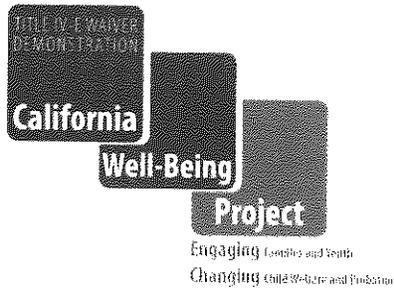


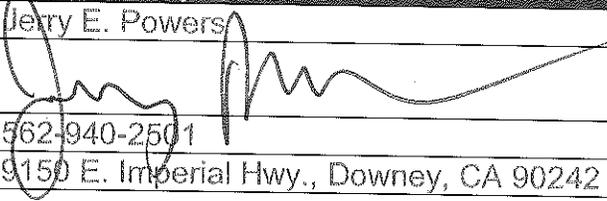
California Department of Social Services (CDSS)
Title IV-E California Well-Being Project



All County Plans for the Title IV-E Child Well-Being Project are expected to comply with the following requirements.

1. The County Plan, with original signatures from the Child Welfare Director and the Chief Probation Officer, must be submitted to CDSS at:
California Department of Social Services
Integrated Services Unit
744 P Street, MS 8-11-86
Sacramento, CA 95814
2. The County Plan submissions must be received by 5:00 p.m. on **August 15, 2014**. An electronic copy of the County Plan should be sent to IV-EWaiver@dss.ca.gov. The County Plan with original signatures by the Child Welfare Director and the Chief Probation Officer must be received by CDSS within seven days of the electronic copy submission date. Faxes will **not** be accepted.
3. The County Plan must be an integrated plan with information and data for both Social Services and Probation Departments.
4. The County Plan should describe the project-wide interventions (SOP and Wraparound) as well as any optional county specific targeted interventions. Each county may identify up to two child welfare and up to two probation interventions.
5. The County Plan may be amended during the project period via submittal of the County Plan Amendment Form. Amendment forms may be requested at IV-EWaiver@dss.ca.gov.
6. The County Plan should not exceed 25 pages excluding the budget.

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Title IV-E California Well-Being Project Signature Sheet County Submittal	
County Name	Los Angeles County
County Child Welfare Agency Director	
Name	Philip L. Browning
Signature*	
Phone Number	213-351-5600
Mailing Address	425 Shatto Place, Suite 600, Los Angeles, CA 90020
County Chief Probation Officer	
Name	Jerry E. Powers
Signature*	
Phone Number	562-940-2501
Mailing Address	9150 E. Imperial Hwy., Downey, CA 90242
Mail the original Signature Sheet to: California Department of Social Services Integrated Services Unit 744 P Street, MS 8-11-86 Sacramento, CA 95814	
*Signatures must be in blue ink.	

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Contact Information*		
Child Welfare Agency		
Program	Name	Alan Weisbart
	Agency	Los Angeles County DCFS
	Phone and Email	213-351-5740; weisba@dcfs.lacounty.gov
	Mailing Address	425 Shatto Place, Suite 600, Los Angeles, CA 90020
Evaluation	Name	Alan Weisbart
	Agency	Los Angeles County DCFS
	Phone and Email	213-351-5740; weisba@dcfs.lacounty.gov
	Mailing Address	425 Shatto Place, Suite 600, Los Angeles, CA 90020
Fiscal	Name	Rogelio Tapia
	Agency	Los Angeles County DCFS
	Phone and Email	213-351-3244; tapiar@dcfs.lacounty.gov
	Mailing Address	425 Shatto Place, Suite 205, Los Angeles, CA 90020
Probation Agency		
Program	Name	Adam Bettino
	Agency	Los Angeles County Probation
	Phone and Email	323-371-9204 adam.bettino@probation.lacounty.gov
	Mailing Address	3965 South Vermont, 3rd Flr., Los Angeles, CA 90037
Evaluation	Name	Adam Bettino
	Agency	Los Angeles County Probation
	Phone and Email	323-371-9204; adam.bettino@probation.lacounty.gov
	Mailing Address	3965 South Vermont, 3rd Flr., Los Angeles, CA 90037
Fiscal	Name	Norma Cruz-Lawler
	Agency	Los Angeles County Probation
	Phone and Email	562-940-2680; norma.cruz@probation.lacounty.gov

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

	Mailing Address	9150 E. Imperial Hwy., Downey, CA 90242
*The Program and Evaluation Contact may be the same.		

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Date: October 1, 2014

County: Los Angeles

TITLE IV-E CALIFORNIA WELL-BEING PROJECT PLAN

COUNTY PROFILE

Describe the county's population trends and demographics. Review the county's current System Improvement Plan to identify current child welfare (CW) and probation needs, goals and outcomes. Include a description of the structure between Social Services and Probation for the Project's implementation.

According to the first quarter of Calendar Year (CY) 2014, Los Angeles County data; 20.6% of the 2.6 million children in Los Angeles County lived in families that were 100% below the Federal Poverty Levels. These countywide averages mask significant regional differences. For example, during the first quarter of CY 2014, 34.3% of children in South Service Planning Area (SPA) lived in families with incomes below the poverty level, while only 10.5% in the West area were below the poverty level.

Since all but one of the County's eight SPAs is larger than several other States, it is not surprising that the data highlights different kinds of strengths and challenges for families living in different areas of this complex county. The following provides a brief profile of the family demographics, strengths and needs in each of the SPAs:

- The Antelope Valley (SPA 1) is the smallest in population at approximately 386,000, but the largest geographic area and includes a number of small towns surrounded by high desert. Fifty-three percent of the 149,000 children and youth (3.9% of the number of youth of Los Angeles County) in SPA 1 are Latino while 27.9% are White, 16.2% are African American, 2.8% are Asian/Pacific Islander and 0.4% is American Indian. Isolation and limited public transportation present major difficulties. There are parents commuting more than two hours a day, leaving many children alone for many hours at a time. Twenty-nine percent of youth live in families with incomes below the federal poverty level. SPA 1 accounts for 11.0% of the children DCFS placed in out of home care and has a teen birth rate of 11.1 per 1,000 youth.

- The San Fernando Valley (SPA 2) has a population of 2.1 million residents and its population is the size of Nevada and New Mexico and is larger than 14 other states. The majority of SPA 2's 462,567 children and youth (17.5% of the total number of youth) are Latino (56.8%), while 31.2% are White, 8.1% are Asian/Pacific Islander,

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

3.7% are African American and 0.2% are American Indian. Sixteen percent of youth live in families with incomes below the federal poverty level. SPA 2 accounts for 11.6% of the children in out-of-home care and has a teen birth rate of 5.7 per 1,000 youth.

- The San Gabriel Valley (SPA 3) is home to 1.6 million people including 570,169 children and youth (21.6% of the total number of youth). Fifty-seven percent are Latino, while 19.7% are White, 19.5% are Asian/Pacific Islander, 3.4% are African American and 0.2% are American Indian. Fifteen percent of youth live below the federal poverty level. SPA 3 accounts for 17.9% of children in out-of-home care and has a teen birth rate of 6.8 per 1,000 youth.

- The Metro area (SPA 4) includes a population of 1.2 million people including 570,169 children and youth (21.6% of the total number of youth). SPA 4 includes the area in and around downtown of the City of Los Angeles and is home to a large number of indigent families. Seventy-two percent of the children in this area are Latino, 14.2% are Asian/Pacific Islander, 10.4% are White, 3.2% are African American and 0.2% are American Indian. Twenty-nine percent of youth live below the federal poverty level. SPA 4 accounts for 5.5% of children in out-of-home care and has a teen birth rate 9.3 per 1,000 youth.

- The West area (SPA 5) has a population of 637,129 and includes most of the wealthiest parts of the County. Fifty-three percent of the 154,045 children and youth (5.8% of the total number of youth) are White, while 27.0% are Latino, 11.6% are Asian/Pacific Islander, 8.7% are African American and 0.1% are American Indian. SPA 5 accounts for 1.9% of children in out-of-home care and has a teen birth rate of 2.3 per 1,000 youth.

- The South area (SPA 6) has a population of 1 million people and 367,928 are children and youth (13.9% of the total number of youth). The economic challenges for families in this service area are overwhelming. Thirty-four percent of children live in families under the poverty level. Seventy-four percent are Latino, 23.9% are African American, 1.2% are White, 0.7% are Asian/Pacific Islander and 0.1% are American Indian. SPA 6 accounts for 25.7% of children in out-of-home care and has a teen birth rate of 15.8 per 1,000 youth.

- The East area (SPA 7) has a population of 1.2 million. The majority of SPA 7's 374,340 child and youth (14.7% of the total number of youth) are Latino (84.8%), while 7.6% are White, 5.2% are Asian/Pacific Islander, 2.1% are African American and 0.2%

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

are American Indian. SPA 7 accounts for 12.9% of children in out-of-home care and has a teen birth rate of 8.2 per 1,000 youth.

- The South Bay/Harbor area (SPA 8) with a total population of 1 million people includes both a string of smaller beach communities along the ocean, as well as Long Beach, the Harbor and economically depressed areas inland. SPA 8 is one of the more racially and culturally balanced areas in the County. Fifty-one percent of the 420,058 children and youth (16.0% of the total number of youth) in SPA 8 are Latino, 21.7% are White, 13.9% are African American, 13.3% are Asian/Pacific Islander and 0.2% are American Indian. SPA 8 accounts for 13.5% of the children in out-of-home care and has a teen birth rate of 7.0 per 1,000 youth.

- Taken as a whole, American Indians represent 0.1% (3,663) of the total number of youth in Los Angeles County. Over 19% of American Indian children live in families with income under the poverty level and accounted for 0.7% of the children in out-of-home care.

- There are approximately 12,000 youth under the supervision of the Los Angeles County Probation Department. Juvenile crime rates have decreased steadily over the last several years. In 2011, Juvenile crimes dropped to their lowest levels since 1957 this included a significant drop in violent crime and all felonies (www.cjcg.org). As a result, Los Angeles County Probation seen a decline in the number of youth under juvenile supervision; there are approximately 830 youth on a Suitable Placement order, approximately 760 youth on a Camp to Community Placement order and approximately 10,500 youth on a Home on Probation order. Despite this significant drop in Juvenile crime rates, Probation has found that the population is in need of more intensive and focused interventions. The Department is consistently seeking to improve the continuum of care and service array to address mental health, substance abuse and delinquent behavior.

To be effective, the child welfare and probation systems must be able to meet the multiple needs of children and families in these different communities through the responsible use of the full spectrum of available government services and community supports. This Waiver extension will take full advantage of public and private supports for children and families through improved performance in local community partnership processes, in quality services delivery and in new accountability structures.

Each Department has identified key staff to either work on the Waiver full-time or a significant portion of their work time. DCFS has identified Alan Weisbart as its Waiver

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Coordinator and Probation has identified Adam Bettino as its Waiver Coordinator. In addition, administrative support staff for each Department will work on the Waiver. The Waiver team members will be responsible for planning, coordinating, monitoring and reporting on Waiver implementation and outcomes; and working with CDSS, Chief Executive Office, other County Departments, service providers, community partners and other stakeholders. The Departments have been working closely and meeting regularly. The Departments have had conversations regarding the Fiscal Memorandum of Understanding (MOU) between the two Departments and have come to a tentative agreement as to cost allocation methodologies.

The Departments have cross walked the current Los Angeles County System Improvement Plan (SIP) and the Waiver Implementation Plan and have identified the following goals and outcomes:

- Provide preventative services as well as increase the array of services to allow children to remain safely in their homes.
- Reduced timelines to reunification through the use of enhanced Child and Family Team meetings and Family Finding efforts. If reunification is not possible, decreased timelines to adoption and legal guardianship.
- Reduced length of stay in out-of-home care while ensuring that individualized case planning and appropriate community alternatives and services are in place prior to the youth returning home to ensure successful and permanent reunification.
- Reduced length of stay in congregate care while ensuring that individualized case planning and community alternatives and services are in place prior to the youth returning home to ensure improved outcomes and permanent reunification.
- Enhanced cross-system case assessment and case planning. Additionally, improved and timely case planning to reduce reliance on out-of-home care through the provision of intensive, focused and individualized services.

OTHER KEY INITIATIVES AND PILOT DEMONSTRATIONS

Describe each initiative (i.e. California Partners for Permanency (CAPP), Quality Parenting Initiative (QPI), Resource Family Approval (RFA) Program), including expected impact, anticipated immediate/measurable changes and potential benefits/risks.

The Permanency Innovations Initiative is a \$100 million, 5 year federal grant, of which \$14.5 million was awarded to the California Department of Social Services to address

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

disproportionality and disparity in child welfare in the over represented African American and American Indian communities. The purpose of this grant is to reduce long-term foster care and improve well-being for the identified populations using a child and family practice model. The four counties receiving the grant are Los Angeles, Fresno, Santa Clara and Humboldt.

Using principles from Implementation Science, a practice model including 23 practice behaviors was developed with input from state and local partners. The intent is to provide basic framework for implementation so that fidelity assessments could be conducted to determine how workers and supervisors adhere to the model. The implementation strategy of coaching is used to support training and execution and the fidelity assessment provides a basis for analyzing practice.

As the State is developing its Practice Model, it is possible that some strategies will not align with the model developed in CAPP and there will be a need for retraining and coaching. Some of the benefits of having a standardized method of practice include families receiving quality services, higher social worker retention and better outcomes for children and youth.

In 2001, Probation began implementing the Juvenile Justice Crime Prevention Act (JJCPA), which established a funding source for local juvenile justice programs aimed at curbing crime and delinquency among at-risk and young offenders. This initiative is available to counties for collaborative efforts addressing a continuum of responses to juvenile crime, including prevention, intervention, supervision, treatment and detention. Each juvenile is given a risk and needs assessment and assigned to one or more JJCPA programs; enhanced mental health services, enhanced services to high-risk/high need youth, and enhanced school and community-based services. The initiative impacts at least one of the following outcome: arrests; incarcerations; completion of probation; completion of restitution; completion of community service and probation violations. Immediate and measurable changes vary depending on the actual service, but include increasing the numbers of youth served by school-based Deputy Probation Officers (DPOs), ensuring that youth are screened and assessed for mental health needs and receive treatment upon entry into the juvenile justice system, and increasing awareness of positive coping skills.

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM) (CHILD WELFARE)

Specific elements of this model include engagement, assessment, behaviorally based case planning, transition and monitoring/adapting.

Key Practice Components

Elements of the Model (Tools)	Engagement	Assessment	Service Planning and Implementation	Monitoring and Adapting	Transition
Motivational Interviewing	X	X		X	X
Solution-Focused Interviewing/Practice	X	X	X	X	X
Cultural Humility	X	X	X	X	X
Appreciative Inquiry	X	X	X	X	X
Trauma-Informed Practice	X	X	X	X	X
Structured Decision Making		X	X		X
Family/Child Teams and Networks of Support	X	X	X	X	X
Strategies for engaging children, capturing the children's voice and perspective in decision-making	X	X	X	X	X
Safety Mapping/Information and Consultation Framework	X	X	X	X	X
Partnership-Based Collaborative Practice			X	X	X
Effective safety planning at foster care entry and exit		X	X		X
Case Teaming	X	X	X	X	X

WRAPAROUND (PROBATION)

Wraparound is a family-centered, strengths-based, needs-driven planning process for creating individualized services and supports for the youth and family. Specific elements of the Wraparound model will include teaming, engagement, individualized strength based case planning, and transitions.

Key Practice Components

Phase	Description
<p>Phase 1 Engagement and Team Preparation</p>	<p>During this phase, the groundwork for trust and shared vision among the family and wraparound team members is established, so people are prepared to come to meetings and collaborate. During this phase, the tone is set for teamwork and team interactions that are consistent with the wraparound principles, particularly through the initial conversations about strengths, needs, and culture. In addition, this phase provides an opportunity to begin to shift the family's orientation to one in which they understand they are an integral part of the process and their preferences are prioritized. The activities of this phase should be completed relatively quickly (within 1-2 weeks if possible), so that the team can begin meeting and establish ownership of the process as quickly as possible.</p>
<p>Phase 2 Initial Plan Development</p>	<p>During this phase, team trust and mutual respect are built while the team creates an initial plan of care using a high-quality planning process that reflects the wraparound principles. In particular, youth and family should feel, during this phase, that they are heard, that the needs chosen are ones they want to work on, and that the options chosen have a reasonable chance of helping them meet these needs. This phase should be completed during one or two meetings that take place within 1-2 weeks, a rapid time frame intended to promote team cohesion and shared responsibility toward achieving the team's mission or overarching goal.</p>
<p>Phase 3 Implementation</p>	<p>During this phase, the initial wraparound plan is implemented, progress and successes are continually reviewed, and changes are made to the plan and then implemented, all while maintaining or building team cohesiveness and mutual respect. The activities of this phase are repeated until the team's mission is achieved and formal wraparound is no longer needed.</p>
<p>Phase 4 Transition</p>	<p>During this phase, plans are made for a purposeful transition out of formal wraparound to a mix of formal and natural supports in the community (and, if appropriate, to services and supports in the adult system). The focus on transition is continual during the wraparound process, and the preparation for transition is apparent even during the initial engagement activities.</p>

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

CHILD WELFARE

INTERVENTION #1	
SAFETY ORGANIZED PRACTICE (SOP) / CORE PRACTICE MODEL (CPM) Is SOP / CPM a System Improvement Plan (SIP) Strategy? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goals will be targeted by the intervention above: <ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	The target population is children and families with open DCFS in-home care and out-of-home care cases.
Geographic Area	This intervention will be implemented countywide.
Expected short and long term outcomes	The short term outcomes are to deepen understanding about trauma, improve relationship with the community, only serve families who need intervention, work collaboratively with partners as well as families and communities and develop awareness of the impact that DCFS has when we intervene. The long term outcomes are to engage families through a more individualized casework approach that emphasizes family involvement, increased child safety, improved permanency outcomes and timeline, improved child and family well-being and improve the array of services and supports available.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Current contract for Child and Family Team Meeting (CFT) trainer expires on March 31, 2015. Along with teaching the CFT teaming process, the CFT trainer is training coaches and supporting facilitators.

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Projected Number of Children and Families to be Served	
Plan Year 1	37,000 children
Plan Year 2	36,500 children
Plan Year 3	35,900 children
Plan Year 4	35,350 children
Plan Year 5	34,900 children
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Expand Coaching and the Core Practice Model to 9 regional offices
Plan Year 2	Expand Coaching and the Core Practice Model to 14 regional offices
Plan Year 3	Expand Coaching and the Core Practice Model to 19 regional offices
Plan Year 4	Continue with the provision of services
Plan Year 5	Continue with the provision of services
Evaluation	
What tool will you be utilizing to track this measure?	DCFS will use the Quality Service Review (QSR) and outcomes to track the impact of teaming. The Department will capture the case number to track the families who participate.
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

CHILD WELFARE

OPTIONAL INTERVENTION #2	
INTERVENTION: Enhance Prevention and Aftercare	
Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input checked="" type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	The target population is families in Los Angeles County that are high risk of child abuse or neglect and could benefit from supportive services to strengthen their protective capacities.
Geographic Area	This intervention will be implemented countywide via SPA-based contracts and will also target the American Indian and Asian/Pacific Islander communities.
Expected short and long term outcomes	The short term outcome is to build families' strengths in the areas related to the Protective Factors: parental resilience; social connection; knowledge of parenting and child development; increase economic opportunities and concrete supports; and children's social and emotional development. The long-term outcome is to reduce the children and families that need to receive services from county child welfare services.
How does this intervention align with the project goal?	Prevention and Aftercare aligns with the Title IV-E California Well-being Project goals by providing alternative services in the area of prevention and family-centered practice. These services will increase safety, improve permanency outcomes and timelines, improve child and family well-being.
Services to be contracted out with the purpose/need for the contracted services and contracting	Prevention and Aftercare is a program of service strategies that are provided, in their entirety, by contractors and sub-contractors. The additional \$5 million in funding from Title IV-E would support this program with specific emphasis on the evidence-based practices of Supporting Father Involvement,

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

timelines	Safe Care, and Parents as Teachers.
Projected Number of Children and Families to be Served	
Plan Year 1	200 Case Navigation + 660 with additional Title IV-E funding (six month contract year)
Plan Year 2	600 Case Navigation + 2,640 with additional Title IV-E funding (please see attached Evidence-based Practice (EBP) matrix with additional information about the three proposed practices)
Plan Year 3	600 Case Navigation + 2,640 with additional Title IV-E funding
Plan Year 4	600 Case Navigation + 2,640 with additional Title IV-E funding
Plan Year 5	600 Case Navigation + 2,640 with additional Title IV-E funding
Rollout/Implementation Activities and Timeframes	
Plan Year 1	During year one of the Waiver extension, DCFS will finalize the contract allocations, submit DCFS' Contract Management Services form (CMS) for Board of Supervisors' approval and implementation of the Prevention and Aftercare contracts will begin in January 2015. Implementation will be incremental since contractors will need to time to scale up to full implementation.
Plan Year 2	Continue with provision of services.
Plan Year 3	Continue with provision of services.
Plan Year 4	Continue with provision of services.
Plan Year 5	Continue with provision of services.
Evaluation	
What tool will you be utilizing to track this measure?	DCFS' Datamart will be used to assess outcomes. There is a potential that the Family Assessment Form (FAF) may be used by these contractors to measure changes in the areas of parental capacities/family strengths
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

CHILD WELFARE

OPTIONAL INTERVENTION #3	
INTERVENTION: Partnerships for Families (PFF)	
Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input checked="" type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	The target population is DCFS referred families that have risk factors of high to very high and a closed referral disposition of inconclusive, with an emphasis on families with children five years of age or younger. An additional target population is community referred pregnant women who have the following risk factors for child maltreatment: young age (i.e., teen mothers); domestic violence; substance abuse and mental health related issues.
Geographic Area	This intervention will be implemented countywide via SPA-based contracts and will also target the American Indian and Asian/Pacific Islander communities.
Expected short and long term outcomes	PFF is an evidence-based, short-term, family centered interventions designed to diminish factors associated with child abuse and neglect. Short term outcomes are enhanced family strengths in areas related to the Protective Factors: parental resilience; social connection; knowledge of parenting and child development; increase economic opportunities and concrete supports and children's social and emotional development. The long term outcome of PFF is the reduction of subsequent family involvement with DCFS.
How does this intervention align with the project goal?	Partnership for Families aligns with the Title IV-E California Well-being Project goals by providing alternative services in the area of prevention and family-centered practice. These services will increase safety, improve permanency outcomes and timelines and improve child and family well-being.

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

<p>Services to be contracted out with the purpose/need for the contracted services and contracting timelines</p>	<p>This program is currently managed by First 5 LA. DCFS is scheduled to take over the management of the contract for PFF in Plan Year 2 of the Waiver extension.</p> <p>PFF is a program of service strategies that are provided by contractors and sub-contractors. PFF services are provided for six to 12 months and include the following case management services: linkage services; concrete services for basic family needs; targeted services for families with domestic violence, mental health services, substance abuse related needs and access to early care and education. Additionally, the contracted agencies shall engage in both internal and external capacity building efforts, including achieving positive family outcomes and advocacy efforts to engage informal family supports and community members in the prevention of child maltreatment.</p>
Projected Number of Children and Families to be Served	
Plan Year 1	This program will not be implemented in Plan Year 1
Plan Year 2	This program is currently managed by First 5 LA. The projected number of children and families is pending
Plan Year 3	This program is currently managed by First 5 LA. The projected number of children and families is pending
Plan Year 4	This program is currently managed by First 5 LA. The projected number of children and families is pending
Plan Year 5	This program is currently managed by First 5 LA. The projected number of children and families is pending
Rollout/Implementation Activities and Timeframes	
Plan Year 1	This program will not be implemented in Plan Year 1
Plan Year 2	DCFS will assume the PFF contract currently managed by First 5 LA in Plan Year 2. Contractor and sub-contractors are already in place for this program
Plan Year 3	Continue with the provision of services
Plan Year 4	Continue with the provision of services
Plan Year 5	Continue with the provision of services
Evaluation	
What tool will you be utilizing to track this measure?	DCFS' Datamart will be used to assess outcomes. There is a potential that the Family Assessment Form (FAF) may be used by these contractors to measure changes in the areas of parental capacities/family strengths.
Will you be able to provide case level	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

data?	
-------	--

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

INTERVENTIONS

Using the provided Interventions template, each department is to give a detailed description of the project-wide intervention as well as up to two child welfare and up to two probation optional county specific targeted interventions.

PROBATION

INTERVENTION #1	
WRAPAROUND	
<p>Is Wraparound a System Improvement Plan (SIP) Strategy?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>The following project goals will be targeted by the intervention above:</p> <ul style="list-style-type: none"> • Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems • Engage families through a more individualized casework approach that emphasizes family involvement • Increase child safety without an over-reliance on out-of-home care • Improve permanency outcomes and timelines • Improve child and family well-being • To decrease recidivism and delinquency for youth on probation 	
5 Year Plan	
Target Population	The target population is Probation youth who reside in LA County who are placed at risk of being placed in high level residential care. Specifically the youth must meet the following conditions: youth must be ward of the Court (602 WIC), at imminent risk of out of home placement, and be less than 17 years and 6 months of age. Wraparound can also be ordered by the Court.
Geographic Area	This will be implemented county-wide.
Expected short and long term outcomes	Short term outcomes include improved service coordination and increased resources and capacity for coping, planning, problem solving. Long term outcomes include improved mental health outcomes, improved school and community functioning and increased assets/protective factors.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	The Wraparound program service delivery is contracted out to service providers situated throughout the County's eight Service Provider Areas (SPAs) to provide support services to youth. A new Request for Proposal is currently being developed and released in the coming months to secure these contractors for the Fiscal Year 2014-15. Contracting timelines will coincide with the start of the fiscal year and subject to

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

	renewal for successive fiscal years thereafter for the duration of the Title IV-E Waiver Project and extension periods unless terminated.
Projected Number of Children and Families to be Served	
Plan Year 1	200 - 250 families
Plan Year 2	200 - 250 families
Plan Year 3	200 - 250 families
Plan Year 4	200 - 250 families
Plan Year 5	200 - 250 families (these numbers are subject to change contingent upon the needs of our youth, families and the Department).
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Release RFP to solicit service providers in designated SPAs; initiate development of contracts; including obtaining final contractual approval from Board of Supervisors over the next several months. In the interim, Wraparound services will continue to be provided under the existing contract. There will be no gap in services.
Plan Year 2	Contractors to hire and train staff, initial implementation of Wraparound according to scope of work, continued coordination and collaboration among Probation, Department of Children and Family Services, and Department of Mental Health (including operating and maintaining the Interagency Screening Committee).
Plan Year 3	Continued implementation and collaboration among departments.
Plan Year 4	Continued implementation and collaboration among departments.
Plan Year 5	Continued implementation and collaboration among departments.
Evaluation	
What tool will you be utilizing to track this measure?	DCFS, as the Wraparound lead agency, will use the Child and Adolescent Functional Assessment Scale (CAFAS) and the Child and Adolescent Needs and Strengths (CANS) tools. Probation will also use the Los Angeles Risk and Resiliency Checklist (LARRC).
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

PROBATION

OPTIONAL INTERVENTION #2	
INTERVENTION: Functional Family Therapy (FFT)	
Is this Intervention a System Improvement Plan (SIP) Strategy? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems <input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement <input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care <input type="checkbox"/> Improve permanency outcomes and timelines <input checked="" type="checkbox"/> Improve child and family well-being <input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	The target population is Probation youth residing in Los Angeles County returning home from suitable placement, or who are at imminent risk of out-of-home placement, and are between 13-18 years old. These are probation youth who are transitioning from residential placement to their home communities, including but not limited to those with co-occurring disorders, traumatized youth, and sex offenders. Youth enrolled directly into an alternative program upon discharge, such as Full Service Partnerships (FSP) or Wraparound would not be included in this population.
Geographic Area	This will be implemented countywide.
Expected short and long term outcomes	Expected short-term outcomes include improved mental health, improved family functioning, and reduced substance use. The long term outcomes include reduced reliance on out-of-home care, reduced delinquent behavior and reduced criminal recidivism.
How does this intervention align with the project goal?	This intervention aligns with the Title IV-E Waiver project goals by providing an evidence-based, short term and community-based therapy program. It engages the youth and family in recognizing negative behavior and relational patterns and providing skills training in problem solving, parenting and conflict management.
Services to be contracted out with the purpose/need for the	Services are delivered by two teams of in-house Deputy Probation Officers (DPOs) and two community-based contract agencies (SHIELDS for Families and Starview Community

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

contracted services and contracting timelines	Services, Inc, which are utilized in cases where needs are not met in-house (e.g., due to staff capacity and language capabilities, etc.). Contracting timelines will coincide with the start of the fiscal year, subject to renewal for successive fiscal year periods thereafter for the duration of the Title IV-E Waiver Project and extension periods unless terminated.
Projected Number of Children and Families to be Served	
Plan Year 1	Approximately 250 youth and families
Plan Year 2	Approximately 250 youth and families
Plan Year 3	Approximately 250 youth and families
Plan Year 4	Approximately 250 youth and families
Plan Year 5	Approximately 250 youth and families (these numbers are subject to change contingent upon the needs of our youth, families and the Department).
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Continue to implement FFT, conduct new and booster training for staff as necessary.
Plan Year 2	Continue to implement FFT and conduct training for replacement staff as necessary.
Plan Year 3	Continue to implement FFT and conduct training for replacement staff as necessary.
Plan Year 4	Continue to implement FFT and conduct training for replacement staff as necessary.
Plan Year 5	Continue to implement FFT and conduct training for replacement staff as necessary.
Evaluation	
What tool will you be utilizing to track this measure?	<p>The tools to be used include the Youth Outcome Questionnaire (parent report and youth self-report), Outcome Questionnaire, Client Services System (CSS), and the Los Angeles Risk and Resiliency Checkup (LARRC).</p> <p>Probation will evaluate the efficacy of FFT at specific intervals throughout the Waiver project period. Probation has implemented specific data management practices to measure fidelity of staff to the FFT model and the ongoing well-being of the youth and family.</p>
Will you be able to provide case level data?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

PROBATION

OPTIONAL INTERVENTION #3	
INTERVENTION: Functional Family Probation (FFP)	
Is this Intervention a System Improvement Plan (SIP) Strategy? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
The following project goal (s) will be targeted by the intervention above:	
<input checked="" type="checkbox"/> Improve the array of services and supports available to children, youth and families involved in the child welfare and juvenile probation systems	
<input checked="" type="checkbox"/> Engage families through a more individualized casework approach that emphasizes family involvement	
<input type="checkbox"/> Increase child safety without an over-reliance on out-of-home care	
<input type="checkbox"/> Improve permanency outcomes and timelines	
<input checked="" type="checkbox"/> Improve child and family well-being	
<input checked="" type="checkbox"/> To decrease recidivism and delinquency for youth on probation	
5 Year Plan	
Target Population	The target population is Probation youth between 13-18 years old assessed as moderate to high risk.
Geographic Area	This will be implemented countywide.
Expected short and long term outcomes	The expected short term outcomes include reduced caseload sizes, improved family functioning and improved youth behavior. Long term outcomes include decreased rate of out-of-home care; reduced juvenile justice expenditures; and decreased rates of probation violations, arrests and felony recidivism.
How does this intervention align with the project goal?	These outcomes align with the Title IV-E Waiver project goals by utilizing a family-focused case management approach, working within the family as a platform to better manage crises and refer youth to programs that will match their particular risks and needs, and offering strength-based supervision that is heavily informed by evidence-based research of "what works" in reducing recidivism.
Services to be contracted out with the purpose/need for the contracted services and contracting timelines	Services are provided by in-house Deputy Probation Officers (DPOs) and will not be contracted out.
Projected Number of Children and Families to be Served	
Plan Year 1	Approximately 450 youth and families
Plan Year 2	Approximately 450 youth and families

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Plan Year 3	Approximately 450 youth and families
Plan Year 4	Approximately 450 youth and families
Plan Year 5	Approximately 450 youth and families (this capacity is contingent upon the needs of our youth, families and the Department).
Rollout/Implementation Activities and Timeframes	
Plan Year 1	Hire replacement staff for 2 supervisory positions, conduct replacement staff training, conduct CSS training for DPOs.
Plan Year 2	Continue to implement FFP and conduct training for replacement staff as necessary.
Plan Year 3	Continue to implement FFP and conduct training for replacement staff as necessary.
Plan Year 4	Continue to implement FFP and conduct training for replacement staff as necessary.
Plan Year 5	Continue to implement FFP and conduct training for replacement staff as necessary.
Evaluation	
What tool will you be utilizing to track this measure?	<p>The Department will utilize the Los Angeles Risk and Resiliency Checklist (LARRC).</p> <p>Probation will evaluate the efficacy of FFP at specific intervals throughout the Waiver project-period. Probation has implemented specific data management practices to measure fidelity of staff to the FFP model and the ongoing well-being of the youth and family.</p>
Will you be able to provide case level data?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

PLANNING PROCESS AND COMMUNITY SUPPORT

Describe how the C-CFSR process was utilized to inform the county project plan. Describe the county's engagement with key partners and stakeholders around project planning and how the county will engage community partners and stakeholders throughout the project period.

DCFS developed local advisory groups that serve as community based advisory councils/committees. The DCFS' Regional Administrators who manage DCFS' 19 offices, and a myriad of Deputy Directors and Division Chiefs with centralized responsibility, have been using these existing local advisory councils/committees to engage community stakeholders in a discussion around the strategies that would best help the County achieve the desired outcomes for children and families. In addition to the local advisory groups, DCFS and Probation hold an annual System Improvement Plan (SIP) meeting, which includes staff from both Departments, community stakeholders and community providers.

In June 2013, the Los Angeles County Board of Supervisors approved the creation of a Blue Ribbon Commission (Commission) to serve as an independent review body that assessed the obstacles impacting child welfare practice in Los Angeles County. As part of its review, the Commission conducted 15 public hearings, interviewed more than 300 stakeholders across all program areas related to child-safety, examined 28 child fatality cases, and researched promising practices across the country. The Commission also heard from County leaders describing ideas and efforts to improve the current system.

DCFS operationalized the desired outcomes from the key three critical outcome areas; improved safety, increased timelines to permanency and improved well-being, and cross-walked them against the Waiver terms and conditions. It is the County's plan to continue our local advisory councils/committees and workgroups as a means of ensuring ongoing oversight and feedback as we enter the Waiver process. It was and remains the County's intention to conduct our planning from the local level up and these forums will help to ensure community participation as we evaluate our progress and make adjustments to our plan as needed.

SYSTEM CAPACITY DEVELOPMENT

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

Describe Child Welfare and Probation's organizational changes (i.e. Contracts, Budgets, BOS Support) that may need to occur for implementation and information technology needs.

The County does not currently anticipate any organizational changes that will be required to be made in order to successfully implement the demonstration project. Both the Department of Children and Family Services and Probation Department have undergone reorganizations within the past two years in order to position themselves to make the systemic reforms necessary as part of this project. However, as the project is implemented, if organizational changes are necessary, the County is committed to make necessary changes and adjustments to ensure the success of this project. In support of the IV-E Waiver, we anticipate technology solutions in the following areas:

1. Baselines - Establish baseline data and measurement framework for utilization in tracking outcome measurements for program effectiveness.
2. Progress Management – Track the progress of the IV-E Waiver programs through meaningful data reports that will provide monitoring tools for measuring a program's effectiveness and outcomes.
3. Fiscal Management – Track financial IV-E Waiver allocation and costs to ensure cost effectiveness methodologies are applied to programs.
4. Performance/Services Management – Referral and tracking of services provided to families and children to identify qualitative and quantitative benefits as they relate to outcomes.

The County is positioned to respond to future IV-E Waiver programs and system improvements for DCFS and Probation, as well as its stakeholders. The County will work closely with State and Federal approval agencies on development of IT resources and systems in support of programs for improved safety, increased timelines to permanency and increased child well-being. The successes of strength-based, family-focused strategies and improvements will in part, be supported through technology solutions that will automate cumbersome business processes, track data and provide qualitative and quantitative data for ongoing monitoring and outcome measurement of new service programs. In order to serve imminent business needs/changes, Los Angeles County may allocate the IV-E Waiver funds to fulfill technology needs and submit an information only Advance Planning Document (APD) to the State.

DCFS continues to be fully committed to use all functions and data provided by the Statewide Child Welfare Services Case Management System (CWS/CMS). By assuring data is entered into the CWS/CMS case record and utilizing our local

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

CWS/CMS Datamart to eliminate any duplication of data entry of case information, we are able to build upon the information to develop those applications in support of IV-E Waiver business process automation (e.g., prevention, community involvement, family support tracking) not within the scope of SACWIS or CWS/CMS.

BUDGET

Each department will prepare a five-year budget for the Project, using the provided worksheet.

PROJECT PHASE DOWN

Describe how the county will ensure that children, youth and families will not be harmed when the project ends in five years or in the event that the county "opts out" of the Project before the end of the five years.

By meeting the goals of the project, the County will demonstrate that the provisions of a fuller array of services and programs that invests significant funds in prevention and aftercare services fundamentally change the use of foster care from a long-term strategy to a short-term intensive approach. This change of approach will result in improved safety, permanency and well-being for children and families.

At the end of the demonstration project, the County recognizes that there will be a need for continued use of financial flexibility to make strategic investments in ongoing structural and programmatic reforms to serve children and families in a cost neutral manner. The need for continued efforts in prevention and aftercare will be necessary to maintain safety, permanency, and well-being for children and families. During the third year of the project, the County proposes to work with the State and Federal Governments to design a transition plan to make the demonstration a permanent allocation plan and methodology.

In the event that the County's demonstration project is not successful and the County chooses to opt out, the County will ensure that the transition for children and families from the waiver to a traditional IV-E model will be as seamless as possible. To ensure that the transition process will not impact the quality of services provided to children and families, the County will:

California Department of Social Services (CDSS)
Title IV-E California Well-Being Project

- Maintain eligibility determination for children in foster care so that the claim status of each child is known;
- Continue to track programmatic elements and administrative claims; and,
- Ensure the availability of programs for children and families and that systems are in place to allow for efficient transition.

The County realizes that the timeframe for an efficient transition will be between six months and one year.

California Department of Social Services
Title IV-E Well-Being Demonstration Project Budget for County Plan
Directions

Project Bases: Update cells with blue for your projected bases for both your federal dollars and the match funds. Even though the terms and conditions have not been signed, use the bases provided to fill in the spreadsheet. The nonfederal match has not been finalized, but you can use your current state FY spending levels for both federally and nonfederally eligible cases.

Planned Expenditures: Update cells with blue font with your projected costs reflective of business as usual (costs for interventions will be displayed separately). The expenditures should include both the federal and match.

Surplus/Deficit: These cells will automatically populate based on your projected bases and planned expenditures. The savings will be displayed as a negative number. The annual surplus/deficit is the amount of savings/overspending for each year of the project separately displayed. The cumulative surplus/deficit is reflective of the current period savings/deficit plus any prior savings/deficits. The net savings/deficit is reflective of the cumulative savings/deficit less the amount spent on prior year intervention costs.

Interventions: List the interventions your county plans to participate in and the corresponding funding (federal and match).

Cumulative Available Reinvestment Funds: This reflects the net impact at the end of each year, of how much savings/deficit each department has after accounting for interventions spent in that year.

Comments: Update the comments specific to your department's phase of implementing the intervention(s).

California Department of Social Services
 Title IV-E Well-Being Demonstration Project Budget for County Plan
 Child Welfare

	SFY 2014-15 (9 months)	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20 (3 months)
Project Bases						
Title IV-E Foster Care Federal Assistance	\$117,165,709	\$161,276,981	\$165,753,261	\$170,634,525	\$176,100,749	\$44,386,185
Title IV-E Foster Care Federal Administration	\$143,306,809	\$197,399,016	\$203,278,814	\$209,092,266	\$216,262,719	\$54,627,914
Foster Care Nonfederal Assistance	\$140,088,964	\$184,770,036	\$183,397,518	\$181,148,631	\$179,460,405	\$44,865,101
Foster Care Nonfederal Administration	\$255,407,045	\$351,149,981	\$351,095,967	\$351,007,464	\$350,941,026	\$87,735,257
Sub Total	\$655,968,527	\$894,596,015	\$903,525,559	\$911,882,886	\$922,764,899	\$231,614,457
Planned Expenditures						
Title IV-E Foster Care Federal Assistance	\$117,165,709	\$161,276,981	\$165,753,261	\$170,634,525	\$176,100,749	\$44,386,185
Title IV-E Foster Care Federal Administration	\$143,306,809	\$197,399,016	\$203,278,814	\$209,092,266	\$216,262,719	\$54,627,914
Foster Care Nonfederal Assistance	\$140,088,964	\$184,770,036	\$183,397,518	\$181,148,631	\$179,460,405	\$44,865,101
Foster Care Nonfederal Administration	\$240,320,045	\$321,049,981	\$316,157,967	\$308,007,464	\$307,941,026	\$76,985,257
Total Welfare Department	\$640,881,527	\$864,496,015	\$868,587,559	\$868,882,886	\$879,764,899	\$220,864,457
Surplus/Deficit						
Annual Surplus/Deficit	(\$15,087,000)	(\$30,100,000)	(\$34,938,000)	(\$43,000,000)	(\$43,000,000)	(\$10,750,000)
Cumulative Surplus/Deficit	(\$15,087,000)	(\$45,187,000)	(\$80,125,000)	(\$123,125,000)	(\$166,125,000)	(\$176,875,000)
Net Surplus/Deficit	(\$15,087,000)	(\$30,100,000)	(\$34,938,000)	(\$43,000,000)	(\$43,000,000)	(\$10,750,000)
Interventions						
Safety Organized Practice/Core Practice Model	\$4,837,000	\$12,900,000	\$17,738,000	\$25,800,000	\$25,800,000	\$6,450,000
Prevention and Aftercare	\$4,950,000	\$6,600,000	\$6,600,000	\$6,600,000	\$6,600,000	\$1,650,000
Partnership for Families	\$5,300,000	\$10,600,000	\$10,600,000	\$10,600,000	\$10,600,000	\$2,650,000
Total Intervention Investment Expenditures	\$15,087,000	\$30,100,000	\$34,938,000	\$43,000,000	\$43,000,000	\$10,750,000
Cumulative Available Reinvestment Funds	\$0	\$0	\$0	\$0	\$0	\$0

Enter County Name Here: Los Angeles

Comments:

Examples below, update based on your counties plan.
 Do not plan to implement SOP in first year, as the training is being phased in, will start in year two.
 Once SOP implements will be phased in second year and fully implemented in third year.
 Since there was additional funding the county decided to add XYZ as an intervention.

California Department of Social Services
 Title IV-E Well-Being Demonstration Project Budget for County Plan
Probation

	SFY 2014-15 (9 months)	SFY 2015-16	SFY 2016-17	SFY 2017-18	SFY 2018-19	SFY 2019-20 (3 months)
<u>Project Bases</u>						
Title IV-E Foster Care Federal Assistance	\$8,832,852	\$12,126,917	\$12,373,093	\$12,776,456	\$13,079,258	\$3,269,815
Title IV-E Foster Care Federal Administration	\$52,928,312	\$72,667,043	\$74,142,184	\$76,559,219	\$78,373,673	\$19,593,418
Foster Care Nonfederal Assistance	\$56,472,370	\$77,311,743	\$78,684,262	\$80,933,149	\$82,621,374	\$20,655,344
Foster Care Nonfederal Administration	\$42,712,317	\$57,026,502	\$57,080,516	\$57,169,019	\$57,235,457	\$14,308,864
Sub Total	\$160,945,851	\$219,132,205	\$222,280,055	\$227,437,843	\$231,309,762	\$57,827,441
<u>Planned Expenditures</u>						
Title IV-E Foster Care Federal Assistance	\$8,832,852	\$12,126,917	\$12,373,093	\$12,776,456	\$13,079,258	\$3,269,815
Title IV-E Foster Care Federal Administration	\$52,928,312	\$72,667,043	\$74,142,184	\$76,559,219	\$78,373,673	\$19,593,418
Foster Care Nonfederal Assistance	\$49,197,370	\$67,611,743	\$68,984,262	\$71,233,149	\$72,921,374	\$18,230,344
Foster Care Nonfederal Administration	\$38,139,953	\$50,930,016	\$50,984,030	\$51,072,533	\$51,138,971	\$12,784,743
Total Probation Department	\$149,098,487	\$203,335,719	\$206,483,569	\$211,641,357	\$215,513,276	\$53,878,320
<u>Surplus/Deficit</u>						
Annual Surplus/Deficit	(\$11,847,365)	(\$15,796,486)	(\$15,796,486)	(\$15,796,486)	(\$15,796,486)	(\$3,949,121)
Cumulative Surplus/Deficit	(\$11,847,365)	(\$27,643,851)	(\$43,440,337)	(\$59,236,823)	(\$75,033,309)	(\$78,982,430)
Net Surplus/Deficit	(\$11,847,365)	(\$15,796,486)	(\$15,796,486)	(\$15,796,486)	(\$15,796,486)	(\$3,949,121)
<u>Interventions</u>						
Wraparound	\$7,275,000	\$9,700,000	\$9,700,000	\$9,700,000	\$9,700,000	\$2,425,000
Functional Family Therapy	\$592,236	\$789,648	\$789,648	\$789,648	\$789,648	\$197,412
Functional Family Probation	\$3,980,129	\$5,306,838	\$5,306,838	\$5,306,838	\$5,306,838	\$1,326,709
Total Intervention Investment Expenditures	\$11,847,365	\$15,796,486	\$15,796,486	\$15,796,486	\$15,796,486	\$3,949,121
Cumulative Available Reinvestment Funds	\$0	\$0	\$0	\$0	\$0	\$0

Enter County Name Here: Los Angeles

Comments: