	Alma Family Services	Countywide
2.	Bienvendios*	Countywide
3.	City of El Monte Police Department	Countywide
4.	County of Los Angeles Department of Mental Health (DMH)*	Countywide
5.	Five Acres*	Countywide
6.	Foothill Family Services*	Countywide
7.	New Hope Community Church Pacific Clinics*	Countywide
8.	Prototypes*	Countywide
9.	San Gabriel Valley Conservation Corps	Countywide
10.	Sheriff's Department, Temple Station	Countywide
11.	Valley Community Church	Countywide
	Community-Based Services	
1.	Advocacy Council for Abused Deaf Children	Countywide
2.	Angel Step Too	Countywide
3.	Asian American Drug Abuse Program, Inc.	Countywide
4.	Aviva Family and Children Services	SPA 4, 5 & 6-A/SB 1 & 2
5.	Behavioral Health Services*	SPA 7/SB 2
6.	Boys and Girls Club of San Fernando Valley	SPA 2/SB 1
7.	Asian and Pacific Islander Children Youth and Family Council	Countywide
8.	California Hispanic Commission on Alcohol and Drug Abuse, Inc.	Countywide
9.	California Hospital Medical Center, Pico Union	SPA 4 & 5/SB 1
10.	CCAP Council of San Fernando and Santa Clarita Valley	Countywide
11.	Cambodian Association of America	SPA 8/SB 2
12.	Chinatown Service Center	Countywide
13.	Child Alliance, Inc.	SPA 6-A/SB 2
14.	Child and Family Center	SPA 2/SB 1
15.	Children's Center of Antelope Valley	SPA 1/SB 1
16.	Children's Institute, Inc. (CII)	SPA 8/SB 2
17.	City of Long Beach	SPA 8/ SB 2
18.	Coalition for Responsible Community Development	Countywide
19.	County of Los Angeles, 211	Countywide
20.	County of Los Angeles, Consumer Affairs	Countywide
21.	County of Los Angeles, Family, Children, Community Advisory Council	Countywide
22.	County of Los Angeles, Office of County Counsel	Countywide
23.	Covenant House	Countywide
24.	Cri-Help, Inc.	Countywide
25.	County of Los Angeles Department of Public Health (DPH) and California Association of Student Councils Directors (CASC)	Countywide
26.	Drew Child Development Corporation	SPA 6-A/SB 2
27.	Eastside Child Abuse Prevention Council	Countywide
28.	East Valley Boys and Girls Club*	SPA 3-B/SB 1
29.	El Centro Del Pueblo	SPA 4, 5, 6 A & B/SB 1 & 2

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/Service Area
30.	End Abuse Long Beach	Countywide
31.	Five Acres, The Boys' and Girls' Aid Society*	SPA 3-B/SB 1
32.	Florence Crittenton Services*	SPA 7, 8 & O/C/SB 2
33.	Foothill CA Council	Countywide
34.	Friends of the Family	Countywide
35.	George T Pfleger Center	Countywide
36.	Grace Resource Center	Countywide
37.	Grandview Men's Center	Countywide
38.	Guidance Community Development	SPA 6-B/SB 2
39.	Helpline Youth Counseling, Inc.*	SPA 7/ SB 2
40.	Human Services Association	SPA 7/ SB 2
41.	Inter-Agency Drug Abuse Recover Programs (I-ADARP), Inc.	Countywide
42.	Institute for Multicultural Counseling and Education Services (IMCES)	SPA 2, 4 & 5/SB 1
43.	Impact Drug and Alcohol Treatment Center	Countywide
44.	Institute for Maximum Human Potential (IMHP)	SPA 6-A & 6-B/SPA 2
45.	Jewish Wesley Community Center (JWCH) Institute/Mini 12 Step House, Inc.	Countywide
46.	Latinas Recovery Home	Countywide
47.	Latino Family Center – A Better Me Program	Countywide
48.	Lesbian, Gay, Bisexual, Transgender (LGBT) CAPC	Countywide
49.	Los Angeles Gay and Lesbian Center	Countywide
50.	Los Angeles Urban League	Countywide
51.	Metropolitan Transit Authority	Countywide
52.	My Friends Place	Countywide
53.	Office of Samoan Affairs	SPA 8
54.	Pacific Clinics	SPA 3-B/SB 1
55.	Para Los Niño's*	SPA 4, 5, & 6-A/SB 1& 2
56.	Parents Anonymous	SPA 1/SB 1
57.	Penny Lane Centers*	SPA 1, 2 & 7/SB 1 & 2
58.	Personal Involvement Center*	SPA 6-A, 6-B 7 & 8/SB 2
59.	Plaza Community Center	SPA 7/SB 2
60.	Pomona Valley Youth Employment	SPA 3-B/SB 1
61.	Principles, Inc.	Countywide
62.	Project Impact	SPA 6-A, 6-B/SPA 2
63.	Rainbow Services	SPA 8
64.	Safe Refuge	Countywide
65.	San Fernando Valley Community Mental Health Center Inc.	SPA 2/SB 1
66.	Santa Anita Family Services	SPA 3-B/SB 1
67.	San Gabriel Valley CAPC	Countywide
68.	Shields for Families*	SPA 6-B/SB 2
69.	Socorro	Countywide

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/Service Area
70.	South Bay Center for Counseling	Countywide
71.	Special Services for Groups*	All County
72.	SPIRITT Family Services*	SPA 7 & 8/SB 2
73.	Special Services for Groups (SSG) Weber Community Center	Countywide
74.	Strength United (Formerly Valley Trauma)*	SPA 2/SB 1
75.	Tarzana Treatment Center	Countywide
76.	The Women's Council	Countywide
77.	Training, Intervention, Education and Services (TIES) for Families	Countywide
78.	TIES South Bay	Countywide
79.	Triangle Christian Services, Inc	SPA 6-A/SB 2
80.	United American Indian Involvement (UAII)*	Countywide
81.	Westside Children's Center*	SPA 5/SB 1
82.	Westside Domestic Violence Network	Countywide
83.	Work Source Center	Countywide
84.	Yes 2 Kinds – Antelope Valley CAPC	Countywide
	Education and Development Services	
1.	California Conservation Corps	Countywide
2.	California Foster Youth Task Force	Countywide
3.	Children Uniting Nations	Countywide
4.	Denise Hertz and Cal State LA Project	Countywide
5.	FosterEd, National Center for Youth Law	Countywide
6.	Job Core	Countywide
7.	Long Beach City College	Countywide
8.	Los Angeles City College	Countywide
9.	Los Angeles Trade Tech	Countywide
10.	Pasadena City College	Countywide
11.	Los Angeles County Office of Education (LACOE)*	Countywide
12.	Public Counsel*	Countywide
13.	Pritzker Family Foundation	Countywide
14.	Spencer Family Foundation	Countywide
15.	School Districts across Los Angeles County (81 Total)*	Countywide
	Health Services	
1.	Alliance for Children's Rights*	Countywide
2.	Children's Hospital Los Angeles Cares Clinic and Foster Care Hub	SPA 2 & 5
3.	Children's Law Center*	Countywide
4.	County of Los Angeles Office of Child Care*	Countywide
5.	County of Los Angeles Office of County Counsel*	Countywide
6.	East San Gabriel Valley Hub	SPA 3
7.	DMH, Child Welfare Services Div.	Countywide
8.	County of Los Angeles Department of Health Services (DHS), Medical Center Hubs	Countywide
9.	DHS, Administration; Special Programs	Countywide
10.	DPH, Division of Chronic Disease and Injury Prevention*	Countywide
11.	DPH, Health Care Program for Children in Foster Care*	Countywide
12.	DPH, Maternal Child and Adolescent Health, including the Nurse Family Partnership Program	Countywide

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/Service Area
13.	DPH, Nutrition and Physical Activity Program	Countywide
14.	DPH, Substance Abuse Prevention	Countywide
15.	Dependency Drug Court Program and Foster Youth Substance Abuse Program contracted provider	Countywide
16.	Emily Putman-Hornstein, PhD. Children's Data Network	Countywide
17.	First 5 Los Angeles*	Countywide
18.	Inter-Agency Council on Child Abuse and Neglect (ICAN)*	Countywide
19.	Janet U. Schneiderman, PhD, RN, Research Assistant Professor USC School of Social Work	Countywide
20.	Public Health Foundation Enterprises (PHFE) WIC (Women Infants and Children)	Greater Los Angeles
21.	Planned Parenthood Los Angeles*	Greater Los Angeles
	Out-of-Home Care Services	
1.	Alliance Human Services, Inc.*	SPA 8 & O/C
2.	Alpha Treatment Centers	SPA 3
3.	Aspiranet Foster Family Agency (FFA)*	SPA 8
4.	Pritzker Family Foundation	Countywide
5.	Spencer Family Foundation	Countywide
6.	B & I Group Home (GH), Inc.	SPA 3
7.	Bienvenidos FFA*	SPA 3 & O/C
8.	Bourne, Inc.	SPA 3
9.	Boy's Town California/Residential Family Services	O/C
10.	CA Inst. of Health and Social Services/d.b.a. Children's Way	SPA 1, 5 & O/C
11.	Careprovider Children and Family Services	SPA 2
12.	Casa Editha Foundation/Ava Lyns Group Home 3	SPA 3
13.	Childnet Youth and Family Services Foster Family Network	SPA 8 & O/C
14.	Child Help USA	SPA 6 & O/C
15.	Children's Bureau of Southern California	SPA 1 & 6
16.	Children's Homes of Southern California	SPA 2
17.	Concept 7	SPA 7 & O/C
18.	Counseling and Research Associates/Masada Homes	SPA 1, 3, 8 & O/C
19.	Dangerfield Institute of Urban Problems*	SPA 3 & 6
20.	David and Margaret Home Youth and Family Services FFA*	SPA 3 & 4
21.	Deliann Lucile Corp./Delilu Achievement Home	SPA 6
22.	Diakonia Inc.	O/C
23.	Dream Catcher Foundation #1, 2, and 3	SPA 6
24.	Dream Center Housing	Countywide
25.	Dream Home Care Inc. #1, 2, and 3	SPA 8
26.	Eddie Lee Homes, Inc.*	SPA 3
27.	Eggleston Youth Centers, Inc.*	SPA 2 & 3
28.	Families for Children, Inc.*	SPA 8
29.	Fields Comprehensive Youth Services	O/C
30.	Fleming and Barnes Dimondale Adolescent	SPA 1 & 8
31.	Futuro Infantil Hispano	SPA 3 & O/C

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/ Service Area
32.	Graces Residential Care Services – Bright Horizons	SPA 3
33.	Guardians of Love	SPA 6 & O/C
34.	Hamburger Home, Inc.*	SPA 1, 4, 5 & O/C
35.	Hannah's House Foster Care Program	SPA 7 & O/C
36.	Hathaway Sycamores Child and Family Services*	SPA 1, 3, 6, 8 & O/C
37.	Heritage Group Homes, Inc. 1, 2, 3, 4, and 5	SPA 3
38.	Hillsides Home for Children	SPA 3
39.	Holy Family Services, Adoption and Foster Care	SPA 4
40.	Human Services Network	SPA 2
41.	Inner Circle	SPA 1 & 2
42.	Junior Blind of America/Foundation for Jr. Blind	SPA 6
43.	Koinonia Foster Homes, Inc.	SPA 8 & O/C
44.	Latina Family Institute, Inc.	SPA 3
45.	Leroy Haynes Center for Children and Family Services*	SPA 3
46.	Lifecircles Unlimited	SPA 2
47.	Los Angeles Youth Network/Beachwood	SPA 4
48.	Luvlee's Residential Care	SPA 3 & O/C
49.	Olive Crest Treatment Centers, Inc.*	SPA 3 & O/C
50.	Mary's Shelter	O/C
51.	Maryvale*	SPA 3
52.	Mc Kinley Children's Center	SPA 3, 7 & O/C
53.	Murrell's Farm Boys Home	SPA 1
54.	Niño's Latinos Unidos	SPA 1 & 7
55.	Nuevo Amanecer Latino Children's Services	SPA 2, 3, 7 & O/C
56.	Optimist Boy's Home	SPA 1
57.	Orange County Children's Foundation/Emancipation Institute	SPA 8 & O/C
58.	Paragon Center	O/C
59.	Rancho San Antonio	Countywide
60.	Rosemary Children's Services*	SPA 3 & O/C
61.	Seneca Family of Agencies Kinship Center	O/C
62.	Serenity Infant Care Homes	SPA 3
63.	South Bay Bright Futures, Inc.	SPA 8
64.	Southern California Alcohol and Drug Programs, Inc.*	SPA 4
65.	Trinity Youth Services	SPA 1, 3, 8 & O/C
66.	Village Family Services	SPA 2 & 7
67.	Vista Del Mar Child and Family Services*	SPA 5
68.	Walden Environment FFA	SPA 2 & O/C
69.	West Covina FFA d.b.a Homes of Hope	SPA 3 & 5
	Youth Development Services (YDS)	
1.	Athena	Countywide
2.	Chain Reaction, Inc.	Countywide
3.	D and R Turning Point	Countywide
4.	Divinity Prophet and Associates	Countywide

Core Representative List

	Stakeholders, Agencies, and Foundations	SPA/ Service Area
5.	First Place Youth	Countywide
6.	First Steps for Youth	Countywide
7.	Gramercy	Countywide
8.	Hillsides - Youth Moving On	Countywide
9.	Hillview	Countywide
10.	Home	Countywide
11.	Jovenes, Inc.	Countywide
12.	Los Angeles Homeless Shelter Authorities	Countywide
13.	Pacific Lodge	Countywide
14.	Renaissance Unlimited Homes Inc.	Countywide
15.	Richstone	Countywide
16.	Sanctuary of Home	Countywide
17.	San Gabriel Children's Place	Countywide
18.	St. Anne's	Countywide
19.	Step Out	Countywide
20.	The Salvation Army – The Way In	Countywide
21.	United Friends of the Children	Countywide
22.	Volunteers of America	Countywide
23.	Walden Family Services	Countywide
24.	Young Women's Christian Academy (YWCA)	Countywide

***These agencies work with multiple Divisions and Sections within the Department of Children and Family Services and/or the Probation Department.**

ATTACHMENT III

2015

THE CROSSOVER YOUTH PRACTICE MODEL (CYPM)

CYPM in Brief: Behavioral Health and Crossover Youth

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CYPM in Brief: Behavioral Health and Crossover Youth

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Crossover Youth Practice Model (CYPM)

The Crossover Youth Practice Model (CYPM) was developed by the Center for Juvenile Justice Reform (CJJR) at the Georgetown University McCourt School of Public Policy to improve outcomes for youth who are dually-involved in the child welfare and juvenile justice systems. The model uses a research-based approach to assist child welfare, juvenile justice and related agencies in adopting policies and practices that better address the needs of these youth and improve their life outcomes. The term crossover youth refers to all youth who have experienced some form of abuse or neglect and who engage in delinquent behaviors regardless of their involvement in the system. This brief is the first in a series that addresses various important issues faced by crossover youth and the systems that serve them.

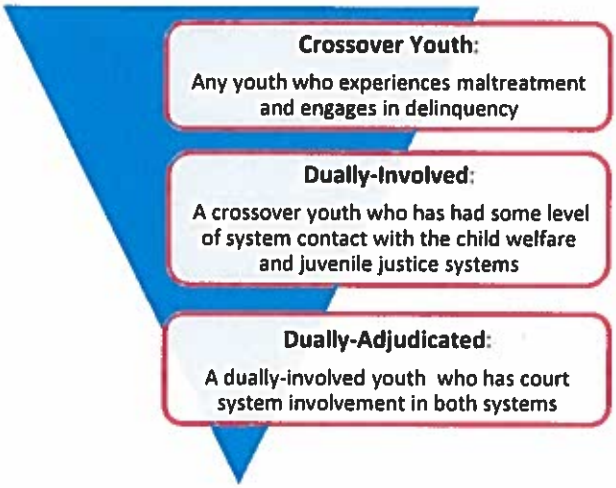

Figure 1: Definitions

Behavioral Health

Behavioral health issues, which include mental health (MH) and substance use (SU) disorders, can significantly challenge the safety and well-being of youth and their families. These risks may be particularly elevated for crossover youth. Due to the potential long-term impact of adolescent behavioral health issues on development and social functioning, it is in the interest of policy-makers and practitioners to monitor and address the behavioral health status of youths in these systems (Keller et al., 2010). In order to assist child-serving practitioners in these efforts, this issue brief will discuss:

- the relationship between behavioral health and crossover youth,
- the ways in which the Crossover Youth Practice Model (CYPM) addresses behavioral health, and
- how one jurisdiction has utilized CYPM to address behavioral health outcomes.

Behavioral Health, Maltreatment, and Delinquency

Delinquent and maltreated youth often struggle with behavioral health disorders throughout their childhood and into adulthood. The prevalence of these disorders is higher for youth in the child welfare and/or juvenile justice systems than the general public. A 2008 study of dually-involved youth between the ages of 9 and 18 years in Los Angeles County found that 83 percent of this population was associated with at least one behavioral health problem. Twenty-eight percent were found to have a mental health problem without a substance use problem, and 17 percent had a substance use problem without a co-occurring mental health issue. Thirty-eight percent of dually-involved youth had both mental health and substance use problems (Herz and Ryan, 2008). A more recent study of jurisdictions employing CYPM across the country found that nearly two-thirds of dually-involved youth had a documented mental health problem and one-quarter struggled with the use of alcohol or other drugs (Herz and Fontaine, 2012). These behavioral health challenges compound many of the psychological, biological, and social issues these young people may already be facing. Since these youth may be involved in multiple systems (Behavioral Health, Juvenile Justice, Education, Child Welfare, Medicaid, etc.), practitioners and child-serving agencies need to coordinate services in order to ensure that these crossover youth receive the behavioral health treatment and care they require.

There are several mechanisms through which behavioral health issues intersect with the crossover youth population. Behavioral health issues may be sparked by the same social, biological, and environmental factors that often correlate with child maltreatment and juvenile delinquency. For example, research suggests that childhood poverty may have a causal relationship with maltreatment, delinquency, and behavioral health issues independently (Yoshikawa et al., 2012; Cancian et al., 2010; Pagani et al., 1999; Ludwig et al., 2001). This mechanism suggests that behavioral health issues coincide with maltreatment and delinquency, but are not necessarily caused by these events. However, some researchers suggest that behavioral health issues may stem from the experience of childhood maltreatment and delinquency, therefore serving as a potential bridge that links children who have been maltreated to delinquent behavior (Bender, 2010). This may be especially true for youth that begin in the child welfare system and subsequently crossover into the juvenile justice system.

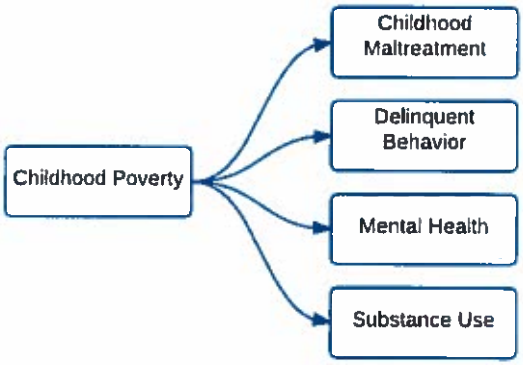

Figure 2: One Potential Mechanism Connecting Behavioral Health and Crossover Youth

Child abuse is a stressful and traumatic experience for victims that can have long-term consequences. Recent brain imaging studies suggest that the stress from maltreatment can actually alter the physical development and size of the adolescent brain, making victims more prone to substance abuse and mental health disorders (Teicher et al., 2012; Teicher et al., 2003). Maltreatment during childhood can significantly increase the risk of problem behaviors such as teen pregnancy, delinquency, drug use, poor school performance, and mental health issues (Topitzes, 2012; Kelley et al., 1997). More specifically, the trauma and stress of maltreatment and involvement in the child welfare system is associated with a higher risk of developing mental health issues such as post-traumatic stress disorders (PTSD), major depression, psychopathy, and other serious mental disorders (Bender, 2010; Keller et al., 2010; Kilpatrick et al., 2003; Taussig et al, 2001; Weiler and Widom, 1996). In turn, these mental health disorders can externalize in antisocial or violent behaviors that may result in delinquent activities, substance use, and involvement in the justice system (Mallet, 2013; Bender, 2010; Rosenblatt et al., 2000; Weiler and Widom, 1996). This mechanism presents a direct line between maltreatment, trauma, mental health and delinquency. While the actual relationship between these elements may not always be straightforward, addressing any piece through treatment and services may help disrupt the connection between maltreatment and juvenile justice. On the other hand if a youth does not receive appropriate treatment, mental health disorders can negatively affect a youth's response to treatments and interventions provided in the juvenile justice setting (Kinscherff, 2013; Vincent, 2012). This may result in worse outcomes and higher recidivism rates for affected youth.

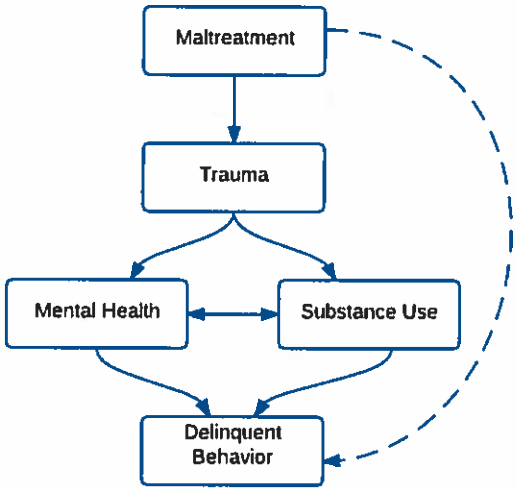

Figure 3: An Alternative Mechanism Connecting Behavioral Health and Crossover Youth

As with mental health disorders, substance use may also serve as a distinct bridge for youth to crossover from child welfare to juvenile justice. Youth who have been maltreated are more likely than the general population to report substance abuse problems in their lifetime (Bender, 2010; Moran et al., 2004; Kilpatrick et al., 2003). These youth may not have healthy outlets to deal with the trauma of their abuse and turn to alcohol or drugs in order to self-medicate. This may be especially true with girls, for whom PTSD symptoms are significantly associated with problematic substance use (Lipschitz et al., 2000). In turn, this substance use can lead to delinquent behavior that drives youth into contact with the juvenile justice system by increasing

aggression and reducing inhibitions or clear thinking. An illicit drug habit may also require youth to steal or commit crimes that allow them to purchase drugs, or force youth to interact with other drug users and dealers who encourage negative or delinquent behavior (Brook et al., 1996). Substance use has been shown to be highly predictive of delinquency, so early intervention and treatments that decrease drug use early may serve to decrease future delinquent behavior (Lispey and Derzon, 1998 as cited in Bender, 2010; Brook et al., 1996).

Meeting the Behavioral Health Needs of Crossover Youth

The relationships between maltreatment, behavioral health and delinquency are complicated and unique for each young person. Understanding the individual experiences, strengths, and challenges of crossover youths is a crucial step in improving outcomes for this population. Childhood maltreatment and violence can be traumatic experiences for youth. Youth who have been traumatized by violence are more likely than their peers to come in contact with the juvenile justice system (Adams, 2010) and experience other behavioral health challenges. Trauma-informed assessments can help agencies correctly diagnose a youth's needs and maximize available resources to improve outcomes (Kerig, 2013; Adams, 2010; Buffington et al., 2010). Similarly, gender-informed practices recognize that boys and girls may experience trauma and behavioral health challenges differently, and, in doing so, reduce the risk of re-traumatizing youth in a justice environment (Conrad et al., 2014; Espinosa et al., 2013)

In addition to becoming trauma- and gender-informed, child-serving agencies need to coordinate services for children with mental health and substance use disorders in order to prevent crossover and reduce recidivism (Herz et al., 2010). Coordinating services for youth involved in the child welfare and juvenile justice agency is challenging, and inefficient coordination can limit a child's access to necessary resources. Research shows that clearly

CYPM Recommendations

- An "our kids" mentality
- Collaboration at all levels of the involved agencies and case processing
- Inclusion of substance use and mental health providers in multi-disciplinary team meetings
- Execution of consent forms to enable information sharing and collaboration
- Joint assessment processes that address mental health and substance use issues
- Coordinated case plans that address mental health and substance use issues
- Use of evidence-based treatment programs and practices
- Use of trauma informed practices and gender specific services

defining agency responsibilities and sharing administrative data can improve access to inpatient and outpatient behavioral health services for crossover youth (Chuang and Wells, 2010). Likewise, wraparound-services and the system-of-care philosophy, which includes coordinating community-based, comprehensive and integrated services for children and families with complex needs across the child welfare, juvenile justice, and other sectors, has been shown to improve clinical outcomes and lower recidivism rates for youth with behavioral health needs (Pullmann et al., 2006).

Behavioral health services should begin with a screening of youth for substance use and mental health risks. Screenings can occur at a doctor's office or when a child comes in contact with a child-serving agency. By having youth answer questions about his or her behaviors, thoughts and feelings, child-serving professionals can use a validated screening tool to identify that youth's risk of mental health or substance use disorders. If a screening indicates that the youth is at high risk for behavioral health issues, he or she should be formally assessed by a behavioral health professional. Assessments should be done with a psychosocial assessment instrument that is evidence-based and can confirm the presence of a mental health or substance use disorder (CMS, 2015; SAMHSA, 2011). Once a behavioral health disorder has been identified, intervention/ treatment should begin. Research indicates that evidence-based and developmentally appropriate psychosocial treatments can be effectively used to improve outcomes for youth with behavioral health issues (CMS, 2015; Pagani et al., 2010; D'Amico et al., 2005; SAMHSA, 2002). Screening, assessment, and intervention/treatment comprise three critical steps in addressing a young person's behavioral health issues. Child-serving agencies should be prepared to offer these services or refer adolescents to appropriate behavioral health practitioners.

Perspectives from the Field

Screening for Everyone, New York City, NY (NYC)

As part of the CYPM, NYC[1] established a Mental Health Work Group to ensure that behavioral health issues were given adequate attention in their system change efforts. The Work Group, made up of representatives from the City Administration for Children's Services, Department of Probation, Law Department, Health & Hospital's Corporation, State Office of Mental Health and Office of Court Administration (Family Court), Legal Aid Society, community based organizations, and other programs, established behavioral health screening as its first priority. While they did not know who would administer the screening or how it would be funded, they knew that

[1] The CYPM is at various stages of implementation in all five New York City boroughs, beginning with the Bronx in 2012; Brooklyn in 2013; and Manhattan, Queens, and Staten Island in 2015.

success could only be accomplished by making sure the right youth were receiving mental health treatment. Fortuitously around this time the New York City Council made available grant money for local youth serving agencies to address the mental health of "any youth at-risk of juvenile justice involvement." Part of the requirement for funding was to become trained in a trauma-informed approach, including the use of standardized protocols. While this grant money serves all at-risk youth in NYC, regardless of system involvement, the CYPM workgroup has made special efforts to ensure that crossover youth access these services.

The screening protocol was named the "Life Experience" Screen to avoid stigma associated with mental health issues or treatment. It recognizes the importance of both a trauma-informed and strength-based approach in working with youths and families involved in the child welfare, juvenile justice, and/or behavioral health systems. The screening protocol includes the use of four instruments and is based on a trauma-screening protocol that was developed by Dr. Jennifer Havens and her team from Bellevue Hospital as part of a SAMHSA grant for use with youths in juvenile detention. That protocol includes a screening tool for trauma (the UCLA PTSD Inventory), depression (the PHQ-9) and problematic substance use (the CRAFFT). In addition the CYPM workgroup recommended the inclusion of a strength-based screening tool (the Behavioral and Emotional Rating Scale), which is completed by the youth and their families as a means to further engage them in the process.

The screening is free of charge and takes an estimated one-hour to complete. The tools consist of simple questions for the youth and/or parent to answer on their own or with the screener. It does not require any invasive procedures, can be repeated as often as necessary, and does not interfere with any formal psychological tests or mental health treatment the youth may already be receiving. If a youth "flags" on any area of the Life Experience screen, the community based organization conducting the screen will automatically arrange for a more in-depth mental health evaluation, upon consent. This secondary evaluation may include information-sharing (upon receiving consent) with other providers from whom the youth and/or family previously has received or is currently receiving mental health services, in order to develop a collaborative treatment plan that is sufficiently inclusive but avoids redundancy. Depending on the outcome of that evaluation, the youth/family may be offered mental health services in addition to or instead of those, if any, they are already receiving from other providers

While youth involved with the Juvenile Justice system at any phase prior to residential placement can be referred for a screen, NYC has unique protocols in place to address crossover youth at the point in time when a youth with an open dependency case becomes involved with the juvenile justice system. Specifically, on a daily basis, the Confirm Unit within the Administration for Children's Services (ACS) compares lists of all youth who will be going to court

that day with the ACS database of open cases. One list comes from the city-wide detention intake, which identifies all youth who have been arrested and held overnight. The other lists, one from each borough, include all youth who have received a Family Court Appearance Ticket. If there is a match, ACS ensures that the primary child welfare worker is notified of the arrest. Upon notification, the case worker is responsible for informing the family of the free "Life Experience" screening and encouraging them to provide consent for communication between the child welfare and juvenile justice agency, as well as the CBO conducting the screen.

To date making screening readily accessible has fast tracked the ability of crossover youth to access needed mental health or substance use services. With the "Life Experience" Screen as the doorway, youth and families appear more willing to enter into relationships with community based organizations, resulting in greater continuity of care and a more effective response to the behavioral health issues they face.

For more information about the Crossover Youth Practice Model, please visit: http://cjjr.georgetown.edu.

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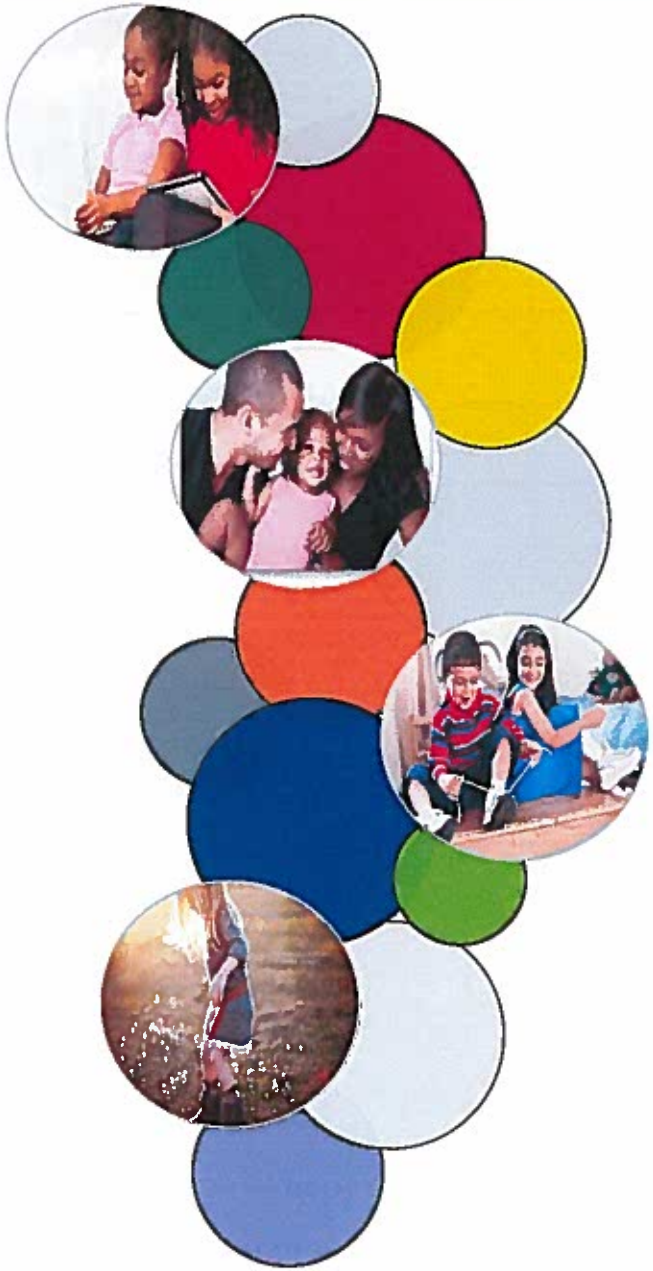
Los Angeles County

Department of Children and

Family Services

Strategic Plan

2015 –2016



*Federal Measure, ▭ Objective from original SP

Draft 03-03-2016

ATTACHMENT IV

Vision:

Children thrive in safe families and supportive communities.

Mission:

DCFS practices a uniform service delivery model that measurably improves:

- Child safety
- Permanency
- Well-being

Values:

Cultural Sensitivity: We acknowledge, respect, value, and understand the importance of cultural diversity in all aspects of child welfare practice.
Leadership: We engage, motivate, and inspire others to collaboratively achieve common goals through example, vision, and commitment.
Accountability: We accept responsibility for our actions, behavior, and results.
Integrity: We are honest, forthcoming, and transparent, always acting in accordance with the highest ethical standards and values.
Responsiveness: We take needed action in a timely manner.

*Federal Measure,

GOAL 1: CHILD AND FAMILY CENTERED PRACTICE

- **STRATEGY 1.1:** ACHIEVE BEST PRACTICES IN CHILD SAFETY
- **STRATEGY 1.2:** MEET PLACEMENT AND TREATMENT NEEDS OF THE CHILDREN UNDER DCFS SUPERVISION

GOAL 2: OPERATIONAL EXCELLENCE

- **STRATEGY 2.1:** FOSTER EFFECTIVE AND CARING COMMUNITY PARTNERSHIPS
- **STRATEGY 2.2:** ENSURE THE RIGHT PEOPLE ARE DOING THE RIGHT JOB
- **STRATEGY 2.3:** PURSUE OPTIMAL DESIGN AND ACCOMPANYING WORK SYSTEMS

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
Child Safety (1.1.1) Establish clear protocols and joint responsibility with other government agencies and community partners to ensure that children who are known to DCFS are safe from maltreatment.	• Explore the feasibility of a Deferred IT/ 24 Hour IR Response Time as a means of decreasing transfer of referrals from Emergency Response Command Post (ERCP) to the regional offices. Includes assessment of staffing needs and implementation of a Pilot Program. • Increase the rate of ERCP's Closure of Referrals . Reduce Attempted Contacts resulting in Follow Up Referrals to the regional offices. • Build Internal Capacity in each regional office to consistently address Timely Emergency Response (ER) Referral Closure within 30 Days. Develop a menu of "strategies" regional offices can utilize to support timely closure of ER referrals. • Evaluate Coaching and Mentoring protocols for Emergency Response units.; incorporate State of California Safety Organized Practice principles; implement Pilot Program; and assess the feasibility of county wide rollout. • Expand co-location of staff between DCFS and Law Enforcement agencies.

*Federal Measure,

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
Core Practice Model (1.1.2) Ensure DCFS clients experience services consistent with the Department's Core Practice Model.	• Implement a Core Practice Model (CPM) Immersion Plan in two DCFS regional offices, based upon the five CPM principles: Engaging, Teaming, Assessing and Understanding, Planning and Intervention, Tracking and Adapting. Include intensive staff training on Underlying Needs and Motivational Interviewing, stakeholder engagement efforts, increased placement resource utilization, and Satisfaction Surveys to support optimal model development . • Begin implementation of a CFT certification plan in regional offices to establish specialized staff skilled in facilitating CFT meetings, coaching new staff who are becoming CFT facilitators, and Coaching Facilitators who support development of coaches to "train the trainers." ER/Continuing Services (CS) Supervising Children's Social Workers (SCSW) are to be trained at the Facilitator level. • Implement the CPM Coaching Plan county wide. Create an implementation infrastructure to support roll-out, fidelity and sustainability.

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
Eliminating Racial Disparity and Disproportionality (1.1.3) Reduce Disparity and Disproportionality for African American children.	• Implement a Cultural Broker Program Countywide to: Increase cultural competence, sensitivity and cultural humility among DCFS staff; ensure families have optimal access to resources and support; and support the decrease of racial and ethnic disparities department-wide • Identify and provide Culturally Responsive Trainings for DCFS staff, Community Based Organizations, and Juvenile Court Attorneys. • Develop a culturally response lens to identify casework practices that positively impact children and families, such as including fathers in all case plans and child and family teams. • Engage regional "immersion" offices in their ERDD efforts to support Core Practice Model/ Child and Family Teams.

*Federal Measure,

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
Young Children in Care (1.1.4) Provide optimal services to all children in care focusing on the accelerated developmental needs of children under the age of five.	• Train staff and contracted agencies on how to most effectively work with the age 0 to 5 population, their families and caregivers. Support best practice for this population by having DCFS offices identify "0-5 Champions." • Increase enrollment in Early Childhood Education (ECE). Develop feedback loop protocols for ECE providers. Create procedures to establish a baseline for the number of children enrolled in ECE, track those children who are not enrolled, and provide reasons for non-enrollment • Ensure a joint Public Health Nurse (PHN)/Children's Social Worker (CSW) visit will occur for all children under the age of 2 years. The PHN will conduct a developmental milestone screening on the child and all siblings, and provide timely service linkage to developmental providers for further screening and services, as needed

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
CSEC (1.1.5) Expand cooperation and integration with government agencies, service providers, and the community to improve service delivery for "Commercially Sexually Exploited Children."	• Evaluate and expand the CSEC First Responders Pilot Program to address the needs of Commercially Sexually Exploited Children. • Train DCFS staff and external stakeholders on the revised First Responders program. • Roll-out the revised First Responders Program county wide. • Explore Additional CSEC funding options and prepare proposals to secure additional CSEC funding. • Explore additional CSEC Community resources for CSEC, including housing services, while strengthening working relationships with CSEC community service providers.

*Federal Measure,

Strategy 1.1 Achieve Best Practices in Child Safety

Objectives	Priorities for 2015-2016
Self-Sufficiency (1.1.6) Promote self-sufficiency of Transitional Age Youth and young adults through opportunities and access to education, employment and vocational training.	• Increase housing opportunities for emancipating youth. • Implement Philip L. Browning's Foster Youth Program; Develop training curriculum for managers to facilitate implementation. Conduct outreach to community partners to increase work exposure placement resources. • Prepare a plan to provide the County's Annual Aged Out Youth with resources needed to transition to productive adulthood through self-sufficiency measures Including: Work-force Preparedness, Education, Housing, and Social/Emotional Well-being Services • Prepare for expansion of the Workforce Investment Board Jobs Program in 2017, to support youth work-readiness and employment. Preparations to include program training for all managers. • Provide additional training opportunities for foster youth in areas such as vocational education and S-T-E-M (Science-Technology-Engineering-Math) programs.

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Crossover Youth (1.1.7) Identify and provide service linkage to foster youth who are at high risk of being arrested and/or referred to juvenile court for delinquent offenses	• Complete the WIC 241.1 protocol to provide enhanced services to youth designated as dual-system Juvenile Dependency Court dependents (WIC 300)and wards of the Juvenile Delinquency Court (WIC 602). • Increase the number of School Districts in Los Angeles County that participate in the Student Information Tracking System (SITS) to ensure that school records for children in foster care are maintained and accessible regardless of the child's placement location. • Develop and implement a protocol with the Los Angeles Unified School System (LAUSD) to identify foster children whose academic performance is below standards, Provide remedial tutoring where indicated to those foster children in grades Kindergarten through 2nd grade to increase the number of children reading at grade level by the time they reach the 3rd grade. *Reading at grade level by the 3rd grade is associated with improved outcomes for children in the areas of social, emotional, and academic functioning, as well as enhanced functioning in adulthood.*

*Federal Measure,

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Child Well-Being (1.2.1) Ensure that the educational, health, and mental health needs are met for children under DCFS supervision.	• Ensure proper tracking of psychotropic medication administration to foster children, including finalizing a pilot of the Psychotropic Medication Authorization (PMA) alert system. The alert system will send automated messages to CSWs and PHNs when youth are 4-8 weeks from the expiration of their current PMA (for those PMAs approved for six months duration). • Develop and Promote Awareness regarding reproductive health. Report aggregate number of youth prescribed LARCs at the DHS Medcial Hubs (edited) DCFS Policy revision re: availability of LARCs at DHS Hubs. Create a Pregnant and Parenting Teen (PPT) Website. • Ensure Children in Out of Home care or in Home of Parent receive ongoing health care by physicians at the medical hubs. • Develop a comprehensive plan to ensure Children in care receive adequate and timely physical, dental, and mental health care (implement in 2017). • Promote healthy behaviors by reducing childhood obesity and the health risks associated with unhealthy lifestyles, for children in DCFS care. • Develop a plan to expand the Foster Youth Education Program in 2017. • Implement up-to-date and easy to access resources for undocumented children and families, including implementing a web page on the LA Kids website for the Special Immigrant Status (SIIS) unit providing information for DCFS staff and the Juvenile Court on available programs and resources for undocumented families under DCFS supervision. • Ensure that school stability and child safety are improved through countywide expansion of the Student Information Tracking System (SITS) or a comparable electronic data sharing system to include four additional school districts. **(Continued on Next Page)**

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Child Well-Being (1.2.1) Ensure that the educational, health, and mental health needs are met for children under DCFS supervision.	(Continued from Previous Page) • Foster effective collaboration with community partners to expand immigration services to undocumented families while under DCFS supervision • Foster and expand collaboration with local Consulates on behalf of undocumented families while under DCFS Supervision. • Develop comprehensive SIS, Immigration, and Immigration and Customs Enforcement (ICE) training for DCFS staff, Juvenile Court staff, and community partners on immigration options, programs, and resources available to undocumented populations; develop a formal protocol for non-profit organizations requesting U Visa Certifications from DCFS for undocumented populations who are or were under DCFS supervision; develop a proposal for Dependency Court under WIC 317 requesting the appointment of immigration counsel for undocumented dependent children in need of legal representation while in removal proceedings or when removal is ordered by the Court; develop MOUs between DCFS and the Consulates of Mexico, El Salvador, Guatemala, and Honduras to support DCFS care and supervision of undocumented children and their families.

*Federal Measure,

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Permanency For All Children (1.2.2) Assure children spend no more time than is absolutely necessary in out-of-home care.	• Improve the timelines to reunification, adoption and legal guardianship, including reducing the percentage of youth in care 24 months or longer. • Streamline the Kin-GAP process and revise Kin-Gap Eligibility procedures for Continuing Services CSWs, including establishing a Permanency Meeting protocol with full disclosure of Concurrent Planning options for caregivers (Legal Guardianship vs. Adoption) once Family Reunification efforts have failed, or prior to 21f hearing, whichever comes first; develop a plan for inclusion of Kinship Support Services, Prevention and Aftercare Contractors, and Relative Support Services (RSS) Contractors in the Kin-Gap eligibility process. • Ensure submission of Concurrent Planning Assessments (CPA's) no less than 90 days prior to the WIC 366.21(e) hearing. • Develop an online Permanency Decision Tree for CSWs. • Ensure CSW's release case records to service providers providing services to a family with an existing DCFS case to enhance case planning efforts.

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Kinship Care (1.2.3) Ensure that whenever possible, children are placed in a relative home and/or maintain a connection to their family.	• Increase timely placements with relatives, including new protocols related to the streamlined Kin-GAP procedures developed for Permanency objectives. • Prepare relative care providers for the implementation of the 2017 California Resource Family Approval (RFA) program via monthly meetings. • Increase support of relatives based upon relative caregiver survey results and utilization of Relative Support Services (RSS) contracted agencies in collaboration with Prevention and Aftercare Contractors; coordinate relative supports and resources provided by Community Based Organizations (CBOs) in each Service Planning Area (SPA). • Develop the Approved Relative Caregiver (ARC) funding option program to address disparities in relative caregiver payments; train DCFS staff on the ARC funding option.

*Federal Measure,

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objectives	Priorities for 2015-2016
Placement Resources (1.2.4) Obtain rapid and appropriate placements for children in care that meet their unique needs and keep them safe.	• Establish 300 Certified Treatment Foster Care (TFC) beds. • Analyze data on challenging behaviors of high risk youth to identify gaps in service provision and resources. • Foster Care Recruitment Analysis: Review outcomes of past recruitment efforts Develop and prepare for implementation of new targeted recruitment plans in 2017. Explore enhanced payment rates for highly specialized populations Evaluate the outcomes of the recruitment plan post-implementation. • Identify the training needs of TFC Foster Parents via survey. Develop trainings based upon input provided, and provide enhanced TFC Foster Parent Trainings. • Increase support services for Foster Parents and service enhancements developed for kinship care providers in alignment with the 2017 California Resource Family Approval program. Hold focus groups to obtain and review foster parent support ideas; develop plan for enhanced foster parent support based upon input. • Foster Care Search System—Develop a comprehensive plan to address this issue in 2017.

Strategy 2.1 Foster Effective and Caring Community Partnerships

Objectives	Priorities for 2015-2016
Partnership and Collaboration (2.1.1) Ensure disclosure, clarity and inclusion are routine components of engagement with community partners and providers in all aspects of service delivery, from reviewing outcomes to allocation of resources.	♦ Expand implementation of the Regional Community Alliance (RCA) Councils, including internal and external stakeholders, to provide a forum for DCFS and the community to discuss service enhancements and continuous quality improvement. ♦ Establish procedures to ensure recommendations made by the RCA are relayed on a regular basis to the Director's Advisory Council. ♦ Utilize surveys of RCAs progress and; provide ongoing support to RCAs in different office regions, especially in those areas with a higher number of issues/needs. ♦ Identify and engage community partners who might contribute to the RCAs' purpose and strengthen the community safety net for children and families. • Establish RCAs as an opportunity for regional offices to engage in peer learning, exchange of success stories, and methods to keep the lines of communication open with the community; develop a Partnership and Collaborative Log to spotlight local RCAs and their office collaborative.

*Federal Measure,

Strategy 2.1 Foster Effective and Caring Community Partnerships

Objectives	Priorities for 2015-2016
Community Engagement (2.1.2) Improve performance and build service capacity of community based organizations by developing a contracting and share learning process that is achievable and effective.	• Develop a faith-based initiative to assist with prevention efforts and providing goods and services, including a regional office survey to determine the current level of Faith Based Organization (FBO) engagement. • Increase the number of Faith Based Organizations committed to providing goods and services to DCFS; develop standardized tracking tools to capture contributions from the Faith Community; develop a Regional Directory of Faith Based Services and Resources. • Provide regional office trainings on ways to increase Faith Based collaborations; train FBO's on working with DCFS children and families, including legal requirements related to separation of church and state. • Develop a plan to adopt Performance-Based Contracting in 2017, based upon outcome measures identified by DCFS, other appropriate departments, and contracted agencies contracted to provide services, programs and supports for children and families .

Strategy 2.1 Foster Effective and Caring Community Partnerships

Objectives	Priorities for 2015-2016
Information Sharing (2.1.3) Strengthen the county-wide safety net to protect children at risk of abuse and neglect through improved information sharing.	• Revise and Expand Early Warning System, including re-designed programming modules to improve performance and efficiency; alerts to DCFS and law enforcement on high risk allegations of abuse, critical incident or Child Fatality referrals. • Develop E-SCARs cross-training sessions. • Design a re-code to include mobile device functionality. • Enhance the E-SCARs system to increase compatibility with windows (e.g. MS Explorer; Fax Services, PDF software, etc.) Web Browsers (Google Chrome). • Implement an early warning system which can provide a flagging alert for agencies on critical incident or Child Fatality referrals. • Increase and standardize communication among County departments and contracted agencies. • Support and enhance information sharing process with other County Departments through redesign of the Enterprise Linkages Project (ELP) to support use of integrated data systems in making data0-driven policy and program decisions.

*Federal Measure,

Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objectives	Priorities for 2015-2016
Service Excellence (2.2.1) Create a culture of service excellence for both internal and external customers.	• Implement a Customer Experience Survey to elicit feedback from internal and external customers; and, conduct a pilot of the survey in two DCFS Offices prior to county wide rollout. • Implement a Foster Youth Resource Assessment and Rating Tool, or survey. The survey, which is voluntary, is offered to all foster youth to provide the Department with information about their out-of-home care experience. Tabulation of survey results are provided monthly to DCFS administration and the Los Angeles County Board of Supervisors.

Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objectives	Priorities for 2015-2016
Workforce Excellence (2.2.2) Ensure that a skilled, professional workforce is hired and retained.	• Increase DCFS staff retention and job satisfaction by providing an environment that is safe, supportive, and rewarding. • Clarify roles and provide adequate training and resources to clerical staff in order to support the work of CSWs. • Identify CSW tasks and activities that can be reassigned to clerical staff for completion, including convening a workgroup of subject matter experts to review and target clerical desk reviews; review clerical staff specifications; identify additional training and resources connected with assigned clerical duties; establish follow-up review procedures to monitor compliance and ensure efficiency. • Develop a comprehensive plan to increase Targeted Hiring in 2017.

*Federal Measure,

Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objectives	Priorities for 2015-2016
Staff Development and Training (2.2.3) Provide a comprehensive innovative training curriculum.	• Initiate development and Implementation of the Common Core 3.0 Training, including train the trainer components; incorporate the first module into the DCFS University curriculum for newly hired CSWs; ensure development of field instructors; track and monitor delivery of training to staff. • Deliver CPM Supportive Training to internal and external stakeholders with the goal of improved outcomes for children and families, as well as improved Quality Services Review (QSR) scores. Develop targeted learning objectives for each stakeholder group. Coordinate the development of a multi-year training plan and track implementation of the plan department-wide. • Enhance Department of Children and Family Services University (DCFSU), including formulation of joint workgroups comprised of DCFS and University Consortium for Children and Families (UCCF) team members; create a report calendar for each specific deliverable. • Develop and Provide Cross-training with other County departments—Develop a multi-agency committee and delegate workgroups; identify stakeholders and develop an appropriate curriculum; schedule and deliver training; track and evaluate training efficacy on an ongoing basis.

Strategy 2.3 Pursue Optimal Design and Accompanying Work Systems

Objectives	Priorities for 2015-2016
Information Systems (2.3.1) Modernize and innovate Departmental information systems.	• Initiate the Court Report Document Management System (CRDMS) pilot to establish a paperless court report system and monitor timely submission of Court Reports. • Develop a One Password System: Generate an inventory of applications that do not use the Active Directory for log-in. Prioritize applications according to the volume of users; estimate the resource needs and the number of work hours required for each application. Based upon the evaluation, prepare a project plan.

*Federal Measure,

Strategy 2.3 Pursue Optimal Design and Accompanying Work Systems

Objectives	Priorities for 2015-2016
Alignment (2.3.2) Enhance organizational productivity and accountability by aligning Federal, State, and County mandates.	• Complete a crosswalk of major initiatives., based upon a comprehensive analysis of current programs and initiatives. • Analyze time-study code utilization to facilitate improvements in time-study code accuracy by DCFS CSWs and SCSWs and to ensure appropriate use of funding/resources. • Incorporate alignment matters into the monthly DCFS Stat Meeting agenda, as part of the Continuous Quality Improvement and data-driven decision making team efforts.

Map of The County of Los Angeles

The 88 Cities in the County of Los Angeles

City Name	Supervisorial District
Agoura Hills	3
Alhambra	5
Arcadia	5
Artesia	4
Avalon	4
Azusa	1
Baldwin Park	1
Bell	1
Bell Gardens	1
Bellflower	4
Beverly Hills	3
Bradbury	5
Burbank	5
Calabasas	3
Carson	2
Cerritos	4
Claremont	1
Commerce	1
Compton	2
Covina	5
Cudahy	1
Culver City	2
Diamond Bar	4
Downey	4
Duarte	5
El Monte	1
El Segundo	4
Gardena	2
Glendale	5
Glendora	5
Hawaiian Gardens	4
Hawthorne	2
Hermosa Beach	4
Hidden Hills	3
Huntington Park	1
Industry	1
Inglewood	2
Irwindale	1
La Canada-Flintridge	5
La Habra Heights	4
Lakewood	4
La Mirada	4
Lancaster	5
La Puente	1

City Name	Supervisorial District
La Verne	5
Lawndale	2
Lomita	4
Long Beach	4
Los Angeles	2,4
Lynwood	2
Malibu	3
Manhattan Beach	4
Maywood	1
Monrovia	5
Montebello	1
Monterey Park	1
Norwalk	4
Palmdale	5
Palos Verdes Estates	4
Paramount	4
Pasadena	5
Pico Rivera	1
Pomona	1
Rancho Palos Verdes	4
Redondo Beach	4
Rolling Hills	4
Rolling Hills Estates	4
Rosemead	1
San Dimas	5
San Fernando	3
San Gabriel	5
San Marino	5
Santa Clarita	5
Santa Fe Springs	4
Santa Monica	3
Sierra Madre	5
Signal Hill	4
South El Monte	1
South Gate	1
South Pasadena	5
Temple City	5
Torrance	4
Vernon	1
Walnut	1
West Covina	1
West Hollywood	3
Westlake Village	3
Whittier	4

ATTACHMENT V

"Enriching Lives"

Unincorporated Areas within the County of Los Angeles by Supervisorial District

First District (22)

Avocado Heights
Bandini (islands)
Bassett
Citrus (Covina islands) (portion)
East Azusa (islands) (portion)
East Los Angeles:
  Belvedere Gardens
  City Terrace
  Eastmont
Firestone (portion)
Florence (portion)
Graham (portion)
Hacienda Heights (portion)
Los Nietos (portion)
North Claremont (islands) (portion)
Rowland Heights (portion)
South San Gabriel
South San Jose Hills
South Whittier (portion)
Sunshine Acres
Valinda
Walnut Park
West Puente Valley
West Whittier (portion)
Whittier Narrows

Second District (20)

Athens (or West Athens)
Baldwin Hills
Del Aire
East Compton
El Camino Village
Firestone (portion)
Florence (portion)
Graham (portion)
Ladera Heights
Lennox
Marina del Rey (portion)
Rancho Dominguez
View Park
West Carson (portion)
West Compton
West Rancho Dominguez
Westmont
Willowbrook
Wiseburn
Windsor Hills

Third District (12)

Agoura
Calabasas (adjacent)
Calabasas Highlands
Franklin Canyon
Lake Balboa
Malibu Vista
Mulholland Corridor
  Cornell
  Las Virgenes/Malibu Canyon
  Malibou Lake
  Malibu Bowl
  Malibu Highlands
  Malibu/SycamoreCanyon
  Monte Nido
  Seminole Hot Springs
  Sunset Mesa
  Triunfo Canyon
Topanga Canyon
  Fernwood
  Glenview
  Sylvia Park
  Topanga
Universal City
Valley Glen
Veterans Administration Center
West Chatsworth (portion)

Fourth District (17)

East Whittier
Hacienda Heights (portion)
La Rambla
Long Beach (islands)
Los Cerritos Wetlands
Los Nietos (portion)
Marina del Rey (portion)
Northeast Whittier (portion)
Norwalk/Cerritos (islands) (portion)
Northwest Whittier
Rowland Heights (portion)
San Clemente Island
Santa Catalina Island
South Whittier (portion)
West Carson (portion)
West Whittier (portion)
Westfield

Fifth District (69)

Acton
Agua Dulce
Alpine
Altadena
Antelope Acres
Big Pines
Bouquet Canyon
Canyon Country
Castaic Junction
Charter Oak (islands)
Citrus (Covina islands) (portion)
Crystalaire
Deer Lake Highlands
Del Sur
East Azusa (islands) (portion)
East Pasadena
East San Gabriel
El Dorado
Elizabeth Lake
Fairmont
Forrest Park
Glendora (islands)
Gorman
Green Valley
Hi Vista
Juniper Hills
Kagel Canyon
Kinneola Mesa
La Crescenta
Lake Hughes
Lake Los Angeles
Lakeview
Lang
Leona Valley
Littlerock
Llano
Longview
Mint Canyon
Monrovia/Arcadia/ Duarte (islands)
Montrose
Neenach
Newhall
North Claremont (islands) (portion)
Northeast San Dimas (islands)
Oat Mountain
Pearblossom
Placerita Canyon
Quartz Hill
Redman
Roosevelt
San Pasqual
Saugus
Soledad
Stevenson Ranch
Sulphur Springs
Sunland/Sylmar/Tujunga (adjacent)
Sun Village
Three Points
Twin Lakes
Val Verde
Valencia
Valyermo
Vasquez Rocks
West Arcadia (islands)
West Chatsworth (portion)
West Pomona (islands)
White Fence Farms
Wilsona Gardens
Wrightwood

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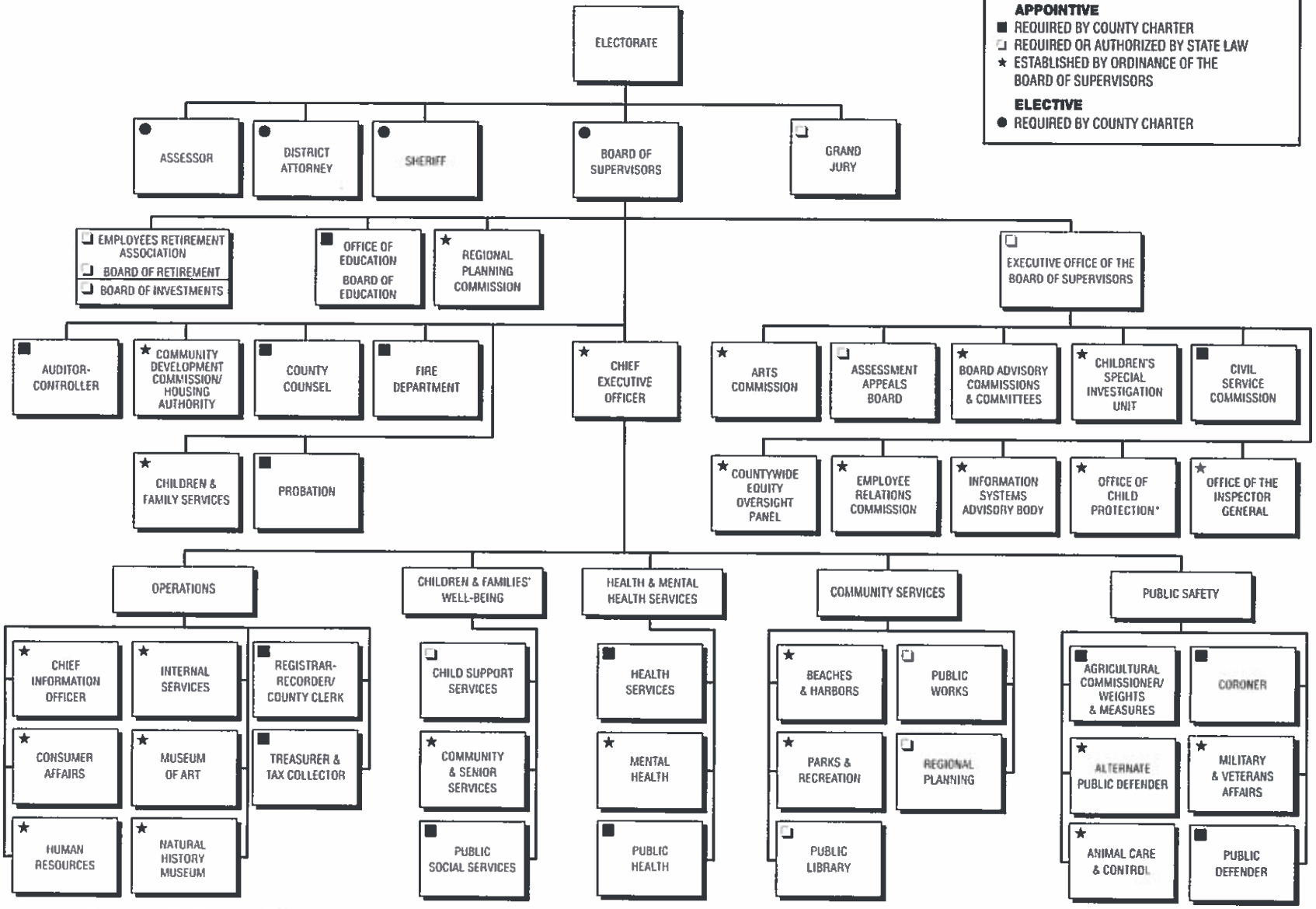
REV. 2/08 AS (13)

COUNTY OF LOS ANGELES



*As of printing, has not yet been established by County ordinance.

Note: Several departments report directly to the Board of Supervisors or are headed by elected officials, but work with the Chief Executive Office through the clusters. These are: Assessor, Auditor-Controller, Executive Office of the Board of Supervisors, County Counsel (Operations); Community Development Commission (Community Services); Children & Family Services (Children & Families' Well-Being); Sheriff, District Attorney, Fire, Probation (Public Safety).

REV. 08/25/14 TA

ATTACHMENT VII-A

DIRECTOR
Philip L. Browning

Bureau of Clinical Resources and Services
Charles Sophy/Helen Berbenan
High Risk Services Division
DCFS Practice Model (incl. CAPP/ERDD)
Child & Family Team Facilitation
Multi-Disciplinary Assess Team (MAT)
Service Linkage Specialist (SLS)
Family and Community Partnership
Parents in Partnership (PIP)
Education & Mentoring
Child Care
Regional Center Services
Wraparound
PMRT/Exodus/PMA/D-Rate
Resource Utilization Mgt (RUM)
Treatment Foster Care (TFC)
Health Management Division
Public Health Nursing
Medical Case Management Services
Child Welfare Mental Health Services
Medical HUBS/Drug Testing
Pregnant/Parent Teens/ Stuart House

CHIEF DEPUTY DIRECTOR
Fesia A. Davenport

Family & Children's Index (FCI)
SafeMeasures
Structured Decision Making (SDM)
Title IV-E Waiver

Executive Assistant
Vacant

Office of Board Relations
Commission Relations
Public Inquiry
Ombudspersons

Public Affairs
Armand Montiel

Public Affairs
Trust Fund
Government Relations

Inter-Agency Council on Child Abuse & Neglect (ICAN)
Deanne Tilton

Bureau of Operational Support Services
Madeline Roachell
Policy, Leadership, & Staff Dev
Education & Licensure
DCFS Policy Institute
DCFS University (Training)
Process Management Office
Strategic Plan Implementation
Systems Improvement
Quality Improvement
Data Driven-Decision Making
Research

General Counsel
Diane Iglesias

Government Accountability
Litigation
Risk Management
Sensitive Case Unit

SENIOR DEPUTY DIRECTOR
Cynthia McCoy-Miller

Business Information Systems
Information Sys & Admin Support
Department Technology Officer
Structured Decision Making
E-Government & E-Commerce
Property Management Administration
Office of Emergency Management
Internal Controls
Grant Management

Juvenile Court & Adoption Bureau
Rhelda Shabazz

Adoption and Permanency
Adoption Operations
Diligent Recruitment
Adoption Promotion Support Svc
Independent/Step-Parent Adoption
Permanency Partnership Prog (P3)
Placement & Recruitment
Post-Adoption Services
Resource Family Assessment & Reassessment
Juvenile Court Services Division
Intake & Detention Control (IDC)
Dependency Court Transportation
Shelter Care
Court Liaison/Antelope Valley Court
ASFA & Kinship Division
Kinship Support Services
ASFA Assessments/Live-Scan

Specialized Response Services Bureau
Roberta Medina

Child Protection Hotline Division
Child Protection Hotline
Out-of-County Services
Special Immigration Unit (SIS)
ERCP Divison
Emergency Response Command Post
Multi-Agency Response (MART)
Runaway Outreach Program (ROU)
Skid Row Homeless Services Unit
Children's Welcome Center Program
Accelerated Placement Team (ART)
Children's Welcome Center (CWC)
Youth Welcome Center (YWC)

Services Bureau 1
Maryam Fatemi

SPA 1
Lancaster
Palmdale
SPA 2
San Fern Valley
West SFV
Santa Clarita
SPA 3-A
Pasadena
El Monte
American Indian/Asian Pacific/Deaf
SPA 3-B
Pomona
Glendora
SPA 4 & 5
Metro North
West LA

Services Bureau 2
Dawna Yokoyama

SPA 6-A
Waterdge

SPA 6-B
Vermont
Compton

SPA 7
SFS
Belvedere

SPA 8
Torrance
So County

Contract Services
Eric Marts
Contract Develop/Fiscal Management
Contract Monitoring
Community Based Support Division
Linkages
Family Preservation
Family Support/PSSF
Point of Engagement/Visitation
Prevention Initiative
Supportive and Therapeutic Options Program (STOP)
Victims of Crime
Out-of-Home Care Mgt Division
Out-of-Home Care Investigation
Foster Home Re-Evaluation
GH/FFA Performance Management
OHC Development/State Appeals
Youth Development Services
ILP/TILP/AB12
Housing Services
Volunteers&Interns/EmplTranspCoord

Administrative Services
Vacant

Administrative Support Services (HQ)
Revenue Enhancement Division
Fiscal Operations Division
Accounting Services
BSR/Appropriations
Fiscal Mon/Spec Payments/STOP
Human Resources Division
Health & Safety
Career Development/Interns
Civil Rights/Affirmative Action
Class/Compensation
Exams
Labor Relations
Payroll
Performance Management
Personnel Processing
Workforce Management

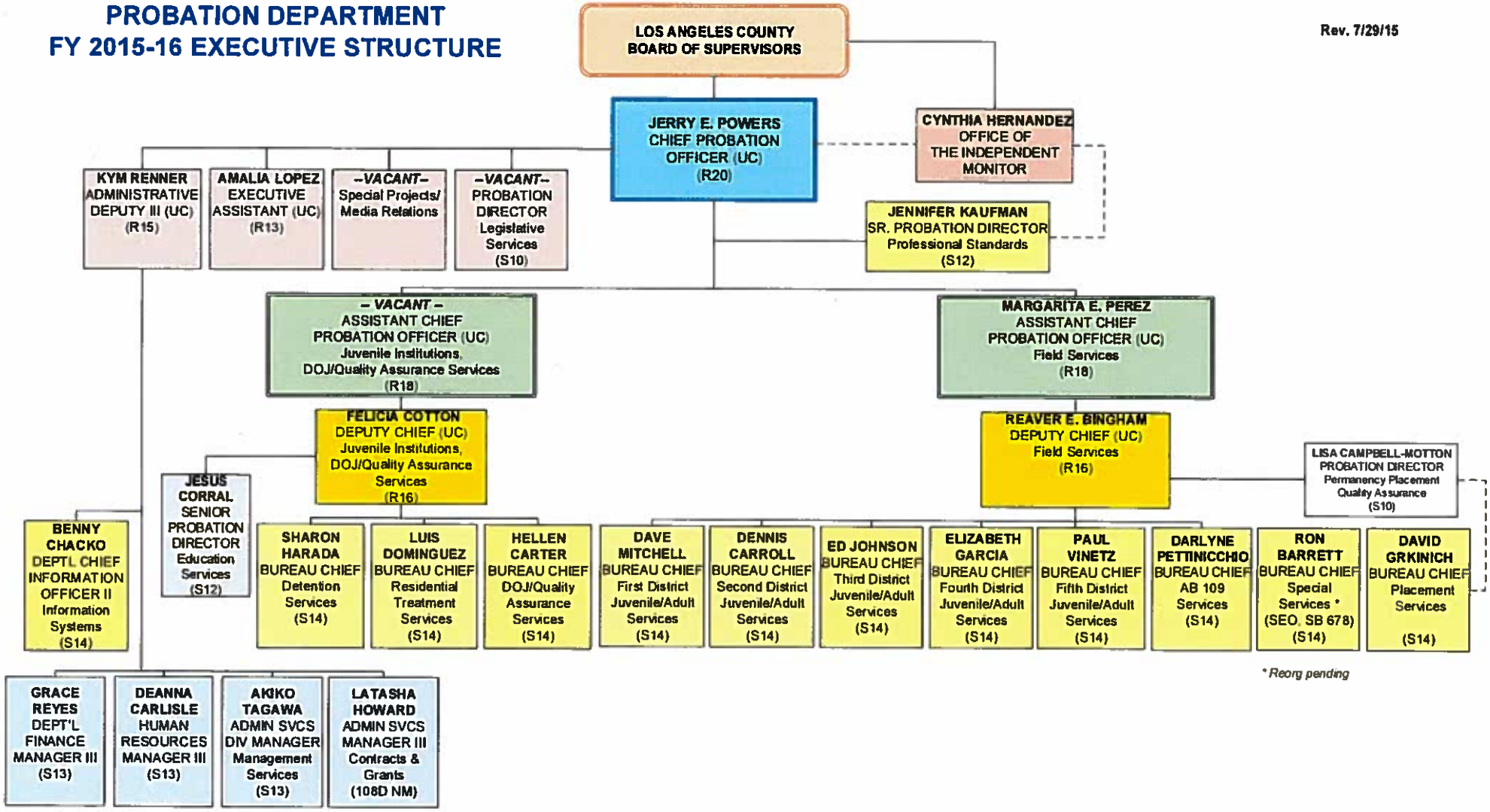
Approved by Philip L. Browning Philip L. Browning, Director
January 1, 2015

Department of Children and Family Services FY 14-15
Organization Chart By Programs

ATTACHMENT VII-B

PROBATION DEPARTMENT
FY 2015-16 EXECUTIVE STRUCTURE

Rev. 7/29/15



DISTRICT BUREAU CHIEFS' JUVENILE AND ADULT AREA OFFICES AND OTHER FUNCTIONS

First District
East Los Angeles Area Office
N.E. Juv. Justice Center (Incl. Spec. Needs Court)
NEJJC - Dual Supervision / 241.1 WIC Investigation
Juvenile Day Reporting Center
Pomona Valley Area Office (Incl. DUI Grant)
San Gabriel Valley Area Office
CCTP/CCTP-YOBG
JJCPA - School-Based Cluster I

Second District
Adult Day Reporting Center
Centinela Area Office
Crenshaw Area Office
Firestone Area Office
Juvenile Day Reporting Center
Kenyon Juvenile Justice Center
South Central Area Office
Intensive Gang Supv / DJJ
JJCPA - School-Based Cluster 2

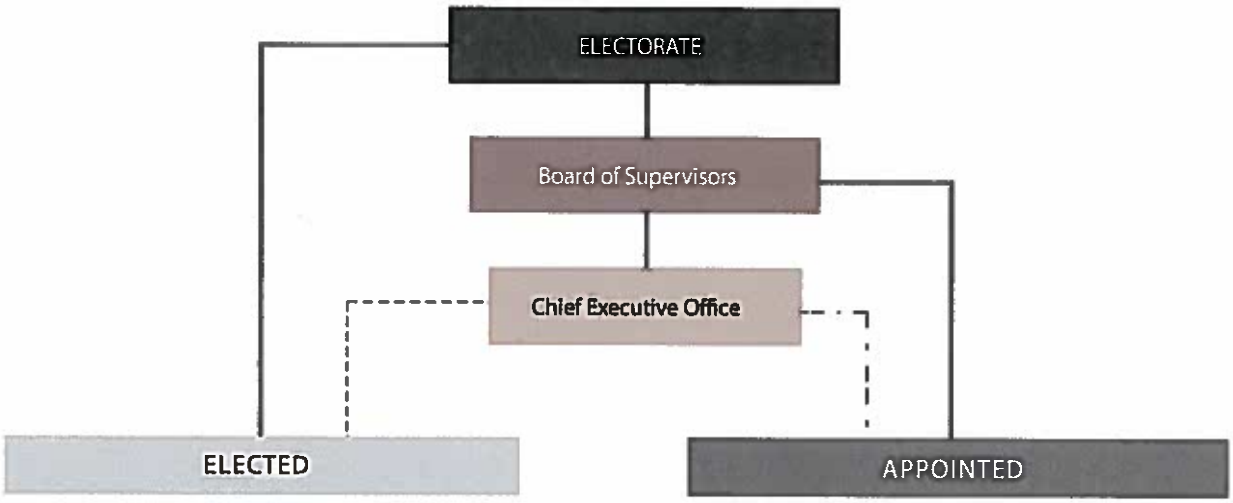
Third District
East San Fernando Valley Area Office
Juvenile Day Reporting Center
Santa Monica Area Office
Van Nuys Area Office
Developmentally Disabled Minors
Juvenile Citation Diversion
JJCPA - School-Based Cluster 3
Pretrial Services
Teen Court

Fourth District
Harbor Area Office
Long Beach Area Office
Rio Hondo Area Office
ASCOT Program
Central Adult Investigations
Central Records
JJCPA - School-Based Cluster 4

Fifth District
Adult Day Reporting Center
Antelope Valley Area Office
Foothill Area Office
Riverview Area Office
Valencia Sub-Office
Court Officers
JJCPA - Administration
JJCPA - School-Based Cluster 5

ATTACHMENT VII-C

COUNTY ORGANIZATION



ELECTED

- Assessor
- District Attorney
- Sheriff

APPOINTED

- Agricultural Commissioner/Weights & Measures
- Alternate Public Defender
- Animal Care & Control
- Auditor-Controller
- Beaches & Harbors
- Chief Information Office
- Child Support Services
- Children & Family Services
- Community Development Commission/Housing Authority
- Community & Senior Services
- Consumer & Business Affairs
- County Counsel
- Executive Office
- Fire
- Health Services
- Human Resources
- Internal Services
- Medical Examiner-Coroner
- Mental Health
- Military & Veterans Affairs
- Museum of Art
- Natural History Museum
- Parks & Recreation
- Probation
- Public Defender
- Public Health
- Public Library
- Public Social Services
- Public Works
- Regional Planning
- Registrar-Recorder/County Clerk
- Treasurer & Tax Collector

REPORTING STRUCTURE

———	Direct Report
- - - - -	Budgetary oversight and administrative coordination
— · —	Budgetary and administrative oversight (ensures that day-to-day operations are consistent with Board-approved policies, objectives and budget)

Los Angeles County Probation

Practice Model

ATTACHMENT VIII

Intake

Youth is identified to the system through police, school, parents, group home etc.

Seek to identify if youth is involved in dependency system.
If youth is identified as a crossover youth refer to Crossover Youth Practice Model for guidance in working in partnership with DCFS

Detention Screener

Phone call or in person interview with the family

Intervention with no system involvement

Youth is not Detained

Youth is Detained.

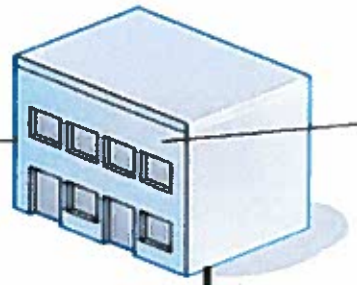
Engage Families and begin kin identification to support the youth and family

Investigation Unit completes LARRC or if this is an open case, supervising officer updates LARRC

KEY Elements:
- **Kin Identification**
- **Family Engagement**
- **Passing the Baton of Information**

Detention

This is also a point in time where we begin to identify family.



Detention provides a very good opportunity to engage families and to begin the family assessment process. Family Resource Center staff in Detention will reach out to fam inviting families to provide information to the staff about their family and about the you provide some services.

Youth is detained and assessment Information is compiled

Detention provides the opportunity to learn as much as possible about the youth specifically in the areas of mental health, substance abuse, educational issues, family relationships, past history of involvement in systems (including juvenile justice, child welfare), etc.

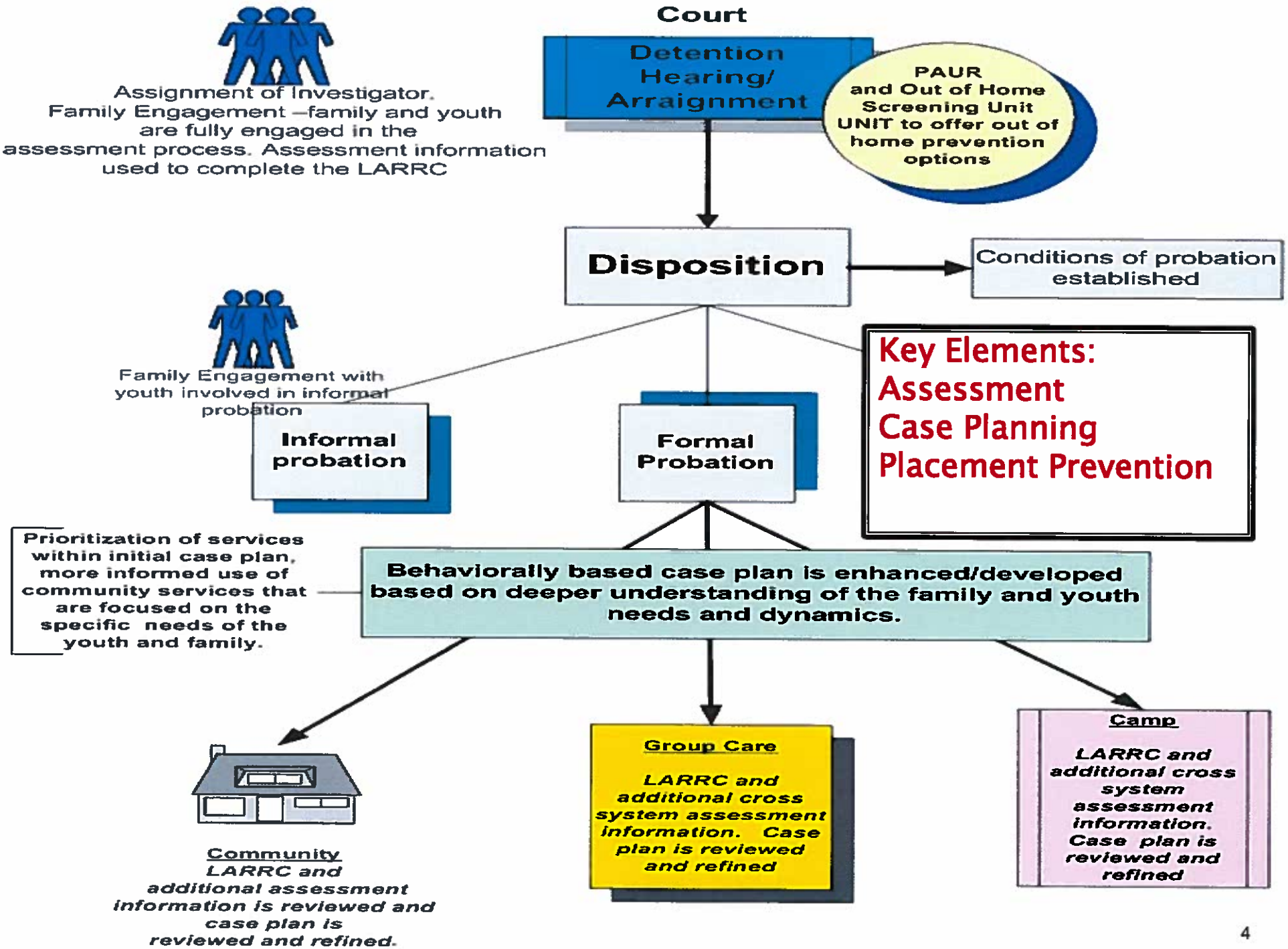
Additional information is added in the case notes.

Key Elements:

- **Review of past information**
- **Learning about the youth/family—ki identification**
- **Passing on the information**

Information compiled is entered into information system – so that camp, placement and field officers have access.

Share critical new information compiled during youth's stay in detention with the court prior to court hearing


Court
Detention Hearing/ Arraignment
PAUR and Out of Home Screening Unit UNIT to offer out of home prevention options
Assignment of Investigator. Family Engagement –family and youth are fully engaged in the assessment process. Assessment information used to complete the LARRC
Disposition
Conditions of probation established
Key Elements:
Assessment
Case Planning
Placement Prevention
Family Engagement with youth involved in informal probation
Informal probation
Formal Probation
Prioritization of services within initial case plan, more informed use of community services that are focused on the specific needs of the youth and family.
Behaviorally based case plan is enhanced/developed based on deeper understanding of the family and youth needs and dynamics.
Community
LARRC and additional assessment information is reviewed and case plan is reviewed and refined.
Group Care
LARRC and additional cross system assessment information. Case plan is reviewed and refined
Camp
LARRC and additional cross system assessment information. Case plan is reviewed and refined

Out of Home Care

Youth is placed in out of home care

Transition planning begins at the point of placement. A critical component of transition planning is kin identification and kin engagement. Supports available to you following placement.

Kinship (relative and non-relative) **care** that is court ordered. **Before this placement is made a home assessment should be completed.**

Family Foster Care or MSTFC

Group Care

Camp

Building on the existing LARRC and other assessment information, and in collaboration with individuals and service providers involved in the youth's life including family, school, placement provider, mental health practitioner a case plan is updated.

Family visits are documented in the case plan.

Family Engagement occurs throughout placement

Officer of record ongoing contact with youth

ssment

Officer of record has ongoing conversations with the youth. Interactions should include case plan review and assessment of safety, permanency and well being.

Family Finding in group care to support the youth when they go home.

Content of the supervisory process needs to helping th officer focus on where we are going with the youth and family and how we are going to get there.

Key Elements:

- Early and Rapid Transition Planning
- Use of kinship care and foster care
- Family Engagement
- Passing the Baton of Information

Juvenile Supervision
(Formal or Informal Probation)

Key Elements:
- Family Engagement
- Review of existing LARRC and other assessment information
- Behaviorally focused case plan

Officer reviews the existing LARRC and additional assessment Information.
Juvenile Case Plan (part of pre plea report) reviewed and updated based on conversations with youth and family.

Family engagement as part of ongoing work with the youth. Note that research makes it clear that family engagement has a direct correlation to youth and family achieving case plan goals.

Per the Juvenile Case Plan, the officer makes a referral to the appropriate services. Officer makes optimal use of evidence based, promising practices and strength focused interventions that fully engage family.

Ongoing assessment may require case plan modification and increase and decrease In the intensity of services.

Frequent review of progress—assessing if behavioral changes have been made. This requires frequent meetings with youth and family as well as involvement of CBOs.

Active family Involvement in assessment Of progress.

Results of Home on Probation

Successful → **Jurisdiction Terminated**

Commits a new offense or probation violation → Based on seriousness of offense –out of home placement may be considered.

Transition planning

Family Meeting when planning for youth transition

Transition Process begins the moment the child is placed in out of home care.
The family, the care provider and all other stakeholders serving the youth and family are involved.

Use a team approach to transition planning that may include family, receiving officer, officer of record, education, mental health, health, etc. This transition also should include housing information of the youth.

This includes a home assessment to ensure that the youth will be safe, that they have a place to sleep, and that the youth can make progress and be successful.

Key Elements:
- Family Engagement through a team meeting
- Focused Transition Planning

This process includes a review of the following:
- **Assessment findings (LARCC)**
- **Assessment of ILP eligibility**
- **Case plan/treatment plan**

Based on conversation among team members, supervision needs (following out of home care) are defined

Regular Supervision

School Based

Gang

Camp Community Transition Program

Transfer to Functional Family Probation Officer

Family Involvement Including explanations to the youth about where they are going.

Team Meeting results in use of an array of Community Based Services that may include MST/FFT, Wrap, Family Preservation, ILP and Community Outreach

Youth and Family Needs Met Jurisdiction Terminated

Achieving Youth Permanency

Note: Kin identification begins at the point of entry into the system and continues throughout the service delivery process

Youth is leaving the system and there has been no identified permanent family

Identify if any additional ILP services need to be provided such as housing, vocational assessment and employment assistance.

Key Elements:
•Ensuring a youth does not leave care without adult connections

Officer reviews case file, holds conversations with youth to determine if there are any kin that may have been overlooked.

Kin identified

No kin identified

Hold a Family Meeting to determine bio family/ kin interest in having the youth live with them.

Including any adults who care about The youth

No one is identified as a placement resource for the youth

Implementation of a Permanency Pact Meeting to ensure that a youth does not leave the system without adult supports

Kin are identified, background check and home study completed and placement follows.

It is critical to provide supports to kin. Research indicates that without supports youth are more likely to recidivate.

Jurisdiction Terminated

This includes ensuring housing, employment and other basic needs are met.