

## Alameda County Revenue

Amounts are the total of the administrative and assistance allocations.

SFY Qtrs	*Base Allocation	Federal	State	County	Total
		\$	\$	\$	
July-Sept 07/08		\$ 12,035,375	\$ 9,105,937	\$ 11,196,502	\$ 32,337,814
Oct-Dec 07/08		\$ 12,276,082	\$ 9,105,937	\$ 11,196,502	\$ 32,578,521
Jan-Mar 07/08		\$ 12,276,082	\$ 9,105,937	\$ 11,196,502	\$ 32,578,521
Apr-June 07/08		\$ 12,276,082	\$ 9,105,937	\$ 11,196,502	\$ 32,578,521
<b>07/08 Total</b>		<b>\$ 48,863,621</b>	<b>\$ 36,423,748</b>	<b>\$ 44,786,009</b>	<b>\$ 130,073,378</b>
July-Sept 08/09		\$ 12,276,082	\$ 9,204,547	\$ 11,196,502	\$ 32,677,131
Oct-Dec 08/09		\$ 12,521,604	\$ 9,204,547	\$ 11,196,502	\$ 32,922,653
Jan-Mar 08/09		\$ 12,521,604	\$ 9,204,547	\$ 11,196,502	\$ 32,922,653
Apr-June 08/09		\$ 12,521,604	\$ 9,204,547	\$ 11,196,502	\$ 32,922,653
<b>08/09 Total</b>		<b>\$ 49,840,893</b>	<b>\$ 36,818,187</b>	<b>\$ 44,786,009</b>	<b>\$ 131,445,089</b>
July-Sept 09/10		\$ 12,521,604	\$ 9,305,129	\$ 11,196,502	\$ 33,023,235
Oct-Dec 09/10		\$ 12,772,036	\$ 9,305,129	\$ 11,196,502	\$ 33,273,667
Jan-Mar 09/10		\$ 12,772,036	\$ 9,305,129	\$ 11,196,502	\$ 33,273,667
Apr-June 09/10		\$ 12,772,036	\$ 9,305,129	\$ 11,196,502	\$ 33,273,667
<b>09/10 Total</b>		<b>\$ 50,837,711</b>	<b>\$ 37,220,515</b>	<b>\$ 44,786,009</b>	<b>\$ 132,844,235</b>
July-Sept 10/11		\$ 12,772,036	\$ 9,407,722	\$ 11,196,502	\$ 33,376,260
Oct-Dec 10/11		\$ 13,027,476	\$ 9,407,722	\$ 11,196,502	\$ 33,631,701
Jan-Mar 10/11		\$ 13,027,476	\$ 9,407,722	\$ 11,196,502	\$ 33,631,701
Apr-June 10/11		\$ 13,027,476	\$ 9,407,722	\$ 11,196,502	\$ 33,631,701
<b>10/11 Total</b>		<b>\$ 51,854,465</b>	<b>\$ 37,630,889</b>	<b>\$ 44,786,009</b>	<b>\$ 134,271,363</b>
July-Sept 11/12		\$ 13,027,476	\$ 9,512,368	\$ 11,196,502	\$ 33,736,346
Oct-Dec 11/12		\$ 13,288,026	\$ 9,512,368	\$ 11,196,502	\$ 33,996,896
Jan-Mar 11/12		\$ 13,288,026	\$ 9,512,368	\$ 11,196,502	\$ 33,996,896
Apr-June 11/12		\$ 13,288,026	\$ 9,512,368	\$ 11,196,502	\$ 33,996,896
<b>11/12 Total</b>		<b>\$ 52,891,554</b>	<b>\$ 38,049,471</b>	<b>\$ 44,786,009</b>	<b>\$ 135,727,034</b>
<b>Grand Total</b>		<b>\$ 254,288,244</b>	<b>\$ 186,142,810</b>	<b>\$ 223,930,045</b>	<b>\$ 664,361,099</b>

\*Methodology for IV-E, SGF, and County Allocations

- Federal base is calculated using the average of FFYs 2003/05 expenditures for assistance and administration.
- SGF assistance is capped at SFYs 2005/06 expenditures. SGF administrative allocation is SFYs 2006/07 allocations with 2% growth, beginning SFYs 2007/08.
- County share is based on the SFY 2005/06 assistance and administrative expenditures.

Sources:

Federal and State data is from Waiver Quarters by FFY and SFY dated April 11, 2007.

County admin data drawn from CEC on April 19, 2007. Assistance data from CA 800.

## Los Angeles County Revenue

Amounts are the total of the administrative and assistance allocations.

SFY Qtrs	*Base Allocation	Federal	State	County	Total
		\$ 354,584,389	\$ 287,886,579	\$ 331,865,521	
July-Sept	07/08	\$ 92,227,400	\$ 72,801,271	\$ 82,966,380	\$ 247,995,051
Oct-Dec	07/08	\$ 94,071,948	\$ 72,801,271	\$ 82,966,380	\$ 249,839,599
Jan-Mar	07/08	\$ 94,071,948	\$ 72,801,271	\$ 82,966,380	\$ 249,839,599
Apr-June	07/08	\$ 94,071,948	\$ 72,801,271	\$ 82,966,380	\$ 249,839,599
	<b>07/08 Total</b>	<b>\$ 374,443,242</b>	<b>\$ 291,205,084</b>	<b>\$ 331,865,521</b>	<b>\$ 997,513,847</b>
July-Sept	08/09	\$ 94,071,948	\$ 73,647,490	\$ 82,966,380	\$ 250,685,818
Oct-Dec	08/09	\$ 95,953,387	\$ 73,647,490	\$ 82,966,380	\$ 252,567,257
Jan-Mar	08/09	\$ 95,953,387	\$ 73,647,490	\$ 82,966,380	\$ 252,567,257
Apr-June	08/09	\$ 95,953,387	\$ 73,647,490	\$ 82,966,380	\$ 252,567,257
	<b>08/09 Total</b>	<b>\$ 381,932,107</b>	<b>\$ 294,589,959</b>	<b>\$ 331,865,521</b>	<b>\$ 1,008,387,587</b>
July-Sept	09/10	\$ 95,953,387	\$ 74,510,633	\$ 82,966,380	\$ 253,430,400
Oct-Dec	09/10	\$ 97,872,454	\$ 74,510,633	\$ 82,966,380	\$ 255,349,467
Jan-Mar	09/10	\$ 97,872,454	\$ 74,510,633	\$ 82,966,380	\$ 255,349,467
Apr-June	09/10	\$ 97,872,454	\$ 74,510,633	\$ 82,966,380	\$ 255,349,467
	<b>09/10 Total</b>	<b>\$ 389,570,749</b>	<b>\$ 298,042,532</b>	<b>\$ 331,865,521</b>	<b>\$ 1,019,478,802</b>
July-Sept	10/11	\$ 97,872,454	\$ 75,391,039	\$ 82,966,380	\$ 256,229,873
Oct-Dec	10/11	\$ 99,829,903	\$ 75,391,039	\$ 82,966,380	\$ 258,187,322
Jan-Mar	10/11	\$ 99,829,903	\$ 75,391,039	\$ 82,966,380	\$ 258,187,322
Apr-June	10/11	\$ 99,829,903	\$ 75,391,039	\$ 82,966,380	\$ 258,187,322
	<b>10/11 Total</b>	<b>\$ 397,362,164</b>	<b>\$ 301,564,156</b>	<b>\$ 331,865,521</b>	<b>\$ 1,030,791,841</b>
July-Sept	11/12	\$ 99,829,903	\$ 76,289,053	\$ 82,966,380	\$ 259,085,337
Oct-Dec	11/12	\$ 101,826,501	\$ 76,289,053	\$ 82,966,380	\$ 261,081,935
Jan-Mar	11/12	\$ 101,826,501	\$ 76,289,053	\$ 82,966,380	\$ 261,081,935
Apr-June	11/12	\$ 101,826,501	\$ 76,289,053	\$ 82,966,380	\$ 261,081,935
	<b>11/12 Total</b>	<b>\$ 405,309,408</b>	<b>\$ 305,156,212</b>	<b>\$ 331,865,521</b>	<b>\$ 1,042,331,141</b>
	<b>Grand Total</b>	<b>\$ 1,948,617,671</b>	<b>\$ 1,490,557,942</b>	<b>\$ 1,659,327,605</b>	<b>\$ 5,098,503,217</b>

\*Methodology for IV-E, SGF, and County Allocations

- Federal base is calculated using the average of FFYs 2003/05 expenditures for assistance and administration.
- SGF assistance is capped at SFYs 2005/06 expenditures. SGF administrative allocation is SFYs 2006/07 allocations with 2% growth, beginning SFYs 2007/08.
- County share is based on the SFY 2005/06 assistance and administrative expenditures.

Sources:

Federal and State data is from Waiver Quarters by FFY and SFY dated April 11, 2007.

County admin data drawn from CEC on April 19, 2007. Assistance data from CA 800.

**DEPARTMENT OF SOCIAL SERVICES**

744 P Street, Sacramento, CA 95814



January 18, 2008

COUNTY FISCAL LETTER (CFL) NO. 07/08-36

TO: ALL COUNTY WELFARE DIRECTORS  
ALL COUNTY FISCAL OFFICERS

SUBJECT: FISCAL YEAR (FY) 2007-08 TITLE IV-E CHILD WELFARE WAIVER  
DEMONSTRATION CAPPED ALLOCATION PROJECT (CAP)

This letter provides Alameda and Los Angeles Counties with the FY 2007-08 allocation for the Title IV-E Child Welfare Waiver Demonstration CAP that was approved by the federal Department of Health and Human Services (DHHS) on March 31, 2006 and was implemented on July 1, 2007. The allocation displays the capped allocation for federal Title IV-E, General Fund (GF), and county funds that were established upon approval of Alameda and Los Angeles Counties' participation in the CAP.

Attachment I displays the FY 2007-08 individual county allocation for Waiver Base, Non-Base Waiver, and Non-Waiver activities:

- Waiver Base – The federal base allocation is the county's average of Federal Fiscal Year (FFY) 2003 thru FFY 2005 Title IV-E actual expenditures for administration and assistance with an annual growth of two percent beginning in FFY 2006. The GF for Foster Care (FC) Assistance is a capped base allocation based on the actual expenditures for FY 2005-06. For Child Welfare Services (CWS) related programs, CWS Basic, and FC Administration, the GF base allocation is based on the FY 2006-07 allocations with an annual growth of two percent beginning in FY 2007-08. Participating counties are required to provide funding equal to their FY 2005-06 actual expenditures. The allocation includes FC maintenance payments and CWS administration costs but excludes costs for training, licensing related activities, adoption administration and assistance, non-recurring adoption costs, reimbursements, evaluation, and Statewide Automated Child Welfare Information System (SACWIS).
- Non-Base Waiver – These are new activities that are not included in the Waiver Base as well as those existing funds not included in the Waiver Base, such as CWS Outcome Improvement Project (CWSOIP) funds. Some of these activities may be federal Title IV-E eligible; however, since the federal Title IV-E Waiver capped allocation cannot be increased, only the GF amount is provided for each of these activities. The funds for these activities were distributed to Alameda and Los Angeles Counties using the same methodology as for the remaining 56 counties. Please refer to the CWS Allocation CFL 07/08-28 and FC Administration Allocation

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for the methodology description and any claiming instructions related to the activities listed. Due to lower revenues and other demands on the Administration's Budget, Alameda and Los Angeles Counties' Non-Base Waiver allocations have been adjusted to reflect the proposed Governor's Budget reduction for FC Assistance.

- Non-Waiver Allocation – These funds are for all other activities within FC Administration and CWS that are excluded from the Waiver. These funds include non-Title IV-E activities as well as Title IV-E funded staff development, relative approvals, and SACWIS. The federal Title IV-E share of costs for these activities is not subject to a cap. The funds for these activities were distributed to all counties in the same methodology as in previous years. Please refer to the CWS Allocation CFL 07/08-28 and FC Administration Allocation CFL 07/08-06 for the methodology description and any claiming instructions related to the activities listed. In addition, the evaluation costs are outside of the waiver and considered non-waiver expenditures.

Please note that the federal Title XX funds displayed on Attachment I are transferred from the Temporary Assistance for Needy Families Block Grant and are used in lieu of GF.

Attachment II displays the program codes used for this allocation. The administrative expenditures charged against these codes are claimed on the County Expense Claim (CEC) and the assistance expenditures are claimed on the CA800 FC Assistance Claim.

In accordance with the Memorandum of Understanding, Alameda and Los Angeles Counties will be allowed to participate in the annual close-out process, along with the other 56 counties. Therefore, Alameda and Los Angeles Counties may receive a proportional share of any surplus GF available for redistribution. In order to participate in the annual CEC close-out process, the state will provide a business as usual (BAU) allocation in a separate letter. This BAU is for information only and will be used for close-out purposes.

Any questions regarding this allocation can be directed to [fiscal.systems@dss.ca.gov](mailto:fiscal.systems@dss.ca.gov).

Sincerely,

***Original Document Signed By:***

ERIC FUJII  
Deputy Director  
Administration Division

Attachments

c: County Welfare Directors Association

## FY 2007-08 TITLE IV-E CHILD WELFARE WAIVER DEMONSTRATION CAPPED ALLOCATION PROJECT

	ALAMEDA				LOS ANGELES			
	TOTAL	FED	STATE	COUNTY	TOTAL	FED	STATE	COUNTY
<b>WAIVER BASE ALLOCATION</b>								
Foster Care Assistance	\$61,657,946	\$20,063,812	\$16,701,787	\$24,892,347	\$443,967,619	\$140,613,863	\$121,961,332	\$181,392,424
Foster Care Administration	\$5,000,201	\$2,678,975	\$1,604,764	\$716,462	\$32,663,166	\$17,165,879	\$10,827,362	\$4,669,925
Child Welfare Services	\$56,600,246	\$21,457,253	\$16,446,508	\$18,696,485	\$490,291,630	\$193,509,536	\$150,978,921	\$145,803,172
Foster Parent Training & Recruitment	\$82,877	\$14,403	\$68,474	\$0	\$645,429	\$3,938	\$641,491	\$0
Kinship/FC Emergency Fund	\$57,063	\$8,667	\$48,396	\$0	\$55,372	\$6,972	\$48,400	\$0
Group Home Monthly Visits	\$1,523,719	\$710,531	\$813,188	\$0	\$6,695,943	\$3,266,870	\$3,429,073	\$0
Substance Abuse/HIV Infant	\$492,417	\$89,600	\$353,925	\$48,892	\$0	\$0	\$0	\$0
State Family Preservation	\$1,680,687	\$1,248,864	\$0	\$431,823	\$0	\$0	\$0	\$0
CWSOIP (Cohort 1)	\$0	\$0	\$0	\$0	\$17,331	\$17,331	\$0	\$0
<b>subtotal</b>	<b>\$127,095,156</b>	<b>\$46,272,105</b>	<b>\$36,037,042</b>	<b>\$44,786,009</b>	<b>\$974,336,490</b>	<b>\$354,584,389</b>	<b>\$287,886,579</b>	<b>\$331,865,521</b>
Annual Growth	\$2,978,221	\$2,591,516	\$386,705	\$0	\$23,177,358	\$19,858,853	\$3,318,505	\$0
Title XX Transfer	\$0	\$5,016,152	(\$5,016,152)	\$0	\$0	\$35,992,119	(\$35,992,119)	\$0
<b>Total Waiver Base</b>	<b>\$130,073,377</b>	<b>\$53,879,773</b>	<b>\$31,407,595</b>	<b>\$44,786,009</b>	<b>\$997,513,848</b>	<b>\$410,435,362</b>	<b>\$255,212,965</b>	<b>\$331,865,521</b>
<b>NON-BASE WAIVER PREMISES ALLOCATION</b>								
CWS Enhanced Kin-GAP Savings	(\$234,000)	\$0	(\$234,000)	\$0	(\$3,659,000)	\$0	(\$3,659,000)	\$0
CWS SB 1667 - Caregiver Court Filing	\$5,000	\$0	\$5,000	\$0	\$49,000	\$0	\$49,000	\$0
CWS AB 1774 Criminal Rec Chk	\$50,000	\$0	\$50,000	\$0	\$351,000	\$0	\$351,000	\$0
CWS Safe & Timely Interstate Placement	\$13,000	\$0	\$13,000	\$0	\$121,000	\$0	\$121,000	\$0
CWSOIP Augmentation	\$1,698,493	\$0	\$1,698,493	\$0	\$20,290,757	\$0	\$20,290,757	\$0
Gomez v. Saenz	\$38,318	\$0	\$38,318	\$0	\$496,023	\$0	\$496,023	\$0
Child & Family Services Review	\$0	\$0	\$0	\$0	\$21,875	\$0	\$21,875	\$0
Foster Care Assistance Rate 10% Reduction	(\$101,000)	\$0	(\$101,000)	\$0	(\$1,022,000)	\$0	(\$1,022,000)	\$0
Foster Care Assistance (Dual Agency & 5% Increase)	\$544,000	\$0	\$544,000	\$0	\$4,096,000	\$0	\$4,096,000	\$0
Foster Care Admin Kin-GAP Savings	(\$49,787)	\$0	(\$49,787)	\$0	(\$808,365)	\$0	(\$808,365)	\$0
Foster Care Admin Legacy Savings	(\$26,100)	\$0	(\$26,100)	\$0	\$0	\$0	\$0	\$0
CWSOIP Grant	\$74,522	\$0	\$74,522	\$0	\$0	\$0	\$0	\$0
CWS, DR, SA & PYS Pilot	\$0	\$0	\$0	\$0	\$1,585,989	\$0	\$1,585,989	\$0
CWSOIP Probation	\$62,145	\$0	\$62,145	\$0	\$734,537	\$0	\$734,537	\$0
<b>Total Non-Base Waiver Premises</b>	<b>\$2,074,591</b>	<b>\$0</b>	<b>\$2,074,591</b>	<b>\$0</b>	<b>\$22,256,816</b>	<b>\$0</b>	<b>\$22,256,816</b>	<b>\$0</b>
<b>TOTAL WAIVER BASE &amp; NON-BASE WAIVER</b>	<b>\$132,147,968</b>	<b>\$53,879,773</b>	<b>\$33,482,186</b>	<b>\$44,786,009</b>	<b>\$1,019,770,665</b>	<b>\$410,435,362</b>	<b>\$277,469,782</b>	<b>\$331,865,521</b>
<b>NON-WAIVER ALLOCATION</b>								
<b>FOSTER CARE ADMINISTRATION</b>								
Staff Development	\$5,790	\$0	\$5,790	\$0	\$47,117	\$0	\$47,117	\$0
Adoptions Assistance Program (AAP)	\$164,560	\$0	\$164,560	\$0	\$1,761,957	\$0	\$1,761,957	\$0
<b>TOTAL FC Non-Waiver</b>	<b>\$170,350</b>	<b>\$0</b>	<b>\$170,350</b>	<b>\$0</b>	<b>\$1,809,074</b>	<b>\$0</b>	<b>\$1,809,074</b>	<b>\$0</b>
<b>CHILD WELFARE SERVICES</b>								
CWS Basic - Training	\$1,793,104	\$1,008,621	\$549,138	\$235,345	\$14,318,368	\$8,054,082	\$4,385,000	\$1,879,286
Title IV-B (capped)	\$1,067,388	\$800,541	\$186,793	\$80,054	\$11,269,567	\$8,452,175	\$1,972,174	\$845,218
Title IV-B (Fed Child & Family Svcs Review)	\$0	\$0	\$0	\$0	\$28,125	\$28,125	\$0	\$0
Title XIX (entitlement)	\$2,686,813	\$1,385,742	\$910,750	\$390,321	\$12,964,320	\$7,220,052	\$4,020,988	\$1,723,280
EA TANF (capped)	\$7,851,261	\$6,500,059	\$0	\$1,351,202	\$43,920,383	\$36,363,456	\$0	\$7,556,927
SCIAP	\$149,895	\$0	\$149,895	\$0	\$2,241,493	\$0	\$2,241,493	\$0
CWS/CMS System Support Staff	\$541,382	\$294,213	\$166,596	\$80,573	\$6,701,069	\$3,641,684	\$2,062,081	\$997,304
Minor Parent Investigations	\$45,922	\$22,961	\$16,068	\$6,893	\$737,008	\$368,504	\$257,879	\$110,625
Minor Parent Services	\$98,509	\$49,264	\$34,488	\$14,757	\$1,581,008	\$790,662	\$553,511	\$236,835
CWS/CMS Staff Development	\$157,001	\$96,057	\$39,947	\$20,997	\$1,798,164	\$1,100,162	\$457,523	\$240,479
Livescan / Background Checks	\$114,018	\$42,734	\$71,284	\$0	\$1,649,130	\$618,094	\$1,031,036	\$0
Relative Home Approvals	\$440,212	\$165,097	\$192,595	\$82,520	\$6,367,149	\$2,387,938	\$2,785,653	\$1,193,558
Multiple Relative Home Approvals	\$223,621	\$83,858	\$97,834	\$41,929	\$3,391,685	\$1,271,882	\$1,483,862	\$635,941
Grievance Review	\$17,272	\$6,470	\$7,553	\$3,249	\$261,968	\$98,133	\$114,559	\$49,276
Statewide Standardized Training	\$726,457	\$408,632	\$222,474	\$95,351	\$6,895,856	\$3,878,919	\$2,111,822	\$905,115
<b>TOTAL CWS Non-Waiver</b>	<b>\$15,912,855</b>	<b>\$10,864,249</b>	<b>\$2,645,415</b>	<b>\$2,403,191</b>	<b>\$114,125,293</b>	<b>\$74,273,868</b>	<b>\$23,477,581</b>	<b>\$16,373,844</b>
<b>FOSTER PARENT TRAINING &amp; RECRUITMENT</b>								
Training	\$18,182	\$10,182	\$8,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-WAIVER</b>	<b>\$16,101,387</b>	<b>\$10,874,431</b>	<b>\$2,823,765</b>	<b>\$2,403,191</b>	<b>\$115,934,367</b>	<b>\$74,273,868</b>	<b>\$25,286,655</b>	<b>\$16,373,844</b>
<b>TOTAL ALLOCATION</b>	<b>\$148,249,355</b>	<b>\$64,754,204</b>	<b>\$36,305,951</b>	<b>\$47,189,200</b>	<b>\$1,135,705,032</b>	<b>\$484,709,230</b>	<b>\$302,756,437</b>	<b>\$348,239,365</b>

## PROGRAM CODES CHARGED AGAINST THE FOLLOWING ALLOCATIONS:

146

## CWS BASIC

## Waiver Codes

004	Probation PQCR	051	SUO- Grp Home Mo Visits (CWS)
077	CWS Basic Nonfederal	089	SUO - Peer Quality Case Review
088	Peer Quality Case Review	198	SUO - EA CWS Non-Fed
143	CWS Intake	596	SUO - CWS - IV-B Non Fed
147	CWS-Court Related Activities	694	SUO - EA-Case Mgmt Fed/Non-Fed
148	CWS-Case Management	808	SUO - CWS Emergency Relief
695	EA-Case Mgmt Title IV-E		
701	IV-E Waiver Services		

STATE USE ONLY:

## Non-Waiver Codes

007	Relative/Non-Relative Home Approvals	008	SUO - Relative/Non-Relative Home Approvals
016**	Title IV-E Waiver Evaluation	166	SUO - CWS 146 (Overmatch)
100	Special Care Incentives	171	SUO - CWS-Title XX To Ledgers
106	EA-CO OP-ESC (1-30 days)	196	SUO - EA/IV-E Cost Shift (Pull Costs)
107	EA-CO OP-ESC (Over 30 days)	197	SUO - EA/IV-E Cost Shift (Fund)
134	EA-Contracted - ESC (1-30 days)	358	SUO - CWS/Background Check (Non-Fed)
136	EA-Contracted - ESC (Over 30 days)		
138	CWS-SPMP		
144	CWS Health Related		
145	CWS Training		
146	CWS Services/Non-federal		
164	State Only CWS IV-B - 146		
176	Title IV-E CAP Development		
359	CWS/Live Scan/CLETS Background Checks		
513	EA-ER		
520	EA-Crisis Resolution		
536	SACWIS-M&O		
544	CWS MPI		
556	CWS-MPS		
557	CWS/CMS Staff Development		
558	CWS/CMS Staff Development-NF		
575	CWS-Training Admin		

STATE USE ONLY:

\*\* From 1997 IV-E Waiver Demonstration Project

## CWS AUGMENTATION

## Waiver Codes

122	SUO - CWS Augmentation GF
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STATE USE ONLY:

## CWS TITLE XX &amp; CWS AUGMENT TITLE XX

## Non-Waiver Codes

120	SUO - CWS Augmentation Title XX Fund
173	SUO - CWS-Title XX Funding
809	SUO - CWS Aug Title XX Fund

STATE USE ONLY:

## CHILD WELFARE SERVICES OUTCOME IMPROVEMENT PROJECT (CWSOIP/COHORT 1)

## Waiver Codes

037	CWSOIP/Cohort1	705	SUO - CWSOIP - Probation (Overmatch)
039	CWSOIP/Cohort1-nonfed		
059	CWSOIP/nonfedSGF/Cohort		
703	CWSOIP - Probation		
704	CWSOIP - Probation Nonfederal		

STATE USE ONLY:

## Non-Waiver Codes

038	SUO - CWSOIP / COHORT 1 (Overmatch)
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STATE USE ONLY:

## PROGRAM CODES CHARGED AGAINST THE FOLLOWING ALLOCATIONS:

147

## AB 2129 FOSTER PARENT TRAINING &amp; RECRUITMENT PLANNING

## Waiver Codes

506 AB 2129 Foster Parent Recruitment  
507 AB 2129 Foster Parent Recruit - NF

## Non-Waiver Codes

STATE USE ONLY:

504 AB 2129 Foster Parent Training 508 SUO - Foster Parent-504-507 (Overmatch)  
505 AB 2129 Foster Parent Training-NF

## FOSTER CARE ADMINISTRATION

## Waiver Codes

029 Rosales v. Thompson  
345 AFDC Eligibility Determination

## Non-Waiver Codes

STATE USE ONLY:

223 EA-FC Eligibility 199 SUO - EA FC (Overmatch)  
230 Adoptions Assistance IV-E 612 SUO - FC (Overmatch)  
300 STEP Eligibility

## GROUP HOME MONTHLY VISITS (CWD)

## Waiver Codes

577 Mo Visits/Group Homes/CWS  
586 NF MO Visits/Group Homes

## Non-Waiver Codes

STATE USE ONLY:

045 SUO - GHMV CWD (Overmatch)

## GROUP HOME MONTHLY VISITS (Probation)

## Waiver Codes

STATE USE ONLY:

579 Mo Visits/Group Homes/Prob 580 SUO - NF MO Visits/Group Hm Probation  
581 NF MO Visits/Group Homes Probation  
702 IV-E Waiver Probation

## Non-Waiver Codes

STATE USE ONLY:

329 SUO - GHMV (Overmatch)

## SA/HIV INFANT PROGRAM

## Waiver Codes

STATE USE ONLY:

172 SA/HIV Infant Program 561 SUO - SA/HIV Infant-Recruit NF  
523 SA/HIV Infant-Recruit

## Non-Waiver Codes

STATE USE ONLY:

137 SA/HIV Infant-Foster Parent Training 195 SUO - SA/HIV Infant-Foster Parent Training NF  
552 SUO - SA/HIV Infant Prg (Overmatch)

## PUBLIC AGENCY PASS-THROUGH

## Waiver Codes

119 Public Agency IV-E PassThrough

## PROBATION PASS-THROUGH

## Waiver Codes

127 Prob IV-E Plan & Mgmt  
128 Probation IV-E/Pre-Placement  
129 Probation IV-E Eligibility

## Non-Waiver Codes

130 Prob IV-E Training  
131 Prob IV-E Licensing  
576 Probation IV-E Training

**PROGRAM CODES CHARGED AGAINST THE FOLLOWING ALLOCATIONS:**

148

**KINSHIP & FOSTER CARE EMERGENCY FUND****Waiver Codes**

562	Kinship & FC Emergency Funding - Fed	493	SUO - Kinship/FC Emerg Funds
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**STATE USE ONLY:****Non-Waiver Codes**

563	SUO - Kinship/FC Emerg Funds (Overmatch)
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**STATE USE ONLY:****STATE FAMILY PRESERVATION (SFP) PERMANENT TRANSFER****Waiver Codes**

177	FPP Case Mgt Preventive Services
179	FPP Case Mgt Foster Care

**Non-Waiver Codes**

159	FPP-SPMP	501	SUO - FPP (Overmatch)
168	FPP-Health Related		
175	FPP-Services/NonFederal		

**STATE USE ONLY:****IV-E FOSTER CARE ASSISTANCE FEDERAL AND NON-FEDERAL - WAIVER CODES****FOSTER CARE FEDERAL**

42	Foster Care FMAP Rate
42	Fed Adm Costs (FC1 Col E4) FFAs
42	Non Fed. Admin Costs (FC1 Col F2) FFAs
NONE	THPP Rate Increase
NONE	Supplemental Clothing Allowance
NONE	IV-E Child Care
NONE	SB 163 Wraparound FC Assist
NONE	SB 163 Wraparound ADMIN

**FOSTER CARE NON-FEDERAL**

40	Foster Care
NONE	THPP Rate Increase
NONE	Supplemental Clothing Allowance

**NON IV-E FOSTER CARE ASSISTANCE FEDERAL AND NON-FEDERAL - NON-WAIVER CODES****FOSTER CARE FEDERAL**

NONE	Funeral Costs
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**FOSTER CARE NON-FEDERAL**

05	SED
NONE	Funeral Costs

## Appendix C. Tables of Numbers of Interview and Focus Group Participants

## Numbers of Interview and Focus Group Participants

## Number of Planning Phase Interviews Participants by Organization

County	Department	Planning Phase Interviews Summer 2007
Alameda	DCFS	5
	Probation	4
Los Angeles	DCFS	7
	Probation	3
CDSS		8

## Number of Implementation Phase and Services Component Interviews

County	Department	Site Visit One Number of Participants Summer 2007	Site Visit 2 Number of Participants Spring/Summer 2008	Site Visit 3 Number of Participants Spring/Summer 2009
Alameda	DCFS	5	5	2
	Probation	4	3	4
Los Angeles	DCFS	7	6	6
	Probation	3	3	5

## Number of Implementation Phase and Services Component Focus Group Participants

County	Department	Site Visit 1 Number of Participants Summer 2007	Site Visit 2 Number of Participants Spring/Summer 2008	Site Visit 3 Number of Participants Spring/Summer 2009
Alameda	Child Welfare Workers (2 groups)	21	10	12
	Child Welfare Supervisors (2 groups)	16	16	8
	Child Welfare Managers (1 group)	8	3	13
	Deputy Probation Officers (1 group)	9	8	0
	Supervising Probation Officers (1 group)	4	3	0
Los Angeles	Child Welfare Workers (2 groups)	21	17	20
	Child Welfare Supervisors (2 groups)	20	18	15
	Child Welfare Managers (1 group)	10	11	8
				9
	Deputy Probation Officers (1 group)	10	11	10
	Supervising Probation Officers (1 group)	10	6	10
	Managers (1 group)	10	9	5

**PLANNING PHASE INTERVIEW PROTOCOL***1. Planning Process*

- 1.1 What has been the organizational structure used for the planning process?
- 1.2 Planning Group
  - 1.2.a Who makes up your planning group?
  - 1.2.b How was membership selected for your planning group?
  - 1.2.c Did the planning group exist prior to planning for the CAP?
  - 1.2.d What was the mission of the planning group?
  - 1.2.e How does the planning group function (i.e., process of decision-making)?
  - 1.2.f Who does the planning group report to?
  - 1.2.g Is the planning group involved in planning for other initiatives in your county?
  - 1.2.h Have there been any changes in the membership of the planning group since planning began for the CAP?
  - 1.2.i What has been the role of the Court in the planning process?
  - 1.2.j What has been the role of related agencies (e.g., mental health, education) in the planning process?
- 1.3 Planning Status
  - 1.3.a Where are you in the planning process?
  - 1.3.b When did the planning for the CAP begin?
  - 1.3.c How often do you meet to plan for the CAP?
  - 1.3.d How many meetings have been held to date?
- 1.4 Planned Interventions/Service Activities
  - 1.4.a How did you select the various interventions/activities outlined in the CAP plan?
  - 1.4.b How did you select the various target populations outlined in the CAP plan?

## 1.5 Planning Process Facilitators and Barriers

1.5.a What facilitators to the planning process have been encountered?

1.5.b What barriers to the planning process have been encountered?

1.5.c How have those barriers to the planning process been overcome?

1.5.d Has the planning process been successful?

## 2. *Implementation Requirements*

2.1 What do you see as the necessary implementation requirements for the CAP?

### 2.2 Education and Training

2.2.a What has been the process for educating county staff on the CAP?

2.2.b What has been the process for educating outside organizations on the CAP?

2.2.c Has any new training been necessary (program and/or administration/finance)?

### 2.3 Staffing Structure

2.3.a (Program) Do you anticipate that there will be staffing changes required (i.e., new staff and/or restructuring)?

2.3.b (Administration/Finance) Do you anticipate that there will be staffing changes required (i.e., new staff and/or restructuring)?

### 2.4 Oversight and Monitoring

2.4.a How do you plan to supervise and monitor your CAP implementation?

2.4.b Will this differ from how you have supervised previous programs?

2.4.c What staff will you use to supervise the CAP implementation?

### 2.5 Problem Resolution

2.5.a Do you think the plans for this project are realistic and/or practical?

2.5.b Have you encountered (or anticipate )any problems during the planning phase of the CAP?

2.5.c How did you (or plan) to solve those issues?

- 2.5.d Have you developed a mechanism for inter-organizational problem resolution?
- 2.6 Attitudes
  - 2.6.a What are the attitudes of the program staff towards the CAP?
  - 2.6.b What are the attitudes of the administration/finance staff towards the CAP?
- 2.7 Leadership
  - 2.7.a What kind of leadership will be necessary for a successful implementation of the CAP?
  - 2.7.b What will be the necessary source(s) of leadership for a successful implementation of the CAP?
- 2.8 Are there any additional implementation requirements not previously mentioned?
- 3. *Expected Impacts*
  - 3.1 What are the expected impacts of the CAP implementation on the organization?
  - 3.2 Are there concerns about the long-term viability of operating in a capped allocation environment?
- 4. *Contextual Factors*
  - 4.1 Are there any political issues that might impact your ability to implement the CAP?
  - 4.2 Are there any mandated requirements that might impact your ability to implement the CAP?
  - 4.3 How does your agency's relationship with CDSS potentially influence your implementation of the CAP?
  - 4.4 How does your agency's relationship with your Board of Supervisors potentially influence your implementation of the CAP?
  - 4.5 How does your agency's relationship with your Courts potentially influence your implementation of the CAP?
  - 4.6 Are there any other political forces that might have an impact on your ability to implement the CAP, such as organized labor, the media, or advocacy groups?

- 4.7 Are there any unique demographic factors (e.g., language needs, etc.) of your client population that might impact your ability to implement the CAP?
- 4.8 Are there any social/economic factors in your county that might impact your implementation of the CAP?

## **17. Implementation**

### *17.a The Waiver and Other DCFS activities.*

17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by DCFS?

17.a.2 What is the relationship between DCFS's Waiver Plan and the SIP?

### *17.b Monitoring Implementation*

17.b.1 Describe the structure and the process for monitoring the implementation of the Waiver project.

17.b.2 How are external groups involved in the monitoring process of the Waiver project?

### *17.c Management Information System*

17.c.1 Describe DCFS's management information system (MIS) capacity?

17.c.2 What are the various sources (internal/external) of information necessary to inform decision-making?

17.c.3 Are the information sources integrated and linked to outcomes?

17.c.4 Are there plans for changes in MIS capacity?

### *17.d Decision-Making*

17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?

17.d.2 What is the process for arriving at those decisions?

### *17.e Implementation of the Department's Project Plan (program)*

17.e.1 What is the status of the current sequence of service programs to be implemented?  
(insert the specific service programs depending on county and agency)

17.e.2 What have been some of the barriers to getting those programs implemented and how has the agency responded?

17.e.3 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?

17.e.4 What has been the role of the union in this process?

### *17.f Fiscal Implementation*

17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.

17.f.2 Describe the results of monitoring expenditures and assessing the effectiveness of services to date.

17.f.3 What expenditures have been claimed for expanded services to date under the Waiver?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

### *17.g Implementation Inputs*

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)

17.g.2 What kinds of technical assistance have been necessary to implement the Waiver.

17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?

17.g.4 Are there other kinds of “inputs” necessary for a successful implementation (e.g., other waivers)

### *17.h Implementation Barriers and Facilitators (internal or within the professional community)*

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

### *17.i Leadership*

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

### *17.j Contextual Factors*

17.j.1 What community factors affect the implementation?

- demographic characteristics
- politics
- media
- interest groups

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

**17. Implementation***17.a The Waiver and Other Probation activities.*

17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by Probation to improve outcomes?

17.a.2 What is the relationship between Probation's Waiver Plan and the SIP?

*17.b Monitoring Implementation*

17.b.1 Describe the structure and the process for monitoring the implementation of the Waiver project.

17.b.2 How are external groups involved in the monitoring process of the Waiver project?

*17.c Management Information System*

17.c.1 Describe Probation's management information system (MIS) capacity?

17.c.2 What are the sources (internal/external) of information necessary to inform decision-making?

17.c.3 Are the information sources integrated and linked to outcomes?

17.c.4 Are there plans for changes in MIS capacity?

*17.d Decision-Making*

17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?

17.d.2 What is the process for arriving at those decisions?

*17.e Implementation of the Department's Project Plan (program)*

17.e.1 What is the status of the current sequence of service programs to be implemented?  
(insert the specific service programs depending on county and agency)

17.e.2 What have been some of the barriers to getting those programs implemented and how has the agency responded?

17.e.3 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?

17.e.4 What has been the role of the union in this process?

*17.f Fiscal Implementation*

17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.

17.f.2 Describe the results of monitoring expenditures and assessing the effectiveness of services to date.

17.f.3 What expenditures have been claimed for expanded services to date under the Waiver?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

### *17.g Implementation Inputs*

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)

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17.h.2 What kinds of things have facilitated implementation?

### *17.i Leadership*

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

### *17.j Contextual Factors*

17.j.1 What community factors affect the implementation?

-demographic characteristics

-politics

-media

-interest groups

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

## **1. Internal Case Management**

### *1.a Screening process*

- 1.a.1 Describe process from call/referral to opening of case:
- 1.a.2 What are the criteria used by DCFS to screen out at the initial referral?
- 1.a.3 Does DCFS have a screening tool that is used to systematically determine whether a case should be opened?
- 1.a.4 Does the screening tool:
  - Include Risk Assessment items
  - Focus on family strengths?
- 1.a.5 Is there designated screening staff?
- 1.a.6 If so, what are the qualifications of the staff that screens cases?
  - Ordinary workers
  - Additional education
  - Additional training
  - Other (i.e. supervisor)
- 1.a.7 What are the referrals/resources/diversion services for screened out cases?
- 1.a.8 How long have you been using this screening approach?
- 1.a.9 Is data on all referrals/calls (and their disposition) systematically kept in an automated system?

### *1.b Intake/Investigation*

- 1.b.1 Describe intake/investigation process.
- 1.b.2 For what cases do you use SDM (or another risk-assessment tool)?
  - Open cases of alleged abuse or neglect
  - delinquent cases (601, 602)
  - Dependency cases
  - For every case opened to services
  - Others
- 1.b.3 When did you initiate the risk assessment process?

### *1.c TDMs/FGDM*

- 1.c.1 What is the role of TDMs/FGDM in determining whether cases are opened?
- 1.c.2 What is the role of TDMs/FGDM in determining how placements are made?

1.c.3 How has this affected overall caseload size, thus far?

*1.d Cases in Reunification:* What are the decision-making processes regarding initial placement and placement changes?

1.d.1 What level of discretion do child welfare workers have in making these decisions?

1.d.2 Is there an explicit order of preference for placement choice (e.g., relative home, non-kin FH, concurrent placement-fost/adopt, FFA)?

1.d.3 How is that preference communicated (e.g., requires supervisor approval)?

1.d.4 What issues impact these decisions (e.g., need for approval of relative homes and limited staff time to do so; inadequate pool of concurrent placements)?

*1.e Cases in Permanency:* What are the decision-making processes regarding permanency?

1.e.1 What level of discretion do child welfare workers have in making these decisions?

1.e.2 What permanency options are available?

1.e.3 What issues impact these decisions (e.g., need to go through approval of supervisor; or can access non-kin concurrent placements via a special committee; or an explicitly communicated willingness to use Kin-Gap if adoption is not acceptable to the family)?

*1.f Relative Placements:* What is your approach to relative placements?

1.f.1 Informal/Voluntary (are these done) vs. Court-ordered (only these)?  
--who might have custody (parent, relative, county)?

1.f.2 Under what conditions would a relative's home be licensed? Approved in another way?

1.f.3 Under what conditions would a relative be paid a foster care rate (vs. eligible for TANF)?

1.f.4 If a relative is paid a foster care rate, is it the same as the regular foster care rate?

1.f.5 Are there any other subsidies or assistance provided to relatives?

1.f.6 Are there any system/resource issues impacting the use of kin placements?

*1.g Unit structure (Verify DCFS unit structure)*

1.g.1 What is *current* DCFS unit structure for bulk of cases?  
--Traditional: separate intake and ongoing unit  
--Integrated teams of intake and ongoing workers together  
--Integrated team with additional support staff in the same unit  
--Intake unit and ongoing unit which carries cases to finalization or reunification (i.e. through adoption)

1.g.2 When was the most recent change in unit structure?

1.g.3 Do you have any specialized unit to serve different populations (beyond usual units for adoption, home finding, etc).

#### *1.h Caseload Monitoring*

1.h.1 Are you doing any caseload monitoring in your case management processes?

1.h.2 What is the caseload size in different units?

### **2. Court Involvement**

2.a How would you describe DCFS's relationship with the Court?

2.b Are there specific issues? (e.g., not dismissing, ordering particular services)

### **3. Service Array (child welfare programs, foster care placement types, discrete services)**

3.a What are three services (internal or external) that are most sufficient in your county (can access whenever needed)?

3.b What are three services (internal or external) that are most problematic to access for your clients?

3.b.1 Service Gaps: How are these services insufficient?

3.b.2 How do you deal with the insufficiency?

3.c New services: In the last year or two, what new services (internal and external) have been developed in your county?

3.d Have there been changes in the way you are using particular services (e.g. using family pres now to support reunification, rather than last effort to prevent placement)?

3.d Has DCFS consciously shifted service focus (of services provided to DCFS clientele) in the last 3 years?

3.d.1 If yes, in what direction (prevention, placement, concurrent planning, permanency)?

3.e How is this shift in service focus reflected in internal staffing and in contracting?

- 3.f How geographically accessible are DCFS services (direct or contract provided) to families? How has this been addressed (e.g. transportation, community-based branch)? Describe improvements or issues that need to be addressed.
- 3.g Generally, who decides what services a family receives?
- 3.h Generally, who decides what providers serve a family?
- 3.i How much discretion do workers have in what services to provide to a family?
- Very clear and formal practice guidelines
  - Consultation with supervisor
  - Alone or in consultation with peers
  - How much specific direction does the court provide/dictate services?

#### **4. Targeting**

- 4.a Is DCFS providing services (directly or by contract) to a demographic/cultural subgroup? If yes, what subgroup is targeted?
- 4.b What unique services are provided to these special populations (dedicated unit, dedicated services)?
- 4.c What services are not sufficiently available for this population?
- 4.c What are your plans for change in the area of population targeting?

#### **5. External Case Management**

- 5.a Who carries case management responsibility: what proportion is internal/external?
- If any external: What level of monitoring/control is in place?

#### **6. Provider Competition**

- 6.a What proportion of services that clients obtain through the DCFS (excluding CM) currently come through contract, or referral out (paid for through grant), or direct provision by DCFS?
- 6.b Has that pattern changed in the last 12 months?
- 6.c To what extent do providers use subcontractors?
- 6.d Any changes made in the last year in rates being paid for particular services to stimulate growth (e.g. foster care per diem)?
- If yes, in what service areas and what percentage changes?

## 7. Finance Methods

- 7.a Any capitated or case rate contracts by DCFS (alone or as part of interagency effort where DCFS has committed funds)?
- 7.b If yes, get more detail: Obtain a copy of payment section of contract that describes how the contractor can spend funds
- 7.c Extent to which capitated contractor has discretion over how to use funds
- 7.d What are your plans for changes in the future in capitation financing arrangements (changes to existing or new plans)?

## 8. Utilization Review

- 8.a How does DCFS oversee/monitor use of OOH placements? (pre-placement reviews, periodic reviews during placement)
  - decision to place a child?
  - type/level of placement to use?
  - choice of FFA vs. county foster care?
  - length of stay?
  - 8.a.1 How long has the process(es) been in place?
  - 8.a.2 How much has it reduced or increased placement use?
- 8.b Does DCFS operate with any *formal* limitations on number of placements (planful use of placements)?
  - Is there an overall target?
  - Target by placement type (e.g. residential)?
  - Strict ceiling amount by type, so that need special approval to exceed?
  - Strict overall ceiling?
  - 8.b.1 How long have these limits been in place?
- 8.c Does DCFS use any types of rational decision rules to control access to services (at management level)?
  - Using outcome data
  - Using best practice guidelines
  - Based simply on service provider capacity
  - Case by case or provider by provider
- 8.d What plans for changes in UR activities?
- 8.e Have you identified any trends in service utilization (this question added 04.24.08)

## 9. Quality Assurance

9.a What types of quality control (*compliance*) does DCFS use with foster care providers?

- Monitoring visits to network foster homes to assess safety and compliance with regulations
- Automated tracking of mandatory reviews and filings
- Contractual sanctions for non-compliance
- None

9.b What types of quality *enhancement* does DCFS use for child welfare workers?

- DCFS training beyond minimal state requirements
- Worker access to technical experts
- Ongoing supervisor mentoring (i.e. on a weekly or monthly basis), peer shadowing (formalized)
- Consumer satisfaction surveys
- Cross-specialty or cross-agency training
- Contractual rewards for performance
- Staff rewards for performance

## **10. Expenditures**

10.a Who has control over where to spend money and how agency changes program direction?

10.b Availability of flexible funds:

10.c Access to flexible funds:

## **11. Revenue**

11.a Has the department had access to non-categorical funds in the last 3 years: levy, donations, etc.?  
(decrease, increase, no change)

11.a.1 What has the DCFS been able to do with the funds?

11.b How important are Medicaid funded services for DCFS kids?

11.c How much consideration does DCFS give to Medicaid match, in making service decisions?

11.d Have there been issues accessing Medicaid funding?

## **12. Morale**

12.a Worker Morale

12.a.1 Staff feel supported by supervisor?

12.a.2 Administration shares information and is trusted?

12.a.3 Staff understand and agree with vision/direction of agency?

12.a.4 Staff have input into developing agency policy?

12.b Supervisor Morale

12.b.1 Staff feel supported by managers?

12.b.2 Administration shares information and is trusted?

12.b.3 Staff understand and agree with vision/direction of agency?

12.b.4 Staff have input into developing agency policy?

**13. Leadership**

13.a How important is leadership in the successful operation of the department?

13.b What forms of leadership are important to the successful operation of the department?

**14. Interagency Collaboration**

14.a Strength of relationship between DCFS and mental health board/its providers

14.b Strength of relationship between DCFS and juvenile court:

14.c In addition, any collaborative efforts to develop programs/services to improve service delivery?

**15. Contextual Factors** (formerly Community Well-Being—changed 04.24.08)

15.a What community factors affect the work of the department?

- demographic characteristics
- politics
- media
- interest groups

**16. Waiver Comprehension and Impact**

16.a How would you characterize your knowledge of your county's Waiver Project?

16.b Describe the Waiver Project's influence on your day-to-day work with children and families.

16.c Do you feel the Waiver Project is having a positive effect on the child welfare environment in your county?

16.d Do you feel a wider array of services for your clients have become available in the last 9 months?

## 1. Internal Case Management

### 1.a Screening process

- 1.a.1 Describe process when the police bring a youth to juvenile hall:
- 1.a.2 What are the criteria used by the staff to screen out at the initial referral?
- 1.a.3 Does Probation have a screening tool that is used to systematically determine whether a case should be accepted or “booked”?
- 1.a.4 If yes: Does the screening tool:
  - Include Risk Assessment items
  - Focus on family strengths?
- 1.a.5 Is there designated screening staff?
- 1.a.6 If so, what are the qualifications of the staff that screens cases?
  - Ordinary workers
  - Additional education
  - Additional training
  - Other (i.e. supervisor)
- 1.a.7 How long have you been using this screening approach?
- 1.a.8 Is data on screenings systematically kept in an automated system?

### 1.b Investigation

- 1.b.1 Describe intake/investigation process.
- 1.b.2 Do Investigators use any kind of risk-assessment tool?
- 1.b.3 When did you initiate the risk assessment process?
- 1.b.4 What criteria go into the various disposition recommendations?
  - informal
  - formal
  - placement
  - camp
  - CYA
- 1.b.5 How much variability is there in disposition recommendations?
- 1.b.6 Who completes the Investigation for a youth already in Placement?
- 1.b.7 Is there any oversight of the recommendation before it goes to the Court?

*1.c Placement*

- 1.c.1 What is the process once the Court orders a youth into placement?
- 1.c.2 Who/how is the decision made regarding relative, FPU, or group home?
- 1.c.3 Has that process change in the last 9 months?

*1.d Case Trajectory:*

- 1.d.1 What are the various placement outcomes that are sought?
- 1.d.2 What level of influence do DPOs and SDPOs have on those outcomes?
- 1.d.3 Are their barriers to DPOs/SDPOs having more influence?
- 1.d.4 If returning home is the primary outcome, what happens with youth where there is no home to return to (i.e., 300 to 602 kids)

*1.e Group Homes*

- 1.e.1 Describe the quality of group homes available.
- 1.e.2 What is the availability of group homes?

*1.f Relative Placements:*

- 1.f.1 What is Probation's approach to relative placements—when used?
- 1.f.2 Under what conditions would a relative's home be licensed? Approved in another way?
- 1.f.3 Under what conditions would a relative be paid a foster care rate (vs. eligible for TANF)?
- 1.f.4 If a relative is paid a foster care rate, is it the same as the regular foster care rate?
- 1.f.5 Are there any other subsidies or assistance provided to relatives?
- 1.f.6 Are there any system/resource issues impacting the use of kin placements?

*1.g Unit structure*

- 1.g.1 What is *current* Probation unit structure for bulk of cases?  
vertical?
- 1.g.2 When was the most recent change in unit structure?
- 1.g.3 Do you have any specialized unit to serve different populations?

### *1.h Caseload Monitoring*

1.h.1 Are you doing any caseload monitoring in your case management processes?

1.h.2 What is the caseload size in different units?

## **2. Court Involvement**

2.a How would you describe DCFS's relationship with the Court?

2.b Are there specific issues? (e.g., not dismissing, ordering particular services)

## **3. Service Array**

3.a What are three services (internal or external) that are most sufficient in your county (can access whenever needed)?

3.b What are three services (internal or external) that are most problematic to access for your clients?

3.b.1 Service Gaps: How are these services insufficient?

3.b.2 How do you deal with the insufficiency?

3.c New services: In the last year, what new services (internal and external) have been developed in your county?

3.d Have there been changes in the way you are using particular services (e.g. using family pres now to support reunification, rather than last effort to prevent placement)?

3.d Has Probation consciously shifted service focus in the last year?

3.d.1 If yes, in what direction?

3.e How is this shift in service focus reflected in internal staffing and in contracting?

3.f How geographically accessible are services (direct or contract provided) to families? How has this been addressed (e.g. transportation, community-based branch)? Describe improvements or issues that need to be addressed.

3.g Generally, who decides what services a youth receives?

3.h Generally, who decides what providers serve a youth?

3.i How much discretion do workers have in what services to provide to a youth?  
-Very clear and formal practice guidelines

**4. Targeting**

4.a Is Probation providing services (directly or by contract) to a demographic/cultural subgroup?  
If yes, what subgroup is targeted?

4.b What unique services are provided to these special populations (dedicated unit, dedicated services)?

4.c What services are not sufficiently available for this population?

4.c What are your plans for change in the area of population targeting?

**5. External Case Management**

5.a Who carries case management responsibility: what proportion is internal/external?

If any external: What level of monitoring/control is in place?

**6. Provider Competition**

6.a What proportion of services that clients obtain through the Probation (excluding CM) currently come through contract, or referral out (paid for through grant), or direct provision by Probation?

6.b Has that pattern changed in the last 12 months?

6.c To what extent do providers use subcontractors?

6.d Any changes made in the last year in rates being paid for particular services to stimulate growth (e.g. foster care per diem)?

If yes, in what service areas and what percentage changes?

**7. Finance Methods**

7.a Any capitated or case rate contracts by Probation (alone or as part of interagency effort where Probation has committed funds)?

7.b If yes, get more detail: Obtain a copy of payment section of contract that describes how the contractor can spend funds

7.c Extent to which capitated contractor has discretion over how to use funds

7.d What are your plans for changes in the future in capitation financing arrangements (changes to existing or new plans)?

## 8. Utilization Review

- 8.a How does Probation oversee/monitor use of OOH placements? (pre-placement reviews, periodic reviews during placement)
- 8.a.1 How long has the process(es) been in place?
  - 8.a.2 How much has it reduced or increased placement use?
- 8.b Does Probation operate with any *formal* limitations on number of placements (planful use of placements)?
- Is there an overall target?
  - Target by placement type (e.g. residential)?
  - Strict ceiling amount by type, so that need special approval to exceed?
  - Strict overall ceiling?
- 8.b.1 How long have these limits been in place?
- 8.c Does Probation use any types of rational decision rules to control access to services (at management level)?
- Using outcome data
  - Using best practice guidelines
  - Based simply on service provider capacity
  - Case by case or provider by provider
- 8.d What plans for changes in UR activities?
- 8.e Have you identified any trends in service utilization (this question added 04.24.08)

## 9. Quality Assurance

- 9.a What types of quality control (*compliance*) does Probation use with foster care providers?
- Monitoring visits to network foster homes to assess safety and compliance with regulations
  - Automated tracking of mandatory reviews and filings
  - Contractual sanctions for non-compliance
  - None
- 9.b What types of quality *enhancement* does Probation use for child welfare workers?
- Probation training beyond minimal state requirements
  - Worker access to technical experts
  - Ongoing supervisor mentoring (i.e. on a weekly or monthly basis), peer shadowing (formalized)
  - Consumer satisfaction surveys
  - Cross-specialty or cross-agency training
  - Contractual rewards for performance
  - Staff rewards for performance

**10. Expenditures**

10.a Who has control over where to spend money and how agency changes program direction?

10.b Availability of flexible funds:

10.c Access to flexible funds:

**11. Revenue**

11.a Has the department had access to non-categorical funds in the last 3 years: levy, donations, etc.?  
(decrease, increase, no change)

11.a.1 What has the Probation been able to do with the funds?

11.b How important are Medicaid funded services for Probation kids?

11.c How much consideration does Probation give to Medicaid match, in making service decisions?

11.d Have there been issues accessing Medicaid funding?

**12. Morale**

12.a Worker Morale

12.a.1 Staff feel supported by supervisor?

12.a.2 Administration shares information and is trusted?

12.a.3 Staff understand and agree with vision/direction of agency?

12.a.4 Staff have input into developing agency policy?

12.b Supervisor Morale

12.b.1 Staff feel supported by managers?

12.b.2 Administration shares information and is trusted?

12.b.3 Staff understand and agree with vision/direction of agency?

12.b.4 Staff have input into developing agency policy?

**13. Leadership**

13.a How important is leadership in the successful operation of the department?

13.b What forms of leadership are important to the successful operation of the department?

#### **14. Interagency Collaboration**

14.a Strength of relationship between Probation and mental health board/its providers

14.b Strength of relationship between Probation and juvenile court:

14.c In addition, any collaborative efforts to develop programs/services to improve service delivery?

#### **15. Contextual Factors** (formerly Community Well-Being—changed 04.24.08)

15.a What community factors affect the work of the department?

- demographic characteristics
- politics
- media
- interest groups

#### **16. Waiver Comprehension and Impact**

16.a How would you characterize your knowledge of your county's Waiver Project?

16.b Describe the Waiver Project's influence on your day-to-day work with children and families.

16.c Do you feel the Waiver Project is having a positive effect on the Probation environment in your county?

16.d Do you feel a wider array of services for your clients have become available in the last 9 months?

#### **17. Implementation**

*17.a The Waiver and Other Probation activities.*

17.a.1 How does the Waiver fit in with the overall philosophical approach being taken by Probation to improve outcomes?

17.a.2 What is the relationship between Probation's Waiver Plan and the SIP?

*17.b Monitoring Implementation*

17.b.1 Describe the structure and the process for monitoring the implementation of the Waiver project.

17.b.2 How are external groups involved in the monitoring process of the Waiver project?

*17.c Management Information System*

17.c.1 Describe Probation's management information system (MIS) capacity?

17.c.2 What are the various sources (internal/external) of information necessary to inform decision-making?

17.c.3 Are the information sources integrated and linked to outcomes?

17.c.4 Are there plans for changes in MIS capacity?

*17.d Decision-Making*

17.d.1 Who has the authority to make decisions made about future Waiver activities/directions?

17.d.2 What is the process for arriving at those decisions?

*17.e Implementation of the Department's Project Plan (program)*

17.e.1 What is the status of the current sequence of service programs to be implemented?  
(insert the specific service programs depending on county and agency)

17.e.2 What have been some of the barriers to getting those programs implemented and how has the agency responded?

17.e.3 What kinds of policy, program, and staffing changes have been necessary for implementation of the programs?

17.e.4 What has been the role of the union in this process?

*17.f Fiscal Implementation*

17.f.1 Describe the ongoing mechanisms for implementing the fiscal aspects of the Waiver including tracking revenue and reporting expenditures.

17.f.2 Describe the results of monitoring expenditures and assessing the effectiveness of services to date.

17.f.3 What expenditures have been claimed for expanded services to date under the Waiver?

17.f.4 Describe any efficiencies in spending achieved in the most recent state fiscal year. Describe any savings that have occurred to date under the Waiver.

17.f.5 Describe any fiscal barriers that have occurred to date in administering the Waiver.

*17.g Implementation Inputs*

17.g.1 What kinds of changes in the organization of the agency have been necessary (i.e., Waiver coordinator positions)

17.g.2 What kinds of technical assistance have been necessary to implement the Waiver.

17.g.3 How crucial to a successful implementation is the involvement of Casey Family Programs?

17.g.4 Are there other kinds of “inputs” necessary for a successful implementation (e.g., other waivers)

*17.h Implementation Barriers and Facilitators (internal or within the professional community)*

17.h.1 What kinds of barriers have inhibited implementation? How have you over come them?

17.h.2 What kinds of things have facilitated implementation?

*17.i Leadership*

17.i.1 What kind of leadership is necessary for a successful implementation of the Waiver?

17.i.2 Has that idea shifted as the Waiver has gone on?

*17.j Contextual Factors*

17.j.1 What community factors affect the implementation?

- demographic characteristics
- politics
- media
- interest groups

17.j.2 Describe the relationship with the Board of Supervisors.

17.j.3 What strategies have been used to inform external groups and keep them involved?

17.j.4 What has been the impact of other local and/or state initiatives?

## CWW/SCCW or DPO/SDPO Survey 1 (Sample)

Thank you for participating in this brief survey. The following questions concern the Title IV-E Child Welfare Waiver Demonstration Project (“Waiver”) taking place in <Insert> County. The responses to the survey will be included in the evaluation of the Waiver. Your responses are confidential.

Please select the one best response for each question.

1. Are you a

- <Insert Category:Child Welfare Worker / Deputy Probation Officer>  
 <Insert Category: Child Welfare Supervisor / Supervising Deputy Probation Officer>

2. Which of the following categories best represents the majority of your day-to-day work?

- <Insert Category e.g., Emergency Response>  
 <Insert Category e.g., Family Maintenance>  
 <Insert Category e.g., Family Reunification>  
 <Insert Category e.g., Permanency Placement>  
 <Insert Category e.g., Other>

3. How would you rate your knowledge of the Waiver that is taking place in your county?

- 1 No knowledge of the Waiver  
 2 Limited knowledge of the Waiver  
 3 Some knowledge of the Waiver  
 4 Knowledgeable of the Waiver  
 5 Very knowledgeable of the Waiver

4. How would you rate the Waiver’s overall influence on your day-to-day work with children and families?

- 0 Not able to determine  
 1 No influence on day-to-day work  
 2 Limited influence on day-to-day work  
 3 Some influence on day-to-day work  
 4 Regular influence on day-to-day work  
 5 A lot of influence on day-to-day work

5. Do you feel the Waiver is having a positive effect on the child welfare environment in your county?

- Not able to determine  
 Yes  
 No

6. Do you feel a wider array of services for your clients have become available within the last year?

Not able to determine

Yes

No

Thank you for participating!

## CWW/SCCW or DPO/SDPO Survey 2 (Sample)

Thank you for participating in this brief survey. The following questions concern the Title IV-E Child Welfare Waiver Demonstration Project (“Waiver”) taking place in <Insert> County. The responses to the survey will be included in the evaluation of the Waiver. Your responses are confidential.

Please select the one best response for each question.

1. Did you complete the previous Children’s Social Worker/Supervising Children’s Social Worker Survey in the spring of 2008?

Yes  
 No  
 Not Sure

2. Are you a

<Insert Category:Child Welfare Worker / Deputy Probation Officer>  
 <Insert Category: Child Welfare Supervisor / Supervising Deputy Probation Officer>

3. How long have you worked for the <Insert> County <Insert>?

12 months or less  
 13 to 24 months  
 25 to 36 months  
 More than 36 months.

4. Which of the following categories best represents the majority of your day-to-day work?

<Insert Category e.g., Emergency Response>  
 <Insert Category e.g., Family Maintenance>  
 <Insert Category e.g., Family Reunification>  
 <Insert Category e.g., Permanency Placement>  
 <Insert Category e.g., Other>

5. How would you rate your knowledge of the Waiver that is taking place in your county?

1 No knowledge of the Waiver  
 2 Limited knowledge of the Waiver  
 3 Some knowledge of the Waiver  
 4 Knowledgeable of the Waiver  
 5 Very knowledgeable of the Waiver

6. How would you rate the Waiver's overall influence on your day-to-day work with children and families?

0 Not able to determine  
 1 No influence on day-to-day work  
 2 Limited influence on day-to-day work  
 3 Some influence on day-to-day work  
 4 Regular influence on day-to-day work  
 5 A lot of influence on day-to-day work

7. Do you feel the Waiver is having a positive effect on the child welfare environment in your county?

Not able to determine  
 Yes  
 No

8. Do you feel a wider array of services for your clients have become available within the last year?

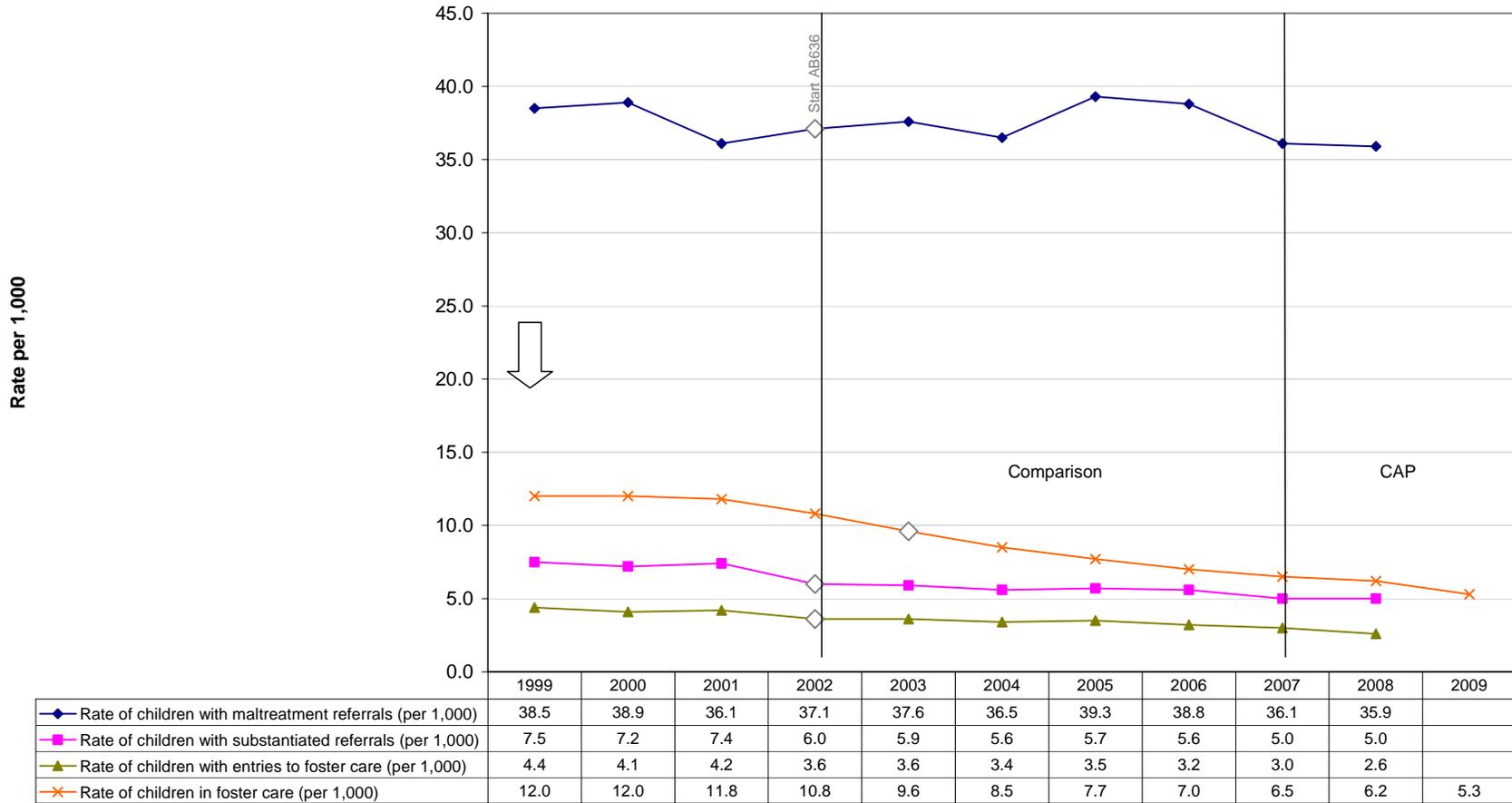
Not able to determine  
 Yes  
 No

Thank you for participating!

Appendix H .

Alameda County Department of Children and Family Services Outcomes and Indicators

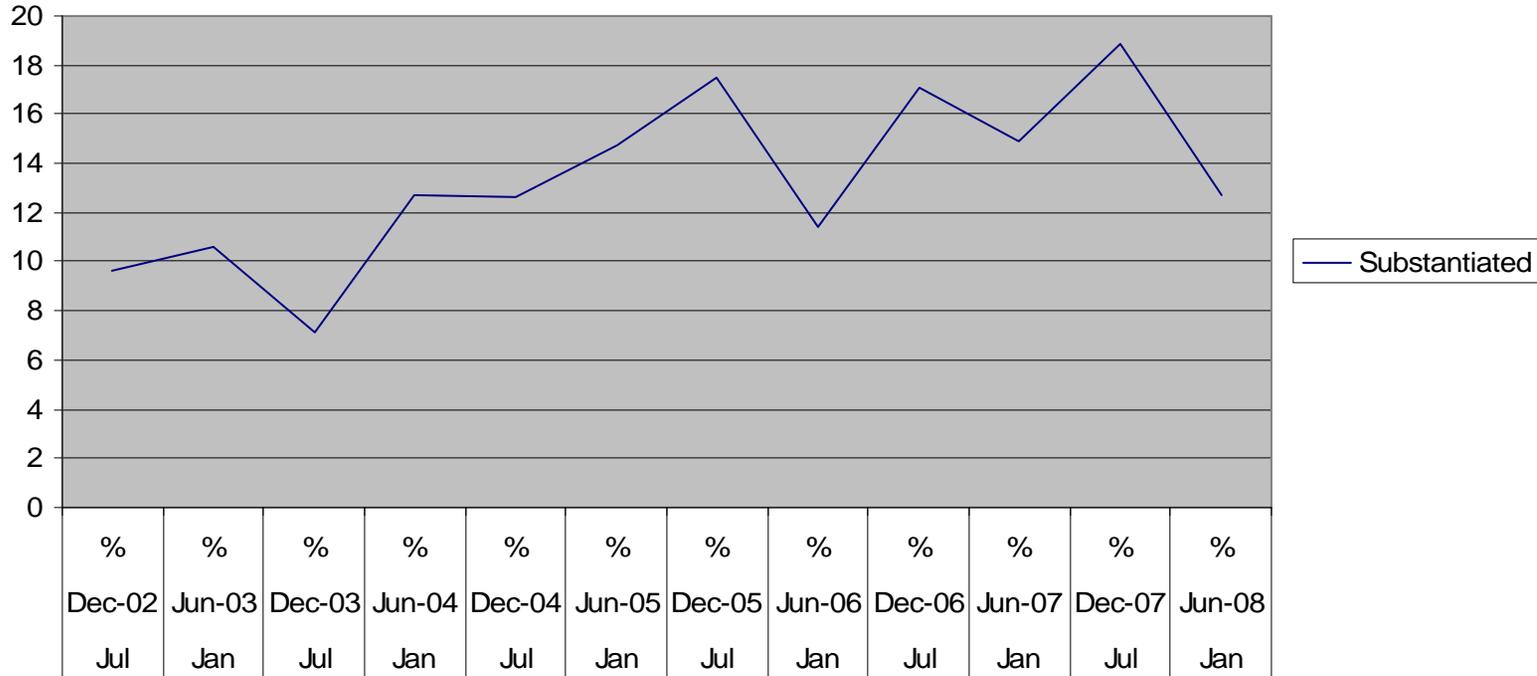
Alameda County DCFS: PR--Participation Rates





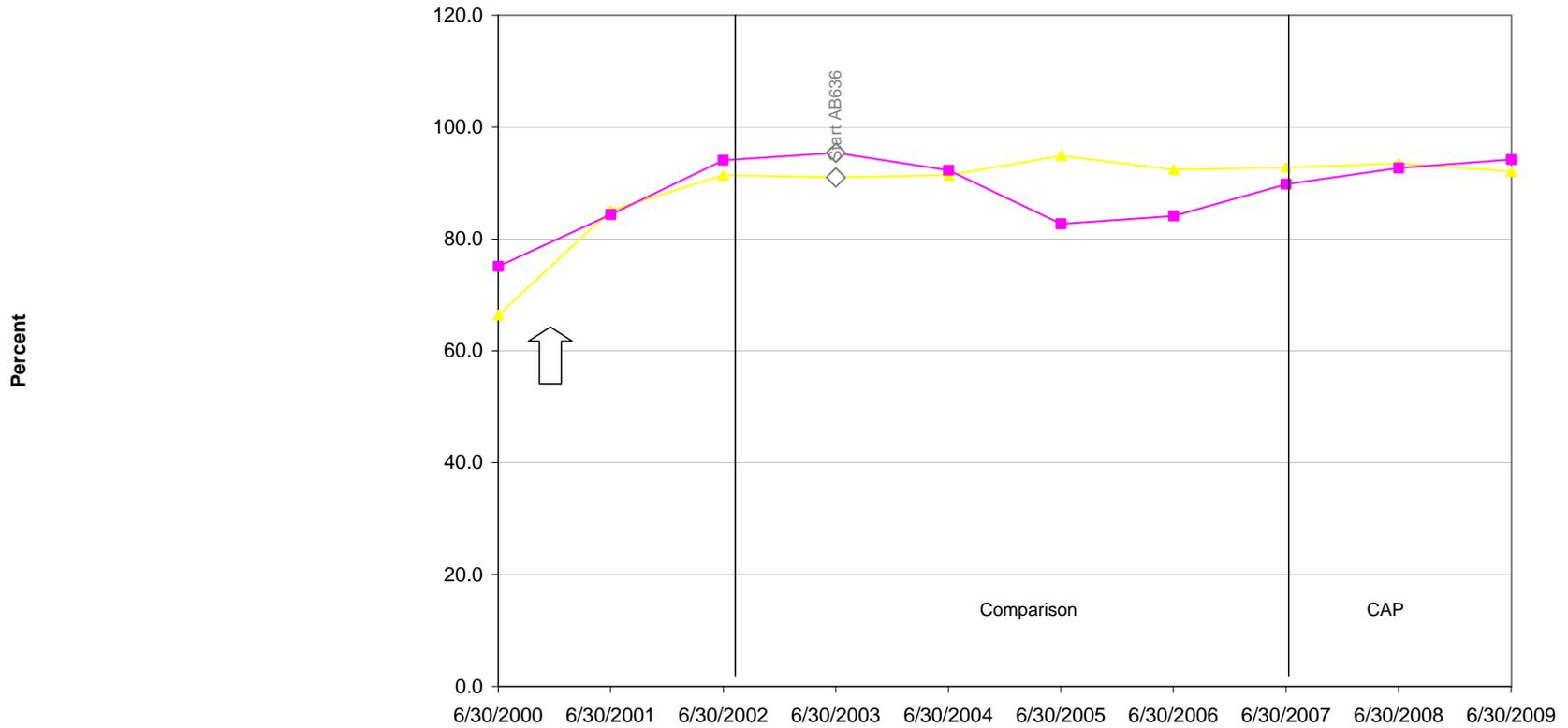


**Alameda County DCFS: Recurrence of Allegations**



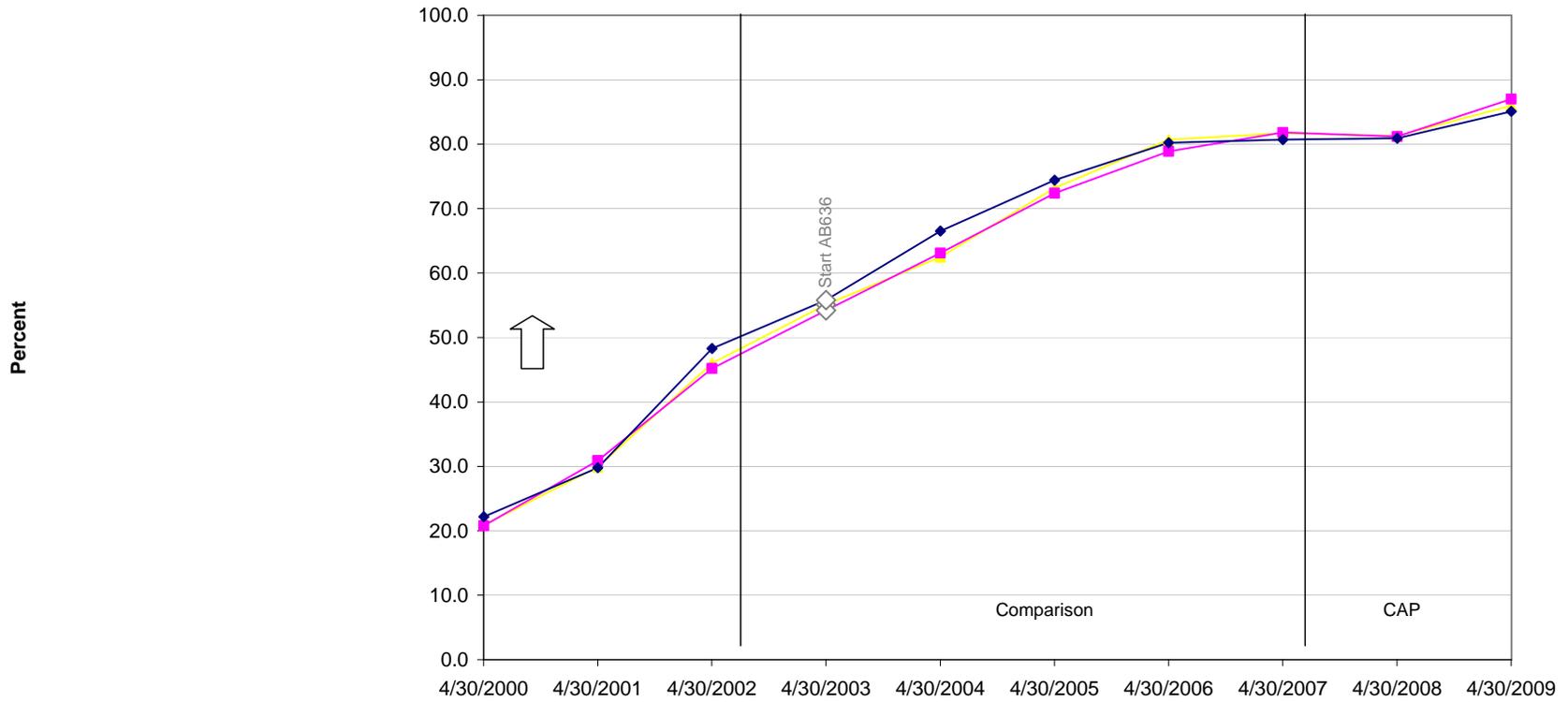
Recurrence Disposition within 12 months	Jul2002-Dec-02	Jan2003-Jun-03	Jul2003-Dec-03	Jan2004-Jun-04	Jul2004-Dec-04	Jan2005-Jun-05	Jul2005-Dec-05	Jan2006-Jun-06	Jul2006-Dec-06	Jan2007-Jun-07	Jul2007-Dec-07	Jan2008-Jun-08
	%	%	%	%	%	%	%	%	%	%	%	%
<b>Substantiated</b>	9.6	10.6	7.1	12.7	12.6	14.7	17.5	11.4	17.1	14.9	18.9	12.7

Alameda County DCFS: 2B--Timely Response



	06/30/00	06/30/01	06/30/02	06/30/03	06/30/04	06/30/05	06/30/06	06/30/07	06/30/08	06/30/09
▲ 2B--Timely Response (Imm. Response Compliance)	66.4	85.1	91.4	91.0	91.4	94.9	92.4	92.8	93.5	92.1
■ 2B--Timely Response (10-Day Response Compliance)	75.1	84.4	94.1	95.4	92.3	82.7	84.1	89.8	92.7	94.2

Alameda County DCFS: 2C--Timely Social Worker Visits with Child



	04/30/00	04/30/01	04/30/02	04/30/03	04/30/04	04/30/05	04/30/06	04/30/07	04/30/08	04/30/09
—▲— 2C--Timely Social Worker Visits with Child (Month 3)	20.9	29.9	46.0	55.1	62.5	73.2	80.7	81.7	81.3	86.0
—■— 2C--Timely Social Worker Visits with Child (Month 2)	20.8	30.9	45.2	54.2	63.1	72.4	78.9	81.8	81.2	87.0
—◆— 2C--Timely Social Worker Visits with Child (Month 1)	22.2	29.8	48.3	55.8	66.5	74.4	80.2	80.7	80.9	85.1







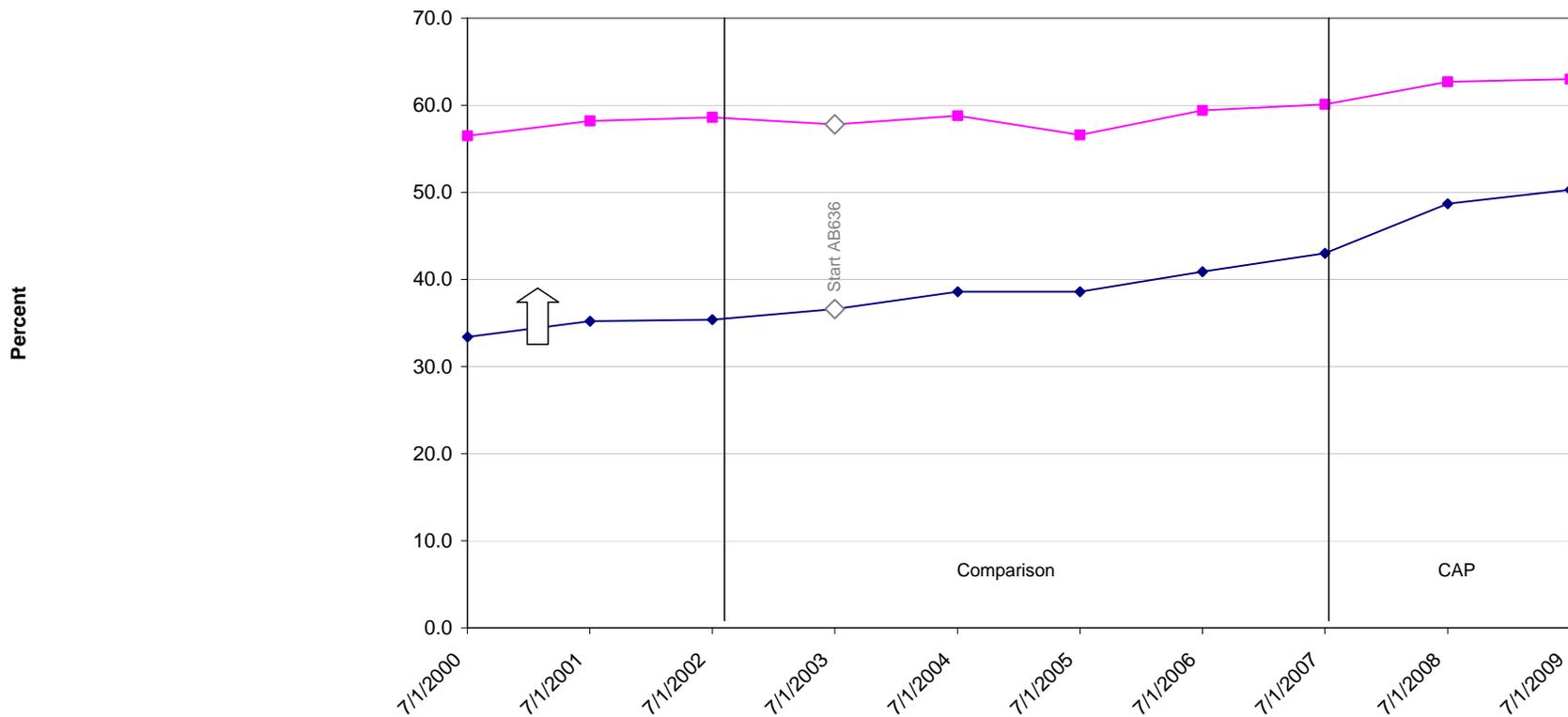






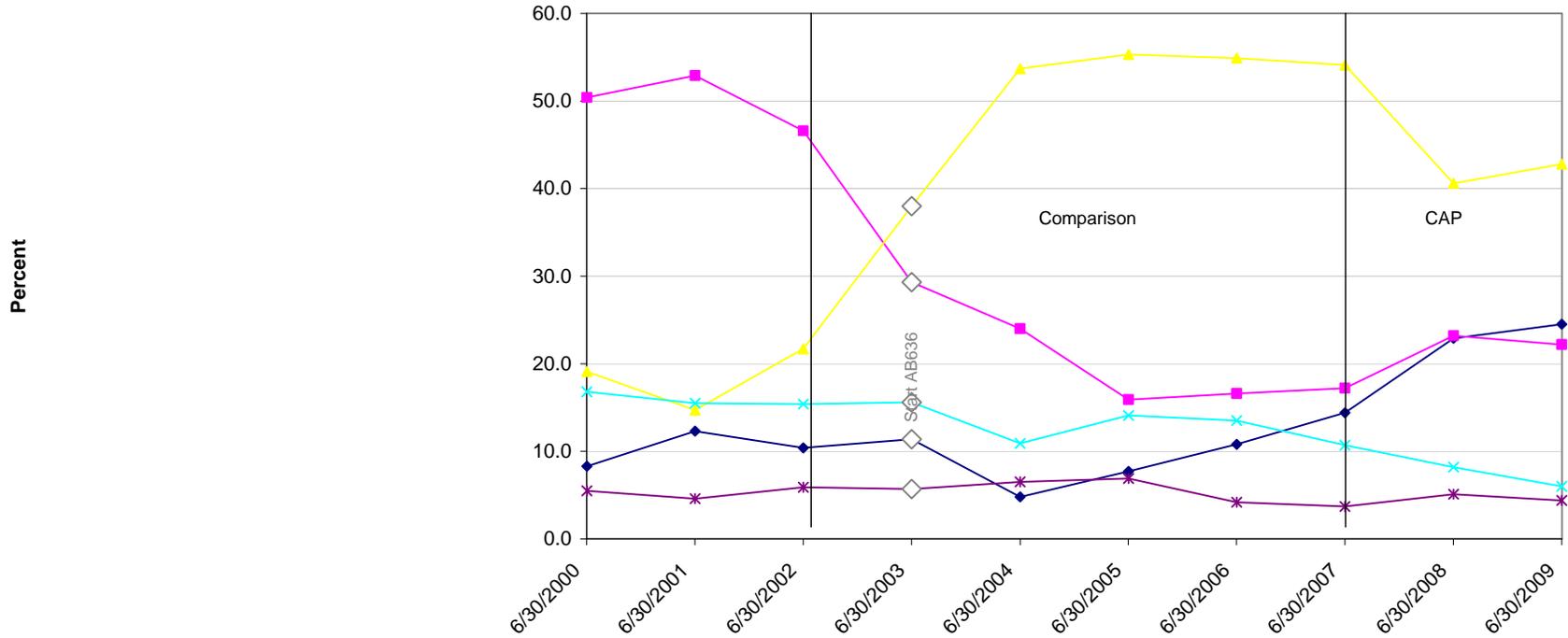


Alameda County DCFS: 4A--Siblings



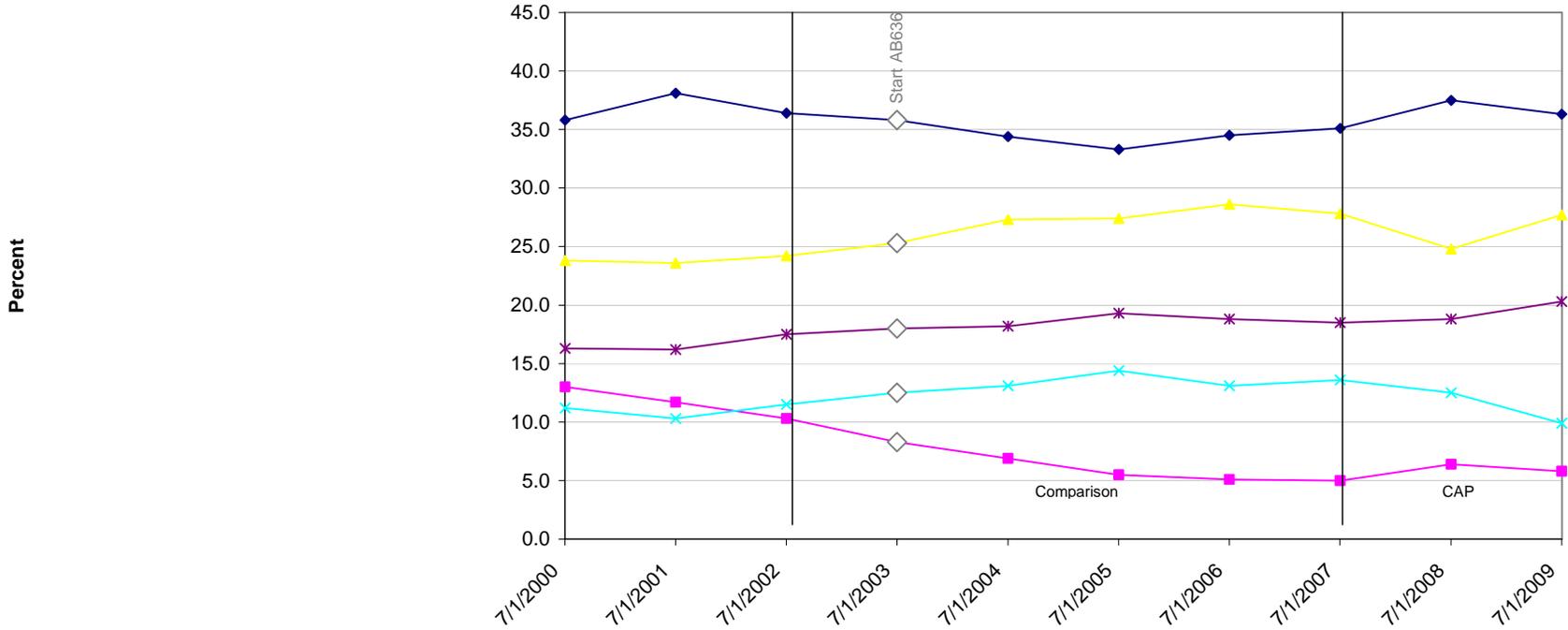
	07/01/00	07/01/01	07/01/02	07/01/03	07/01/04	07/01/05	07/01/06	07/01/07	07/01/08	07/01/09
◆ Percent placed with all siblings	33.4	35.2	35.4	36.6	38.6	38.6	40.9	43.0	48.7	50.3
■ Percent placed with some or all siblings	56.5	58.2	58.6	57.8	58.8	56.6	59.4	60.1	62.7	63.0

Alameda County DCFS: 4B--Least Restrictive (Entries First Plc)



	06/30/00	06/30/01	06/30/02	06/30/03	06/30/04	06/30/05	06/30/06	06/30/07	06/30/08	06/30/09
◆ 4B--Least Restrictive (Entries First Plc.: Relative)	8.3	12.3	10.4	11.4	4.8	7.7	10.8	14.4	22.9	24.5
■ 4B--Least Restrictive (Entries First Plc.: Foster Home)	50.4	52.9	46.6	29.3	24.0	15.9	16.6	17.2	23.2	22.2
▲ 4B--Least Restrictive (Entries First Plc.: FFA)	19.1	14.7	21.7	38.0	53.7	55.3	54.9	54.1	40.6	42.8
✕ 4B--Least Restrictive (Entries First Plc.: Group/Shelter)	16.8	15.5	15.4	15.6	10.9	14.1	13.5	10.7	8.2	6.0
* 4B--Least Restrictive (Entries First Plc.: Other)	5.5	4.6	5.9	5.7	6.5	6.9	4.2	3.7	5.1	4.4

Alameda County DCFS: 4B--Least Restrictive (PIT Placement)

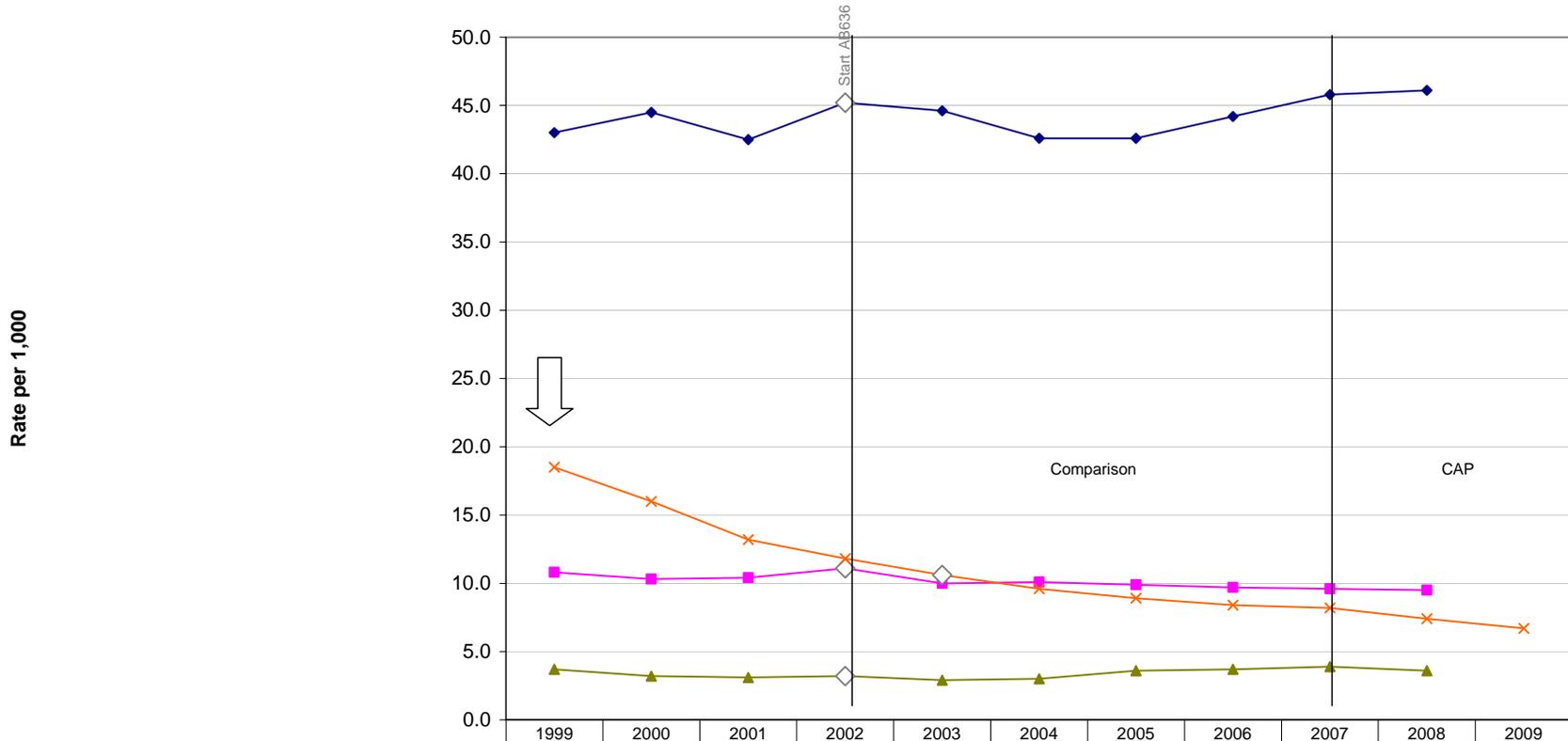


	07/01/00	07/01/01	07/01/02	07/01/03	07/01/04	07/01/05	07/01/06	07/01/07	07/01/08	07/01/09
◆ 4B--Least Restrictive (PIT Placement: Relative)	35.8	38.1	36.4	35.8	34.4	33.3	34.5	35.1	37.5	36.3
■ 4B--Least Restrictive (PIT Placement: Foster Home)	13.0	11.7	10.3	8.3	6.9	5.5	5.1	5.0	6.4	5.8
▲ 4B--Least Restrictive (PIT Placement: FFA)	23.8	23.6	24.2	25.3	27.3	27.4	28.6	27.8	24.8	27.7
✕ 4B--Least Restrictive (PIT Placement: Group/Shelter)	11.2	10.3	11.5	12.5	13.1	14.4	13.1	13.6	12.5	9.9
* 4B--Least Restrictive (PIT Placement: Other)	16.3	16.2	17.5	18.0	18.2	19.3	18.8	18.5	18.8	20.3

Appendix I .

Los Angeles County Department of Children and Family Services Outcomes and Indicators

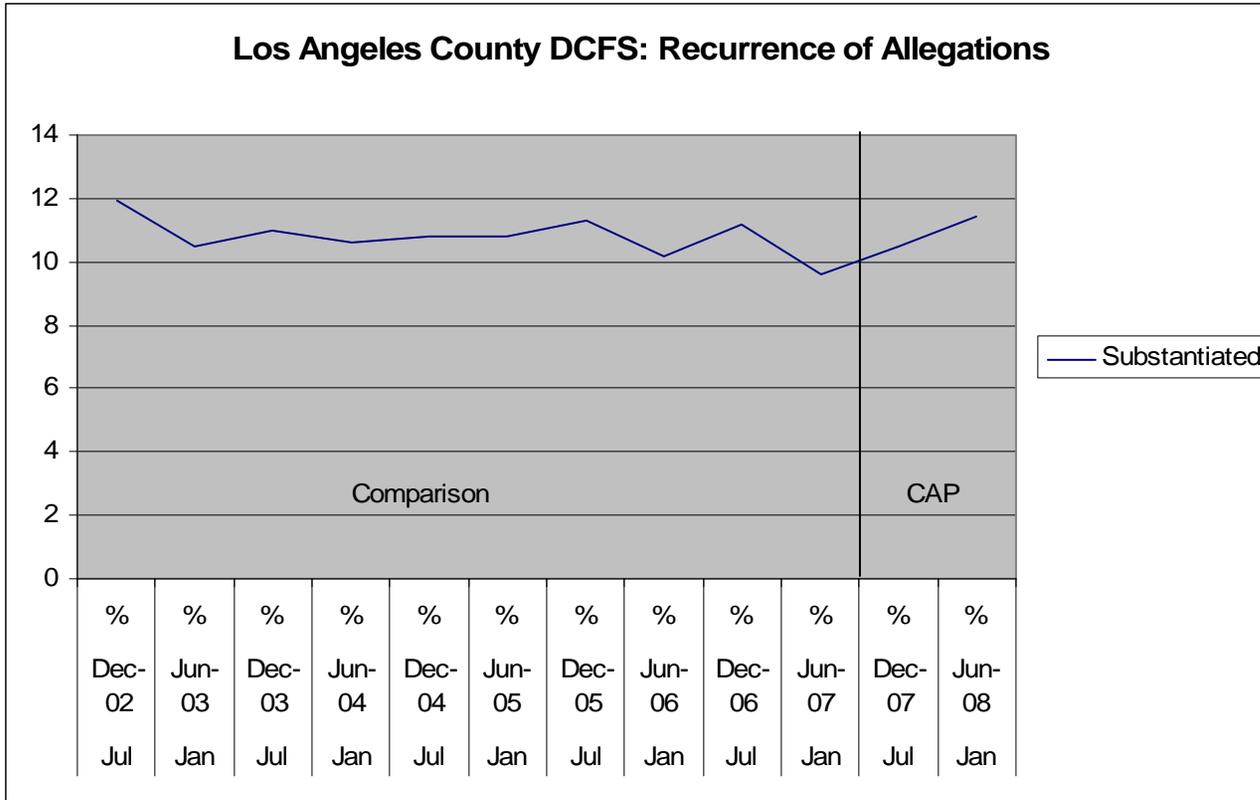
Los Angeles County DCFS: PR--Participation Rates



◆ Rate of children with maltreatment referrals (per 1,000)	43.0	44.5	42.5	45.2	44.6	42.6	42.6	44.2	45.8	46.1	
■ Rate of children with substantiated referrals (per 1,000)	10.8	10.3	10.4	11.1	10.0	10.1	9.9	9.7	9.6	9.5	
▲ Rate of children with entries to foster care (per 1,000)	3.7	3.2	3.1	3.2	2.9	3.0	3.6	3.7	3.9	3.6	
× Rate of children in foster care (per 1,000)	18.5	16.0	13.2	11.8	10.6	9.6	8.9	8.4	8.2	7.4	6.7

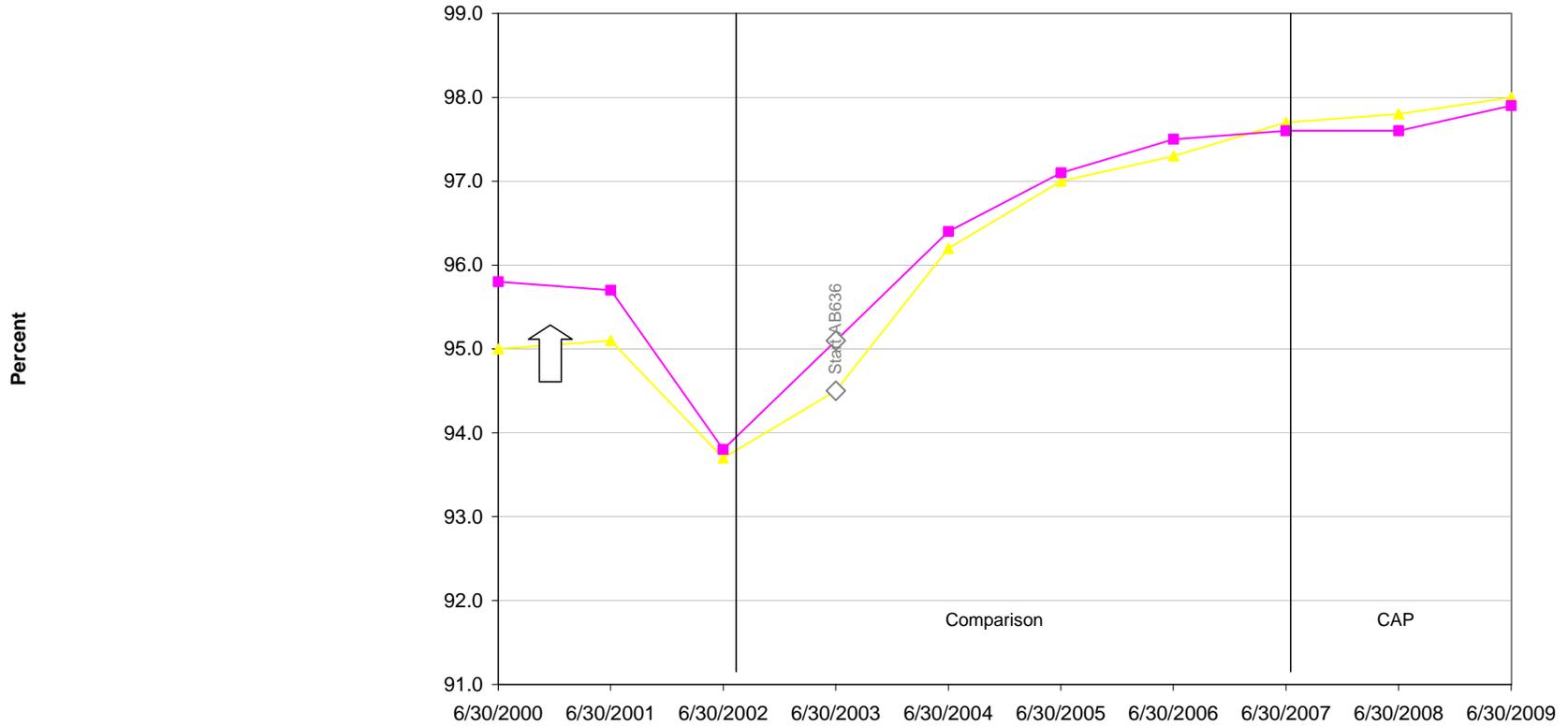






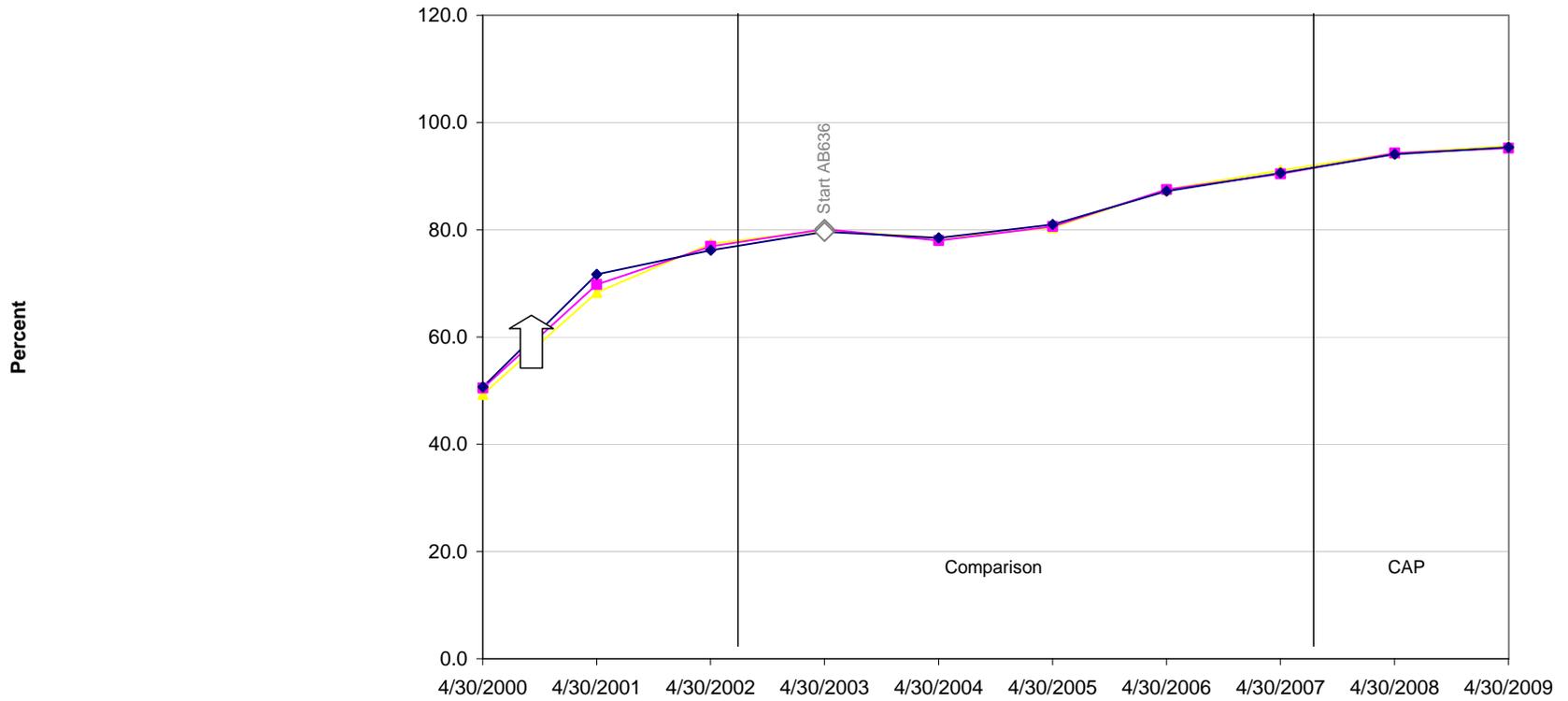
Recurrence Disposition within 12 months	Jul2002-Dec-02	Jan2003-Jun-03	Jul2003-Dec-03	Jan2004-Jun-04	Jul2004-Dec-04	Jan2005-Jun-05	Jul2005-Dec-05	Jan2006-Jun-06	Jul2006-Dec-06	Jan2007-Jun-07	Jul2007-Dec-07	Jan2008-Jun-08
	%	%	%	%	%	%	%	%	%	%	%	%
<b>Substantiated</b>	11.9	10.5	11	10.6	10.8	10.8	11.3	10.2	11.2	9.6	10.5	11.4

Los Angeles County DCFS: 2B--Timely Response



	06/30/00	06/30/01	06/30/02	06/30/03	06/30/04	06/30/05	06/30/06	06/30/07	06/30/08	06/30/09
▲ 2B--Timely Response (Imm. Response Compliance)	95.0	95.1	93.7	94.5	96.2	97.0	97.3	97.7	97.8	98.0
■ 2B--Timely Response (10-Day Response Compliance)	95.8	95.7	93.8	95.1	96.4	97.1	97.5	97.6	97.6	97.9

Los Angeles County DCFS: 2C--Timely Social Worker Visits with Child



	04/30/00	04/30/01	04/30/02	04/30/03	04/30/04	04/30/05	04/30/06	04/30/07	04/30/08	04/30/09
—▲— 2C--Timely Social Worker Visits with Child (Month 3)	49.3	68.3	77.4	79.9	78.5	80.4	87.5	91.1	94.3	95.6
—■— 2C--Timely Social Worker Visits with Child (Month 2)	50.5	69.8	76.9	80.1	78.0	80.6	87.5	90.4	94.3	95.2
—◆— 2C--Timely Social Worker Visits with Child (Month 1)	50.7	71.7	76.2	79.6	78.5	81.0	87.2	90.6	94.1	95.4







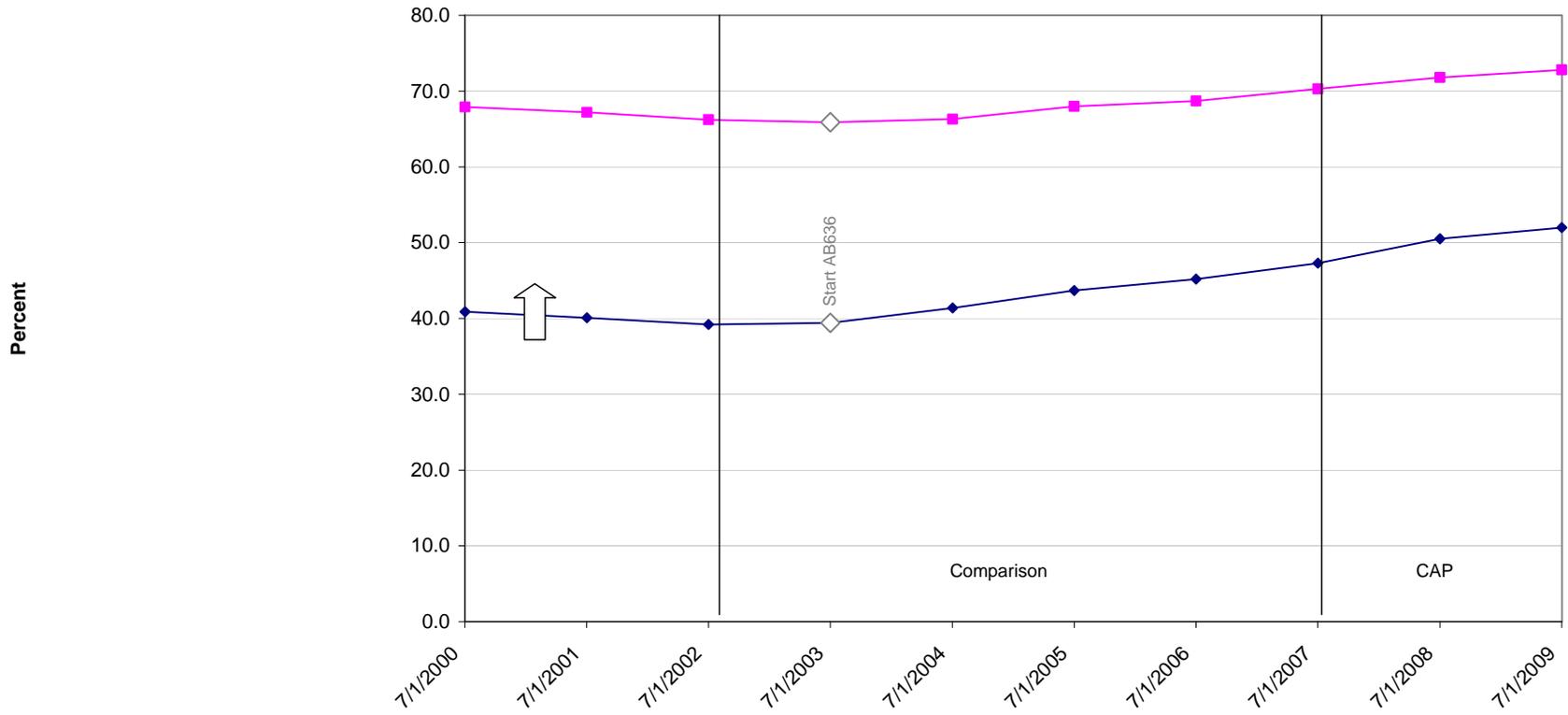






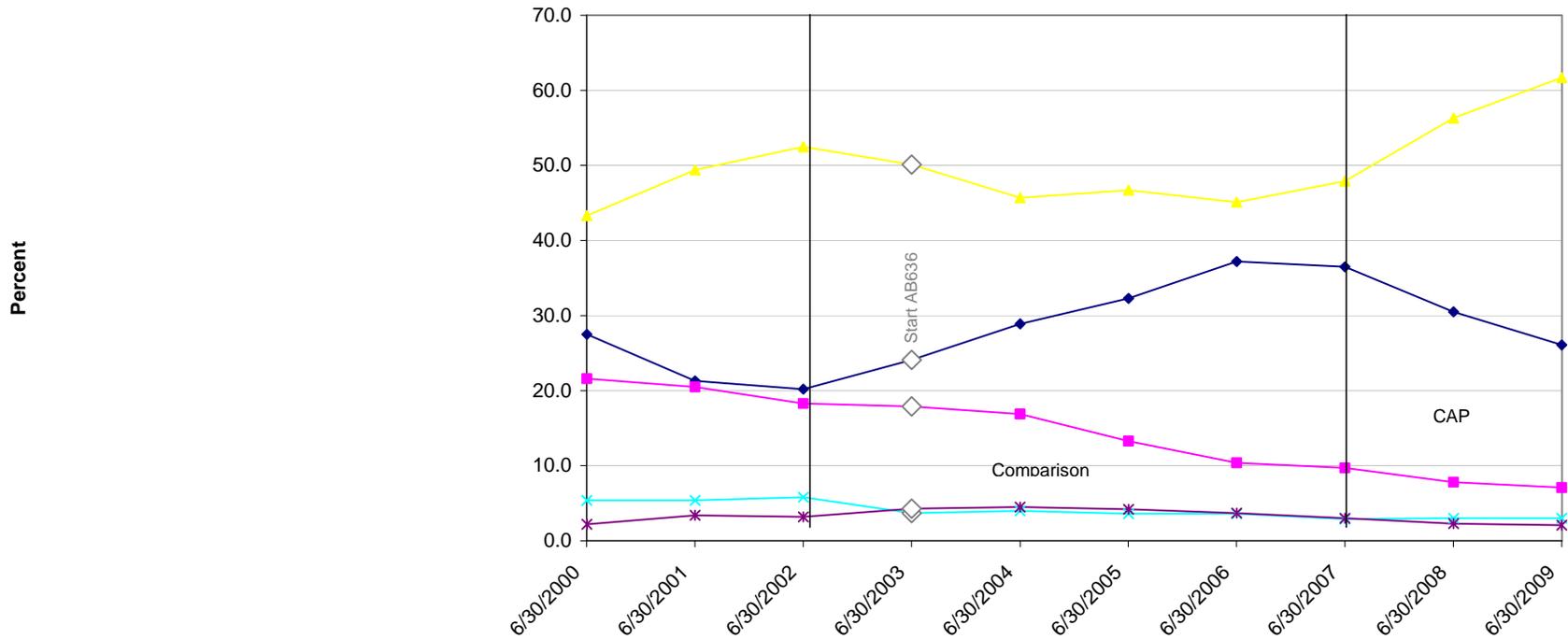


Los Angeles County DCFS: 4A--Siblings



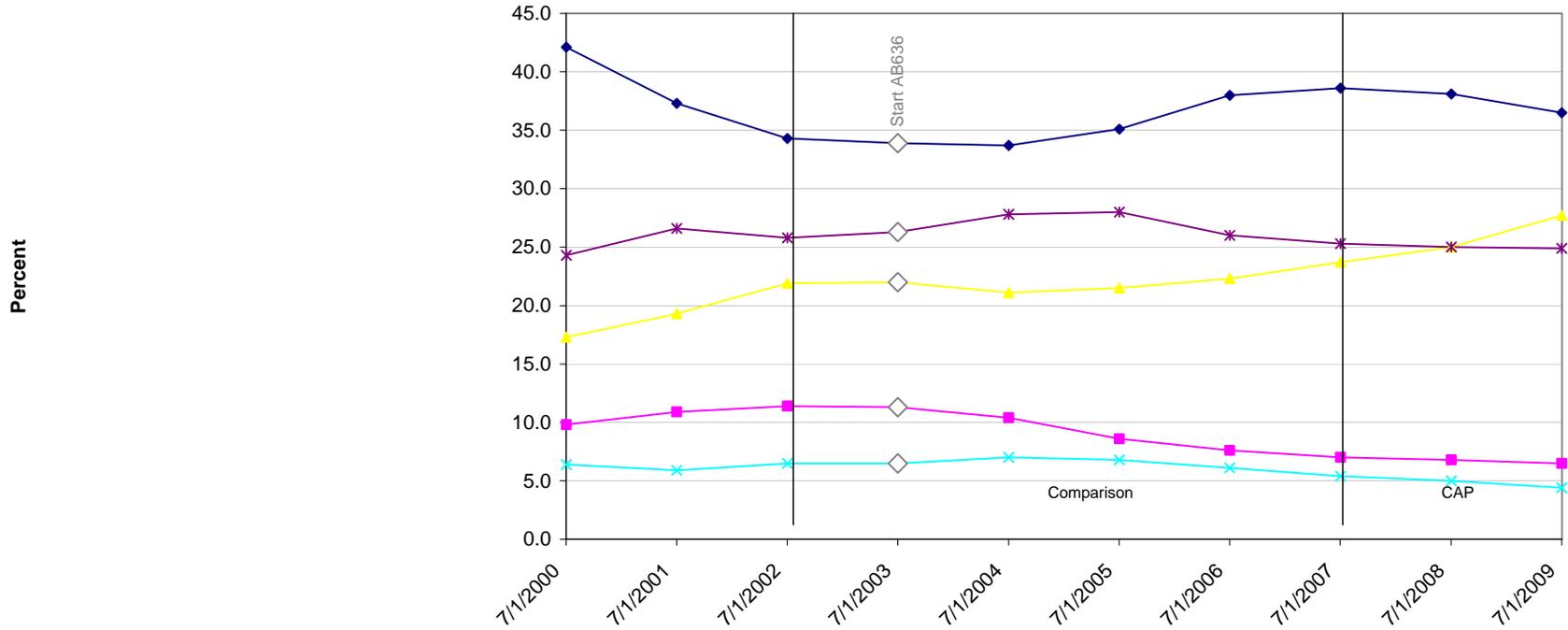
	07/01/00	07/01/01	07/01/02	07/01/03	07/01/04	07/01/05	07/01/06	07/01/07	07/01/08	07/01/09
◆ Percent placed with all siblings	40.9	40.1	39.2	39.4	41.4	43.7	45.2	47.3	50.5	52.0
■ Percent placed with some or all siblings	67.9	67.2	66.2	65.9	66.3	68.0	68.7	70.3	71.8	72.8

Los Angeles County DCFS: 4B--Least Restrictive (Entries First Plc)



	06/30/00	06/30/01	06/30/02	06/30/03	06/30/04	06/30/05	06/30/06	06/30/07	06/30/08	06/30/09
◆ 4B--Least Restrictive (Entries First Plc.: Relative)	27.5	21.3	20.2	24.1	28.9	32.3	37.2	36.5	30.5	26.1
■ 4B--Least Restrictive (Entries First Plc.: Foster Home)	21.6	20.5	18.3	17.9	16.9	13.3	10.4	9.7	7.8	7.1
▲ 4B--Least Restrictive (Entries First Plc.: FFA)	43.3	49.4	52.5	50.1	45.7	46.7	45.1	47.9	56.3	61.7
✕ 4B--Least Restrictive (Entries First Plc.: Group/Shelter)	5.4	5.4	5.8	3.7	4.0	3.6	3.6	2.9	3.0	3.0
* 4B--Least Restrictive (Entries First Plc.: Other)	2.2	3.4	3.2	4.3	4.5	4.2	3.7	3.0	2.3	2.1

Los Angeles County DCFS: 4B--Least Restrictive (PIT Placement)



	07/01/00	07/01/01	07/01/02	07/01/03	07/01/04	07/01/05	07/01/06	07/01/07	07/01/08	07/01/09
◆ 4B--Least Restrictive (PIT Placement: Relative)	42.1	37.3	34.3	33.9	33.7	35.1	38.0	38.6	38.1	36.5
■ 4B--Least Restrictive (PIT Placement: Foster Home)	9.8	10.9	11.4	11.3	10.4	8.6	7.6	7.0	6.8	6.5
▲ 4B--Least Restrictive (PIT Placement: FFA)	17.3	19.3	21.9	22.0	21.1	21.5	22.3	23.7	25.0	27.7
× 4B--Least Restrictive (PIT Placement: Group/Shelter)	6.4	5.9	6.5	6.5	7.0	6.8	6.1	5.4	5.0	4.4
* 4B--Least Restrictive (PIT Placement: Other)	24.3	26.6	25.8	26.3	27.8	28.0	26.0	25.3	25.0	24.9