



## Family Preservation Services in Los Angeles: A Report for the Department of Children and Family Services

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# **Family Preservation Services in Los Angeles: A Report for the Department of Children and Family Services**

## **Executive Summary<sup>1</sup>**

### **Purpose of this Evaluation Study**

The Los Angeles Department of Children and Family Services (DCFS) is refining the contracting approach for Family Preservation Services (FPS) in the County, based in part on the lessons learned thus far about delivering FPS in Los Angeles and elsewhere, as well as the innovations and outcomes of the Prevention Initiative Demonstration Project.

LA's overall Family Preservation Program includes four components: (1) DCFS Family Preservation; (2) Probation Family Preservation; (3) Alternative Response Services (ARS); and (4) Up Front Assessment (UFA). While this report focuses primarily on DCFS Family Preservation services, it also includes some information on the impact of ARS and UFA, and includes expenditure data on all four of the program components. For the DCFS Family Preservation program component, services are offered to families in the Family Maintenance and Family Reunification programs.

This study looks at outcomes for both groups, with results further broken down into voluntary and court-ordered (involuntary) services. DCFS requested a report that focuses on the characteristics of the families served, agencies, services, costs, and outcomes for five Fiscal Years, beginning July 1, 2005 and ending June 30, 2010, including how FPS agencies are meeting the performance benchmarks set in their contracts. The report also includes data about DCFS worker and supervisor satisfaction with the contracted FPS, along with a special focus on the most recent fiscal year of 2009-10.

### **Data Collection Methods**

This evaluation study relied on the following methods for gathering data:

1. Child Welfare Services/Child Management System (CWS/CMS) data,
2. SDM<sup>®</sup> risk level data (final SDM risk level after overrides – the final assigned risk level)
3. Family Preservation Services and cost data from the billing data base,
4. Special survey of DCFS workers and Regional Office Administrators about the contracted Family Preservation Services that was made possible by the research team in the DCFS Bureau of Information Services.

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### Sample Size for the Child and Family-Level Analyses

A total of 41 contract agencies (with 40 still active by 2009-10, the last year of the study period) with 64 delivery sites were involved in the study.<sup>2</sup> The focus was on FPS cases with a service start date between July 1, 2005 and June 30, 2010, and which also had an open DCFS case at the start of FPS services. This resulted in a final sample of 34,640 children. The family-level analyses focused on one child in the family. For families with more than one case during this time frame, a single *focus case* was selected to represent each family that was the first child served in FPS (duplicate families were identified using the Case Client ID variable). These selection criteria resulted in a final sample of 14,586 *unique families*. (See Table 1)

**Table 1. Family Preservation Services Program Types and Number Served**

	<b>N for Family-Level (Focus Child) Analyses</b>	<b>N for Child-Level (All Children) Analyses</b>
<b>Family Maintenance</b>	<b>12,428</b>	<b>29,668</b>
Voluntary (VFM)	6,563	15,628
Court-ordered (FM)	5,865	14,040
<b>Family Reunification</b>	<b>2,158</b>	<b>4,972</b>
Voluntary (VFR)	245	537
Court-ordered (FR)	1,913	4435
<b>TOTAL</b>	<b>14,586</b>	<b>34,640</b>

**Family Risk of Child Maltreatment Levels.** A large percentage of families (77.8% to 90.2%) had high or very high risk ratings on the SDM scale but the proportion varied across agencies. Note this is the final SDM risk level after overrides (the final assigned risk level).

### What Kinds of Services are Being Provided and at What Cost?

The total cost of all four Family Preservation program components (FPS, Alternative Response Services, Up-Front Assessments, and Probation) over this time period was almost \$161 million, with DCFS FP accounting for \$122 million or 76% of total expenditures. Annual expenditures for the DCFS FP services are summarized in Table 2.

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<sup>2</sup> Although 41 agencies provided FPS during the study timeframe, some served only those families referred by staff in one regional office, while others provided services for families served by two or three regional offices; likewise, regional offices with larger caseloads might be served by more than one FPS agency. Thus the 64 “sites” refer to the combination of agencies providing FPS and the individual DCFS regional offices they served. When different FP contract agencies, sites and funding streams are factored in, there were a total of 77 FPS contracts considered in this study.

**Table 2. Family Preservation Services Budget Expenditures by Year <sup>a</sup>**

Fiscal Year and FPS Expenditures		Fiscal Year and FPS Budget Expenditures	
2005-06	\$23,077,419	2006-07	\$27,044,164
2007-08	\$24,124,670	2008-09	\$23,150,317
2009-10	\$24,957,278	<b>TOTAL</b>	<b>\$122,353,848</b>

<sup>a</sup>Note that FPS figures in this table do not include, UFA, ARS and Probation costs.

Services data were limited but the three special services that were provided most often, in addition to the base rate FPS support were: Counseling (\$5,774,600), Teaching/Demonstrating Homemaking (\$2,529,290), and Transportation (\$2,561,215).

### **FPS Outcomes**

***CPS Re-referrals for Family Maintenance.*** In comparing Voluntary and Court-ordered Family Maintenance outcomes, CPS re-referrals of the focus child during FPS did not differ much by group, but were high at about 1 in 5 youth. But the *substantiated* child maltreatment report rates during family maintenance services were much lower than the unfounded referral rates for both groups at 8.1% for VFM and 6.3% for FM (during FPS) and 8.3% for VFM and 7.9% for FM (after FPS).

***Child Placements for Family Maintenance.*** The child removal rates *during FPS* for the Voluntary (10.0%) and Involuntary (8.6%) Family Maintenance cases were fairly low and in line with other studies of FPS referenced in the main report. The child removal rates *after termination* of Family Maintenance services for the Voluntary (6.0%) and Involuntary (6.9%) services were fairly low and in line with other studies of FPS that are cited in the main report.

***CPS Re-referrals for Family Reunification.*** For Court-Ordered Family Reunification outcomes, child maltreatment re-referrals of the focus child during FPS did not differ much between the two groups but were high at about 1 in 5 youth. But the *substantiated* child maltreatment report rates for Court-ordered Reunification services were 5.8% during Reunification services and 7.9% after.

***Child Reunifications for Family Reunification.*** The reunifications achieved were substantial: 66.0% of FR focus group children were reunified during the official FR service period, and 45.7% were reunified after the FR services were terminated. Using benchmarking data from other states and counties, these appear to be positive levels of reunification. These percentages do not reflect the number of unique children though it does reflect the identified focal child in the family. Some children had multiple entries for different cases because they were served first in one FPS subcomponent and then later served in another. This is why the percentages add up to more than 100%.

### **What Variables Predict FPS Success?**

Multivariate analyses to explore the relationship between FPS outcomes and demographic variables among families in FPS were conducted. There were variables that predicted FPS outcomes, such as higher SDM risk levels of child maltreatment, younger parent age, parent ethnicity, parent age, months receiving FPS ( e.g., *Court-Ordered Family Maintenance*: Hispanics and larger household sizes less likely to have a re-referral, larger household sizes less likely to have a non-substantiated and substantiated re-referrals; Hispanics were less likely to have a child removal; *Court-ordered Family Reunification*: Hispanic and larger household sizes less likely to be re-referred, Blacks less likely to be reunified; larger household sizes less likely to have a child be removed.)

### **Agency Comparisons in Terms of FPS Outcomes Achieved**

Substantial variation in results was found across individual contract agencies, and between those serving the same regional office sites. For example, about 1 in 4 of the families had, on average, a CPS re-referral after Court-ordered Family Maintenance services. But the range across agencies was 8.6% to 32%. Child removals were fairly low at 6.8% but removal rates ranged from 1.3% to 14.3%. For court-ordered family reunification during FPS, the 2005-2010 study period, 23.5% of families experienced a child reunification – but agency performance varied significantly from 7.7% to 58.3%.

The contractor average outcome ratings and an examination of the distribution of individual contractors indicate that most FPS agencies are achieving positive outcomes for a substantial proportion of the families served. In certain areas, however there is a wide range in the outcomes achieved, indicating room for improvement. These data patterns raise the question about what the highest performing band of agencies are doing on a daily basis to achieve those higher rates of positive outcomes (when the same agencies tend to have a high level of performance across many outcome domains). They also raise questions about the extent to which internal operational patterns in different regional offices may affect relationships with FPS agencies (e.g., underutilization, referral of families with higher risk profiles, preference for referring more court-ordered versus voluntary families).

### **DCFS Worker Perceptions of FPS Contracted Services**

Supervising Children’s Social Workers (SCSWs) and Children’s Social Workers (CSWs) were asked to indicate the extent to which they agreed with various descriptive statements about two FPS agencies they were familiar with (those with contracts to serve their regional offices) as part of an overall Survey on Family Preservation Services (FPS Survey). SCSWs and CSWs indicated that they generally agreed with statements such as:

- FPS contract agency staff treated families with respect
- FPS contract agency services improved family functioning
- FPS contract agencies understood DCFS policies

SCSWs' overall ratings of Client Engagement and Service Delivery ranged from an average of 3.02- to 3.16-points. These ratings pertained to their overall satisfaction with the agencies and the quality of interaction with families, respectively. CSWs provided somewhat similar ratings for the same sub-domains; namely, from 3.14-points for overall satisfaction with agencies to 3.27-points regarding quality of family interactions.

However, results from SCSWs also suggested that there was a fair amount of variation in respondents' perceptions of the agencies with which they worked and the quality of services that those agencies offered. Specifically, it seems that SCSWs tend to rate some agencies higher than others on the two domains contained in the survey -- Client Engagement & Service Delivery, and Type of Family Preservation Service.

### **Recommendations for DCFS to Refine Family Preservation Services**

After examining the data, conferring with DCFS FPS managers, and talking with various stakeholders, the FPS evaluation team made the following recommendations:

1. Increase the consistency of the FPS referral process across regional offices, assuring that rules and processes are clear to all stakeholders and applied equitably across regions. Revisit policies to ensure clarity and consistency of processes and criteria guiding re-referrals for additional allegations of maltreatment while Family Preservation cases remain open.
2. Review and re-formulate the intervention strategies described in the FPS contract to reflect current understanding of evidence-based and evidence-informed strategies.
3. Require a core set of assessment measures and performance indicators across all FPS contract agencies, including more precise service start and end dates.
4. Form a FPS Learning Network to facilitate continuous refinement of FPS contract agency performance and refine FPS interventions.
5. Incentivize FPS contractor program quality, fidelity, and outcomes.
6. Refine service cost measurement.
7. As with the Residential Based Services reform underway in LA and three other California counties, up to six months of post-permanency services should be paid for.
8. The staffing capacity for the DCFS FPS contracting unit should be examined because it may need to be increased to more adequately monitor and coach the FPS contract agencies, now that the FPS learning collaborative has been formed.

### **Recommendations for the Family Preservation Services Contract Agencies**

1. Re-examine the types of specific interventions and how they are delivered currently to ensure that they best meet the needs of the families being served.

2. Identify ways that the DCFS FPS contract staff could assist them to utilize more evidence-based interventions, including parenting skills groups, and the interventions delivered by the home-based services staff.
3. Identify with their local DCFS offices and DCFS FPS contract staff ways to improve the case referral process.
4. Collaborate with DCFS to highlight evidence-based programs that are underway or in planning stages by FPS contractors or their networks to identify key strategies that could be supported by or collaborate with FPS.

### **Conclusions**

Overall, most of the FPS agencies are providing effective services, when measured against many of the current contracting performance standards and other benchmarks. Caution, however, must be used when interpreting these data as processes for referring cases and intake criteria differ across regional offices. So the level of consistency that is necessary for rigorously comparing FPS contractors was not present, and thus contractor A might have been serving a somewhat different mix of families than contractor B, and providing a different mix of services with different levels of results.

Billing data also suggest that FPS interventions varied across contract agencies (and to a lesser extent, perhaps even across contracts that one agency held to serve different regional office sites) in ways that may have affected outcomes. More precise tracking systems are needed to ensure continuous quality improvement; this will assist DCFS managers in more accurately tracking what services are being provided to what kinds of families, with what level of outcomes, and at what cost.

# Family Preservation Services in Los Angeles: A Report for the Department of Children and Family Services

## I. INTRODUCTION

### **National Context: Child Welfare Service Delivery Redesign Is Occurring in Many Communities**

Across the United States, many large-scale county and state child welfare reformers who are experiencing success in strengthening families and reducing foster care placements safely have implemented *groups of strategies*. Some of these include alternative response/differential response, structured safety and risk assessment approaches, aggressive and repeated searches for relatives, family group conferences, team decision-making, economic supports for families, community-based supports to strengthen families, and specific public policy reforms. Among these agencies, there is growing recognition that no single solution exists for the complex challenges of helping families find needed supports, reducing rates of foster care, and enhancing child safety. In addition, while the number of children in out-of-home care has decreased, more than 900,000 children are in need of or are receiving in-home services of some kind.

A number of jurisdictions are also recognizing that preventive services offer an important supplement to traditional focus on protective services and foster care. As the Citizens Committee for Children of New York City Inc. (2010) noted in their recent report, child welfare is a “tripod” that cannot function well unless all three legs (prevention, child protection, foster care) are strong (p. 4):

Preventive services that strengthen and support families in their communities, so children can remain in their homes without abuse, neglect, removal and/or placement in foster care; comprise the vital third leg of the child welfare tripod.

It is also important to note that keeping children safe and preventing maltreatment requires collaboration that extends well beyond the child protective services system. In their partnership with the California State Department of Social Services to map the pathways to prevent child abuse and neglect in California, Schorr and Marchand (2007, p. ii) noted that:

Prevention of child abuse and neglect is not the sole responsibility of any single agency or professional group; rather it is a shared community concern. Effective strategies require multiple actions at the individual, family and community levels to reduce risk factors and strengthen protective factors.

### **Purpose of this Family Preservation Evaluation Study**

The overall goal of the Los Angeles County Family Preservation Program is to maintain children “safely in the home of the parent, in lieu of removing the child from the child’s home, by providing intensive child welfare services, with or without Court Supervision” (Procedural Guide 0090-503.101). Established almost twenty years ago in 1992, Los Angeles County’s Family

Preservation Program has grown significantly, adding two additional program components, Alternative Response Services (ARS) and Up Front Assessment (UFA), to the family-centered services originally envisioned for families referred by the Departments of Children and Family Services (DCFS) and Probation. While this report focuses primarily on DCFS Family Preservation Services (FPS), it also includes some information on the impact of ARS and UFA, and includes costs for all four of the program components.

DCFS is at a strategic stage of moving ahead to refine the contracting approach for FPS in the County, based in part on the lessons learned thus far from experience delivering these services delivery in Los Angeles and elsewhere, as well as the innovations and outcomes of the Prevention Initiative Demonstration Project. (See Appendix A for a history of FPS in Los Angeles County.) The Department requested a report that would focus on the characteristics of the families served, agencies, services, costs, and outcomes for the time period 2005 to 2010. The report would also include data about DCFS worker satisfaction with the contracted FPS, along with a special focus on the most recent fiscal year of 2009-10. A multi-university based research team was formed to collaborate with leaders and staff from the Community-Based Support Division of Los Angeles DCFS.

The FPS evaluation focused on answering these research questions:

1. Who is being served by different kinds of DCFS Family Preservation Services?
2. What kinds of services are being provided by which agencies in which DCFS office service areas?
3. What does it cost to provide these services?
4. What kinds of family outcomes are being achieved, across LA and by individual FPS provider agencies? This should include analysis of the following two major areas:  
(a) What kinds of outcomes are being achieved overall with DCFS FPS? (b) Individual contractor profiles: Which contractors are currently meeting the required outcomes specified in the contract? (I.e., whether the original outcome levels are being achieved such as 95% rate of placement avoidance].
5. What do DCFS workers feel are the strengths, limitations and strategies for refinement for each of the current FPS contractors?
6. What refinements need to be made in performance measurement and in the Family Preservation Services themselves?

This project originally had a very short timeline of eight months and thus relied primarily on data already available through existing systems, including the Child Welfare Services/Child Management System (CWS/CMS), SDM risk level ratings, FP expenditures from the billing data base. A special survey of DCFS workers and supervisors about the contracted FPS services was administered by the research section of the Bureau of Information Services (BIS).

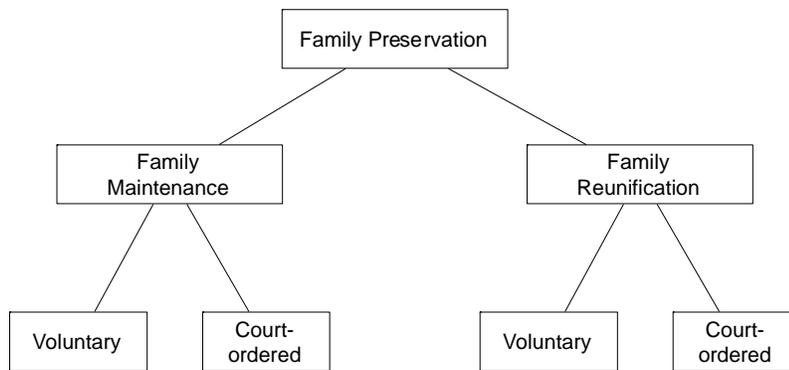
This current FPS report represents the first significant effort since 2001 to assess the flow of cases through and results achieved by the 40 Family Preservation Lead Agencies who currently offer FPS, ARS, and UFA support to County departments during daytime hours at 64 sites. (Some agencies provide FPS for different regional offices, and thus the number of sites is larger than the number of agencies. When different FP contract agencies, regional office sites and different funding streams are factored in, there are a total of 77 FPS contracts.) The history of FPS in Los Angeles is included in Appendix A. This next section of the report describes the largest and most costly component of the four Family Preservation Program components, the DCFS FPS program.

## II. OVERVIEW OF FAMILY MAINTENANCE AND REUNIFICATION SERVICES

### Family Preservation Services Programs Funded by DCFS

*Overview.* Family Preservation services are currently reserved solely for family with open cases, including either Family Maintenance (FM) or Family Reunification (FR) cases. Families may be served on a voluntary or involuntary basis. (See Figure 1.)

**Figure 1. Major Types of DCFS Family Maintenance and Family Reunification Family Preservation Services**



### Key DCFS FPS Programs

In the tables that follow, DCFS Family Preservation Services (FPS) for families with Family Maintenance and Family Reunification cases are further broken down into voluntary and court-ordered (involuntary) service types. Note that voluntary kinds of services are carefully reviewed and limited to 180 days or less. This helps prevent families or children from “drifting” in the care system. Voluntary services are designed for cases where it is thought that the family can resolve the situation with the help of the Department within 6 months.

1. ***Voluntary Family Maintenance (VFM)***: VFM refers to the provision of non-court, time-limited protective services to families whose children are in potential danger of abuse, neglect, or exploitation when the children can safely remain in the home with DCFS services. In order to receive VFM services, the family must be willing to accept them and participate in corrective efforts to ensure that the child's protective needs are met.
2. ***Court-ordered Family Maintenance (FM)***: FM refers to child welfare services provided or arranged for by county child welfare department staff in order to maintain the child in his or her own home. Activities are designed to provide time-limited, in-home protective services to prevent or remedy abuse, neglect or exploitation to prevent separation of children from their families.
3. ***Voluntary Family Reunification (VFR)***: VFR services help reunify a family after placement of a child in foster care by or with the participation of DCFS. This service is initiated after the parent(s)/ guardian(s) of the child have requested the assistance of DCFS and signed a voluntary placement agreement form.
4. ***Court-ordered Family Reunification (FR)***: FR refers to time-limited child welfare services program to prevent or remedy abuse, neglect or exploitation when a child cannot safely remain at home and needs temporary foster care while services are provided to reunite the family.

### III. METHODOLOGICAL NOTES

#### **Data Collection Methods**

This project originally had a very short timeline of eight months and thus relied largely on available data from three data bases:

1. Child Welfare Services/Child Management System (CWS/CMS) data,
2. SDM risk level data (Note this is the final SDM risk level after overrides (the final assigned risk level)).
3. FP services and expenditure data from the billing data base,

In addition, a special survey of DCFS workers and supervisors from each Regional Office was designed to gather information about contracted FPS agencies; the survey was designed and carried out in partnership with the research team in the DCFS Bureau of Information Services.

#### **Methodological Notes and Sample Size for the Child and Family-Level Analyses**

For the child-level analyses, the final sample was determined by excluding children who did not have an open DCFS case at the start of FPS, either for themselves (no CWS Client ID) or for the focus child for that particular case (no IDCFS Client ID). This resulted in the exclusion of 1,660 children, resulting in a final sample of 34,640 children.

The family-level analyses began with the full set of 36,300 children. First, all those without an open DCFS case for the focus child at the start of FPS (no IDCFS Client ID) were excluded. Next a single child was selected to represent each FPS case (this was the child designated as the focus child in the CWS/CMS system), leaving a total of 16,294 *unique cases*. Finally, for families with more than one case during this time frame (N = 1708), a single *case* was selected to represent each family (duplicate families were identified using the Case Client ID variable). The first case for the family, based on the start date, was designated as the focus case. These selection criteria resulted in a final sample of 14,586 *unique families*. The data reported for all family-level analyses pertain to the focus child for each case, and the first case for each family.

The data tables included in this report reflect the following definitions and data analysis approaches:

1. Parent, family, and child demographics, termination reasons, and outcomes were re-analyzed at the *family level*, using the “Case Client ID” (parent identifier) variable as a proxy for identifying unique families. For these analyses, one child was selected as the “focus child” for each case, and one case was selected as the “focus case” for each family. Consequently, there may be a few families counted twice in the data set, but they constitute a very small percentage of the total.
2. Child demographics and outcomes were analyzed at the *child level*. Each individual entry in data set serves as a data point, so this analysis does not reflect the number of unique children though it does reflect the identified focal child in the family. Some children had multiple entries for different cases because they were served first in one FPS subcomponent and then later served in another (e.g., some children were first served in Voluntary Family Maintenance and then later served by court-ordered Family Reunification services).
3. For families receiving FR or VFR services, reunifications were identified as a more relevant outcome than removals. For Family Reunification only, the percentage of successful reunifications was calculated at both the *family level* and *child level* for each of the following time frames:
  - During FPS
  - After FPS Termination
  - Overall at any time during the five-year study period
4. Key outcomes were analyzed by agency. The following analyses are reported at the *family-level*:
  - Substantiated re-referrals, during FPS (FM & FR)
  - Placements during FPS (FM only)
  - Reunifications during FPS (FR only)

### **Study Limitations**

Caution must be used when interpreting these data as referral criteria used by different regional offices, as well as case acceptance criteria, application of service definitions and other key

factors used by contract agencies varied across sites. No standardized family assessment measure was used during this time period, and the service provision data was limited. So the level of consistency that is necessary for rigorously comparing FPS contractors and assessing various dimensions of improvements in family functioning was not always possible.

### **Missing Data**

For descriptive information all available data is reported. For the inferential analysis, only complete case data is used.

### **Summary**

The revised data reported here reflect an accurate count of unique families receiving FPS during the five-year study period, and also include SDM risk level data for FR & VFR cases. All of the data are reported with the family as the unit of analysis, with the exception of multivariate analyses, which focus on individual children within a family. The evaluation team took a conservative approach to the analysis: if a particular boy in a family was served in Voluntary Family Maintenance and his sister was served in court-ordered Family Reunification, we would not “override” a child’s program category with the program category of their sibling if that was different – even if their sibling was selected to be “focal child” for some of our multivariate or other analyses.

## **IV. FAMILY PRESERVATION PROGRAM COSTS**

The overall goal of the Los Angeles County Family Preservation Program is to maintain “a child safely in the home of the parent, in lieu of removing the child from the child’s home, by providing intensive child welfare services, with or without Court Supervision” (Procedural Guide 0090-503.101). There are four major program components included in the overall Family Preservation Program:

1. DCFS Family Preservation Services (FPS),
2. Alternative Response Services (ARS),
3. Probation Family Preservation, and
3. Up Front Assessment (UFA).

As the FPS program has expanded and become more central to DCFS case services over time, some related programs targeted to specific populations have also been included under the Family Preservation umbrella (e.g., Skid Row Project, Partnership for Families). The Family Centered Services System (formerly called the Family Preservation System) is the primary information system that tracks services and expenditures for identified families so that cases receiving different kinds of supportive services can be easily linked to the CWS/CMS case management information system. Data on UFA services, however, are still maintained separately on the UFA information system. Data for this section of the report were derived from both the Family Centered Services System and the UFA information system.

Three of the primary FPS components were active during the full five Fiscal Years of the study period, 2005-06 through 2009-10, but UFA, which was developed and tested in SPA 6 in the 2006-07 Fiscal Year was not implemented countywide until 2009-10. The research team focused primarily on outcomes for families and children served under the DCFS FPS program component in this evaluation because it accounts for the majority of families served and dollars expended. The report also includes some summary data on outcomes for families and children who received ARS and UFA program services during this time frame prepared by DCFS staff (see Chapter VIII).

This chapter summarizes actual expenditures for all four of the primary FPS program components during the five-year study period, July 1, 2005 through June 30, 2010. Evaluation team members worked with DCFS staff in Community Based Services and the Bureau of Information Services to identify research questions and draw expenditure data from the Family Centered Services and the UFA information systems to respond to the following research questions.<sup>3</sup>

1. What were the costs for each of the four primary FPS program components and the total cost of Los Angeles County's overall Family Preservation Services Program during the full five fiscal years of the study period?
2. Were there substantial variations in expenditures for each of the four primary FPS program components across the five years of the study period?
3. Were there distinct patterns of billing for different kinds of expenditures for the DCFS FPS program component during the five years of the study period?
4. Were there distinct patterns of billing for services provided through the ARS, Probation or UFA program components?
5. Were there discernible patterns in utilization of FPS by DCFS Regional Offices during the most recent year of the study period, Fiscal Year 2009-10?
6. Were there differences in patterns of service provision among FPS provider agencies during the most recent year of the study period, 2009-10?

**Research Question #1: What were the costs for each of the four primary FPS program components and the total cost of Los Angeles County's overall Family Preservation Services Program during the full five fiscal years of the study period?**

The total expenditure for all four primary components between July 1, 2005 and June 30, 2010 was almost \$161 million dollars.

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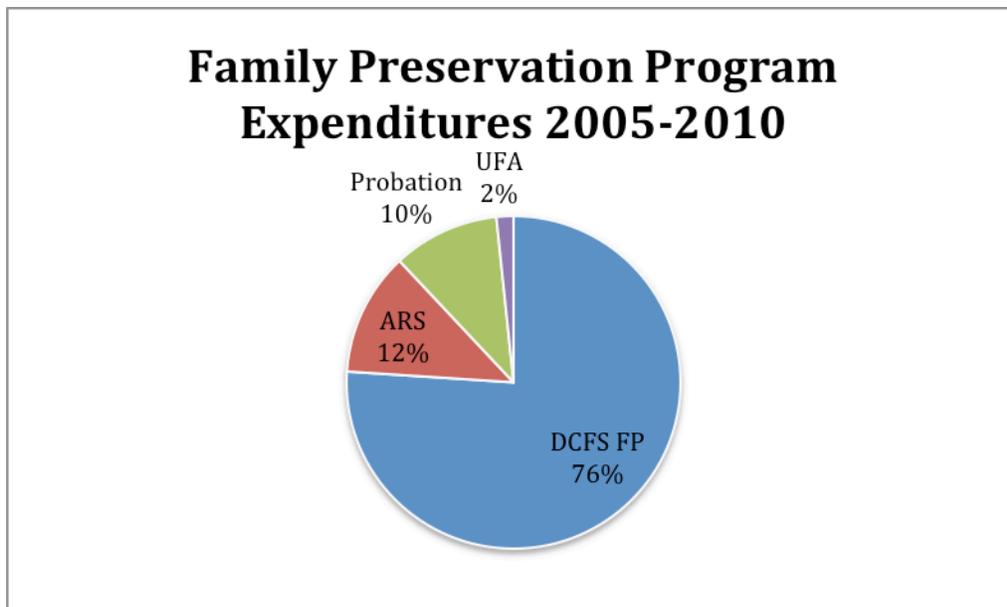
<sup>3</sup> These data are based on actual expenditures during the timeframe studied. They may include some costs for families who were served in 2004-05 before the study period and may not include complete costs for families who began service at the end of 2009-10. Any differences due to delayed billing and processing should be minimal.

**Table 2. Expenditure of Funds for All Four FPS Programs**

<b>FPS Program</b>	<b>Expenditures between July 1, 2005 and June 30, 2010</b>	<b>Proportion of FPS Funds</b>
<b>DCFS Family Preservation Services</b>	\$122,353,848	76.0%
<b>Alternative Response Services (ARS)</b>	\$19,254,960	12.0%
<b>Probation Family Preservation</b>	\$16,642,531	10.3%
<b>Up Front Assessment (UFA)</b>	\$2,663,041	1.7%
<b>TOTAL</b>	<b>\$160,914,381</b>	<b>100%</b>

The cost of the core DCFS Family Preservation Services (DCFS FPS) program component over the five-year study period was over \$122 million dollars, accounting for over three-quarters of the County’s total expenditure on FPS during the five fiscal years. The ARS and Probation program components accounted for most of the remaining expenditures, with ARS expenditures at 12% and Probation expenditures at 10%.

**Figure 2. Family Preservation Services Program Expenditures Over Fiscal Years 2005-2010**



The UFA program component began countywide operations in Fiscal Year 2008-09. The Metro North and Wateridge offices began in May 2008, with other regional offices and night-time assessments available to the Emergency Response Command Post (ERCP) in 2009. UFA was

originally developed in 2006-07 as part of Point of Engagement in SPA 6 and was pilot tested there prior to countywide roll-out. While some special grant funding was available initially to support program development, expenditures were generally assigned to the overall FPS fund prior to countywide roll-out.<sup>4</sup> This report focuses on countywide UFA expenditures only during the 2008-09 and 2009-10 Fiscal Years. The total UFA expenditures during this two-year period accounted for less than 2% of the overall costs of the FPS program.

Taken together across the five-year study period, DCFS-related program expenditures for the three components of DCFS FPS, ARS and UFA accounted for over \$144 million, the great majority of FPS expenditures, as summarized in Table 4.

**Table 3. FPS Expenditures by Program Area**

<b>Fiscal Year</b>	<b>DCFS FPS</b>	<b>ARS</b>	<b>UFA</b>	<b>Annual Total</b>
<b>2005-06</b>	23,077,419	3,533,985	---	26,611,404
<b>2006-07</b>	27,044,164	3,944,902	---	30,989,066
<b>2007-08</b>	24,124,670	2,939,549	---	27,064,219
<b>2008-09</b>	23,150,317	4,204,390	\$573,843	27,928,550
<b>2009-10</b>	24,957,278	4,632,135	\$2,089,200	31,678,613
<b>TOTAL</b>	<b>122,353,848</b>	<b>19,254,961</b>	<b>\$2,663,043</b>	<b>\$144,271,852</b>

**Research Question #2. Were there substantial variations in expenditures for each of the four primary Family Preservation Services program components across the five years of the study period?**

The DCFS FPS program component accounted for over 70% of overall FPS program costs for each year of the five-year study period, about 78% of costs in the first three years with lesser percentages in 2008-09 (73%) and 2009-10 (71%).

The ARS program component expenditures varied over the five-year period, accounting for the lowest percentage of the total in 2007-08 (9%) and the highest percentages (13%) in 2008-09 and 2009-10. The Probation program component expenditures varied between a low of 8% in 2005-06 and a high of 12% in 2007-08.

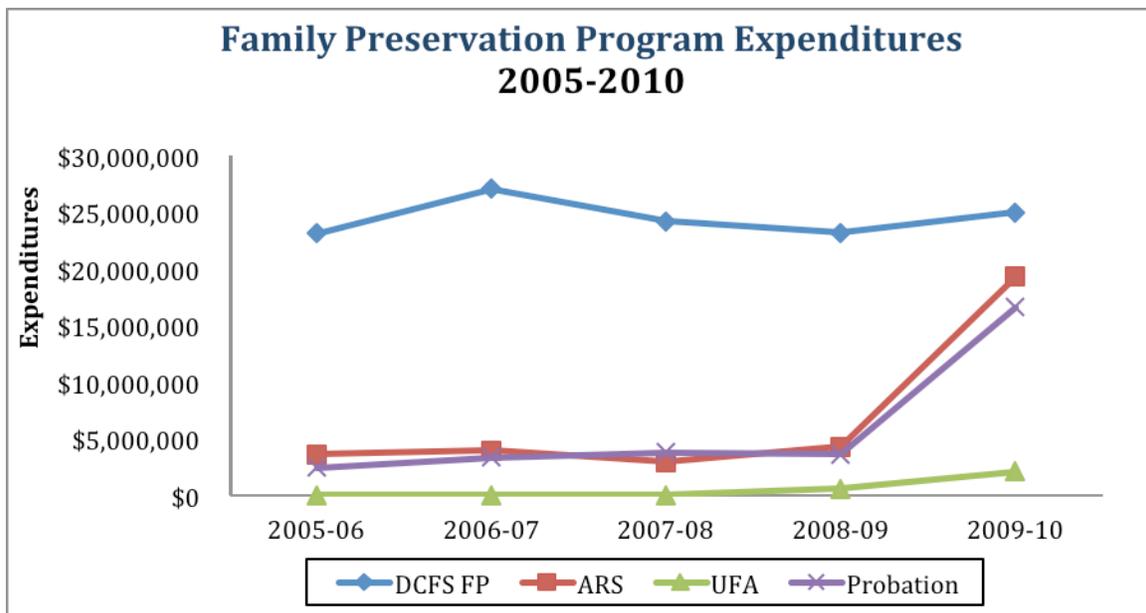
The UFA program component (reflected in 2008-09 and 2009-10 expenditures) accounted for \$2.6 million or 1.7% of overall program costs during the five-year study period. In 2009-10, the first year that UFA was fully operational across the county, it accounted for about \$2 million or 5.9% of that year's total expenditure.

<sup>4</sup> Although the evaluation team tested the possibility of pulling UFA expenditures out of overall program expenditures during this early period, we determined that cost assignments were not the same for the two early years (2006-7 & 2007-8) and thus these data are not included in this analysis.

**Table 4. Family Preservation Services Program Expenditures for Four Programs**

Fiscal Year	DCFS FP	ARS	UFA	Probation	Annual Total
2005-06	\$23,077,419	\$3,533,985	---	\$2,450,571	\$ 29,061,948
2006-07	\$27,044,164	\$3,944,902	---	\$3,324,619	\$ 34,313,685
2007-08	\$24,124,670	\$2,939,549	---	\$3,802,211	\$30,866,430
2008-09	\$23,150,317	\$4,204,390	\$573,843	\$3,603,569	\$31,532,119
2009-10	\$24,957,278	\$4,632,135	\$2,089,200	\$3,461,560	\$ 35,140,173
<b>TOTAL</b>	<b>\$122,353,848</b>	<b>\$19,254,960</b>	<b>\$2,663,043</b>	<b>\$16,642,531</b>	<b>\$160,914,381</b>

**Figure 3. Proportion of FPS Funds by Program Area**



**Research Question #3. Were there distinct patterns of billing for different kinds of program expenditures in the DCFS FPS program component during the five years of the study period?**

Over time, the DCFS FPS component has become extremely complex, as shown by the number of agencies, sites and contracts involved. For example, during the last year of the study period, Fiscal Year 2009-2010, DCFS FPS were provided by 40 agencies delivering services in 64 sites through 77 contracts.<sup>5</sup> The number of sites is higher than the number of agencies because some of the agencies had two or three sites, providing services to families in different communities

<sup>5</sup> In the first four study years, there were 41 contract agencies, but the FP contract with one agency (GLASS) was terminated prior to 2009-10, the final study year.

served by different DCFS regional offices. The number of contracts is higher than either the number of agencies or the number of sites due to the fact that a single agency might hold several contracts funded by different funding streams.

Contracts for the core DCFS FPS program specify that agencies providing these services will receive a Capitated Base Rate of \$1,050.00 per month for each family served. The Base Rate includes payment for four In-Home Outreach Counseling (IHOC) visits, oversight of the Multidisciplinary Case Planning Committee (MCPC) that develops and monitors the family's intervention plan, and clinical direction for ongoing services. The initial MCPC, which includes family members and supporters along with DCFS and FPS contract agency staff, should occur within 15 business days after case referral with subsequent MCPC meetings held to adjust the case plan every 75 days until the FPS case closes.

*During the study period, Base Rate payments accounted for the great majority of DCFS FPS program expenditures – over \$106 or 86.7% of total expenditures. The fact that many agencies do not take advantage of the option for supplemental services to meet individual needs of families may indicate that this system is not flexible and adaptable enough to incentivize agencies to fully utilize additional service components, or it may suggest that the list of supplemental services needs to be adapted to match current needs.*

In addition to services covered by the Base Rate, DCFS FPS providers are expected to provide Supplemental Services either directly or through their FPS network partners. Non-reimbursable Linkage Services may also be provided through referral to local services needed by specific families; since these Linkage Services are not reimbursed, however, specific data on their use are not readily available.

The number and type of Supplemental Services included in the case plan is determined by the MCPC based on family needs. Since Supplemental Services are billed separately (with reimbursement amounts based on listed rates), there is a clear record of which Supplemental Services are used most frequently. The Supplemental Service expenditure categories most often used by the DCFS FPS provider agencies during the study period were:

1. ***Child Focused Activities***, which include counseling, mentoring and special activities with children. Rate: \$25 hourly.
2. ***Counseling*** activities which include face-to-face meetings by a counselor with an individual, couple, family or group to assist in solving family problems, identify specific problems and refer to treatment or identify personal, vocational or educational goals for follow-up. Rate: \$60 hourly.
3. ***Supplemental In-Home Outreach Counseling***, which covers expenses for providing more than the four required in-home visits per month. Rates: \$70 hourly for licensed

professionals, \$60 hourly for MA/MSW with licensed supervision, or \$50 hourly for BA level staff.

4. ***Parent Training/Fatherhood Program***, which covers enhancement of parenting skills through training in areas such as anger management, impulse control, child development and alternative discipline. Rate: \$20 hourly.
5. ***Substitute Adult Role Modeling*** means that adult mentors, trained and supervised by the contractor, work with individual children and youth to foster positive behavior, and/or broaden the child's recreational, social and educational dreams. Rate: \$20 hourly.
6. ***Teaching/Demonstrating Homemakers*** demonstrate and teach caregivers the primary skills needed to successfully manage and maintain a home such as home safety, cleanliness, meal preparation, and budgeting. Rate: \$35 hourly.
7. ***Transportation services*** may be offered either to the entire family or individual family members as needed. \$35 hourly.

As shown in Table 6, the largest categories of expenditures for Supplemental Services (services that accounted for at least \$2 million of expenditures during the five-year period) were Counseling, In-Home Outreach Counseling, Teaching/Demonstrating Homemaker and Transportation followed by Teaching/Demonstrating Homemaker, additional IHOC visits, Parent Training, Substitute Adult Role Modeling and Child Focused Activities. There were some additional categories of Supplemental Services that were very seldom used, accounting for less than \$200,000 of expenditures during the entire 5-year study period).<sup>6</sup>

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<sup>6</sup> The seldom-used categories were: Assessment Only, Child Follow-Up Observation, Drug Testing, Emergency Housing, Substance Abuse [services] and TDM Only (FPS staff who participated in TDM meetings but did not provide any additional services to families).

**Table 5. Total Service Expenditures for DCFS Family Preservation Program Components During the Five-Year Study Period<sup>7</sup>**

<b>Budget Area</b>	<b>Percent of Budget</b>	<b>Amounts</b>
<b>BASE RATE PAYMENTS</b>	<b>86.7%</b>	<b>\$106,155,354</b>
<b>ADJUSTMENT FEES (accounting adjustments)</b>		<b>\$ -1,543,526</b>
<b>KEY SERVICES</b>	<b>14.0%</b>	<b>\$17,126,777 (Total)</b>
Counseling	4.7%	\$5,774,600
Transportation	2.1%	\$2,561,215
Teaching/demonstration	2.1%	\$2,529,290
Homemaker and In-home outreach	1.9%	\$2,294,758
Counseling	\$5,774,600	4.7%
Parent training	1.0%	\$1,276,332
Substitute adult role modeling	1.0%	\$1,261,547
Child focused activities	1.2%	\$1,474,035
<b>SERVICE CODES USED LESS OFTEN</b>	<b>.05%</b>	<b>TOTAL: \$570,244</b>
Assessment only	\$119,488	
Child follow-up observation	\$70,704	
Drug testing	\$35,029	
Emergency housing	\$50,727	
Substance abuse	\$109,982	
TDM only	\$184,314	
<b>TOTAL FOR 5 YEARS</b>	<b>\$122,353,848</b>	

<sup>7</sup> Due to an additional category of Adjustment Fees (accounting adjustments made for overpayments or mistakes in billing) the total adds up to slightly more than 100%; during this period Adjustment Fees accounted for \$-1,543,526.

These data show a marked tendency toward reliance on the base rate with relatively little use of Supplemental Services. This tendency is even more marked when looking at only the most recent Fiscal Year 2009-10, as shown in Table 7.

**Table 6. Key Service Expenditures for DCFS Family Preservation Program Component During 2009-10**

<b>Cost or Program Component</b>	<b>Expenditure</b>	<b>% of total</b>
<b>2009-10 total DCFS FP expenditure</b>	\$24,957,278	
<b>Base rates</b>	\$21,913,940	<b>87.8%</b>
<b>KEY SERVICES (AS DEFINED BY UTILIZATION):</b>		
<b>Counseling</b>	\$ 1,151,168	4.6%
<b>Transportation</b>	\$610,157	2.4%
<b>Teaching/Demonstrating Homemaker</b>	\$425,080	1.7%
<b>In-Home Outreach Counseling</b>	\$388,028	1.5%
<b>Parent Training</b>	\$235,936	0.9%
<b>Substitute Adult Role Model</b>	\$195,056	0.8%
<b>Child Focused Activities</b>	\$215,913	0.8%

**Research Question #4: Were there distinct patterns of billing for services provided through the ARS, Probation or UFA program components?**

*Alternative Response Services (ARS).* ARS cases, which originate from Emergency Response referrals with inconclusive or substantiated findings where no DCFS case is opened, may be provided for a maximum of 90 days. Families referred to ARS should have at least one previous DCFS referral, a SDM level rating of low to moderate risk, and they should volunteer to participate in these preventive services. All of the DCFS FPS agencies also provided ARS services during the study period, although a few did not provide ARS for each of the five years.

As noted previously, the total of \$19,254,960 spent on ARS accounted for almost 12% of all FPS program expenditures during the five-year study period. Given the limited 90- day time frame which does not allow much time for individualized service planning, it is not surprising that Base Rate payments accounted for 91.9% of service expenditures.

Key service expenditures for 2009-10, the most recent year of the study period, also reflect primary reliance on base rate payments, with billing amounts of over \$55,000 for just three Supplemental Services, as shown in Table 8.

**Table 7. 2009-10 Key Service Expenditures for the ARS Program Component**

<b>Cost or Program Component</b>	<b>Expenditure</b>	<b>% of total</b>
<b>2009-10 total ARS expenditure</b>	\$4,632,135	
<b>Base rate</b>	\$4,293,703	92.6%
<b><i>KEY SERVICES (AS DEFINED BY UTILIZATION):</i></b>		
<b>Counseling</b>	\$130,750	2.8%
<b>Transportation</b>	\$57,319	1.2%
<b>In-Home Outreach Counseling</b>	\$56,818	1.2%

***Probation Family Preservation.*** The Probation Family Preservation Program differs from the DCFS program model in that Probation youth are eligible for two different kinds of services: (1) FPS for the entire family, and (2) Therapeutic Day Treatment (TDT), a separate program designed to provide day treatment, education and therapy for Probation youth. FPS provider agencies use the same Family Centered Services billing system for both FPS and TDT. As noted previously, the total of \$16,642,531 spent on Probation FPS over the five-year study period accounted for about 10% of all FPS program expenditures.

Key service expenditures for 2009-10, the most recent year of the study period, show that Base Rate payments accounted for about 60% of overall costs while about one-third of overall expenditures went to TDT. Counseling was the primary Supplemental Service expenditure (3% of the total) and the only one that totaled more than \$100,000.

**Table 8. 2009-10 Key Service Expenditures for the Probation Program Component**

<b>Cost or Program Component</b>	<b>Expenditure</b>	<b>% of total</b>
<b>2009-10 total Probation expenditure</b>	\$3,461,560	
<b>Base rate</b>	\$2,044,611	59.0%
<b><i>KEY SERVICE (AS DEFINED BY UTILIZATION):</i></b>		
<b>Therapeutic Day Treatment</b>	\$1,165,692	33.7%
<b>Counseling</b>	\$112,231	3.2%

***Up Front Assessment (UFA).*** Created as part of the reforms initiated by Point of Engagement (POE), UFA relies on licensed clinicians or Masters level assessors under the supervision of a licensed clinician to assess adult parental caretaker capacity during a face-to-face visit. Services are requested by a Children’s Social Worker (CSW) who suspects that children may face additional risk if they remain at home due to parental issues related to mental health, substance abuse and domestic violence. Assessors use the Behavioral Severity Assessment Program

screening tool to assess risk and communicate results quickly to the CSW in order to support timely decisions and case recommendations. The initial assessment helps CSWs and DCFS management staff members make case decisions during the Emergency Response investigation, and it may also help later determinations about whether the child can be safely returned home. In many cases, the initial UFA quickly leads DCFS to open a case, after which the family could be referred to the same (or a different) agency to receive full DCFS FPS services.

Beginning in 2006-7, agencies in SPA 6 worked with the Compton and Wateridge Regional Offices to develop and pilot test the ideas behind UFA. This work was supported through several funding sources, including the Title IV-E Waiver, AB2994 and regular FPS funds.<sup>8</sup> In addition, a special grant from the Marguerite Casey Foundation in 2008-10 supported cross-agency training and expansion of UFA services available to workers at the Emergency Response Command Post (ERCP) during the night. In Fiscal Year 2009-2010, DCFS launched countywide pilot testing to spread UFA services to all parts of the county; in April 2009, pilot testing of night-time ERCP services began.

Full countywide operation of UFA began in 2009-10. In that year, UFA accounted for 5.9% (\$2,089,200) of the \$35,140,173 spent for the overall FPS program. Not surprisingly, the majority of billing fell under two expenditure categories – UFA (day time) and UFA-ERCP. During 2009-10, there were 5,631 daytime UFA processes for families with more intense substance abuse, domestic violence or mental health issues, accounting for almost three-quarters of expenditures. An additional 821 nighttime ERCP UFA processes were also requested for a total of 6,453 UFA assessments. In 2009-10, agencies providing UFA also participated in 16,336 Team Decision Making (TDM) meetings to share findings and assist with case planning.

The overall 2009-10 average expenditure for these 6,453 UFA assessments was \$323.76, but this average is likely to mask a considerable range since night-time ERCP UFAs may take up to twice as long as daytime UFA assessments. The design for ERCP UFA also allows agencies to provide a limited amount of additional service if immediately needed to stabilize the family.

**Research Question # 5. Were there discernible patterns in utilization of FPS by DCFS regional offices during the most recent year of the study period, Fiscal Year 2009-10?**

The evaluation team used differences between allocations and expenditures as a proxy to assess the degree of utilization of DCFS FPS in different parts of the County. Contractors serving DCFS regional offices and special service populations (e.g., grantees serving American Indian and Asian Pacific Islander families) each received an allocation through the Fiscal Year 2009-10 budget process. Allocations were differentiated by site (Regional Office) so that it was possible

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<sup>8</sup> In 2006-07, UFA were not supported by Waiver AB 2994 but was supported only by regular Family Preservation funds. In FY 2007 the Waiver supported only the Compton office but in 2008 AB 2994 funds began to be used, along with Waiver support of two more DCFS offices.

to look both at the overall amount allocated for use in each office area, as well as allocations to specific agencies in areas served by more than one contractor. Allocations were compared to the final expenditure figures calculated after Fiscal Year accounting was completed. These data suggest that there were patterns of “high use” and “lower use” of DCFS FPS by different regional offices, as well as differences in utilization of services provided by specific providers.

The researchers did not expect patterns of DCFS FPS utilization to be exactly the same across all of the regional offices. Indeed, it has been known for some time that Regional Offices and special units that refer families to DCFS FPS providers operate somewhat differently, often in relationship to available community resources and the demographics of families served in different parts of the county, but also in response to the beliefs and values of local DCFS leadership teams. DCFS managers in each regional office did not necessarily have complete control of resource utilization either, since provider agencies may have staffing or resource issues that limited their ability to serve clients. It is quite difficult to manage allocated expenses so that utilization does not exceed available resources by year’s end, so it was not expected that DCFS managers would hit the mark exactly, but rather the research team hoped that that these data would serve as a proxy for patterns of resource utilization, suggesting areas of under-utilization where program management and monitoring could be improved.

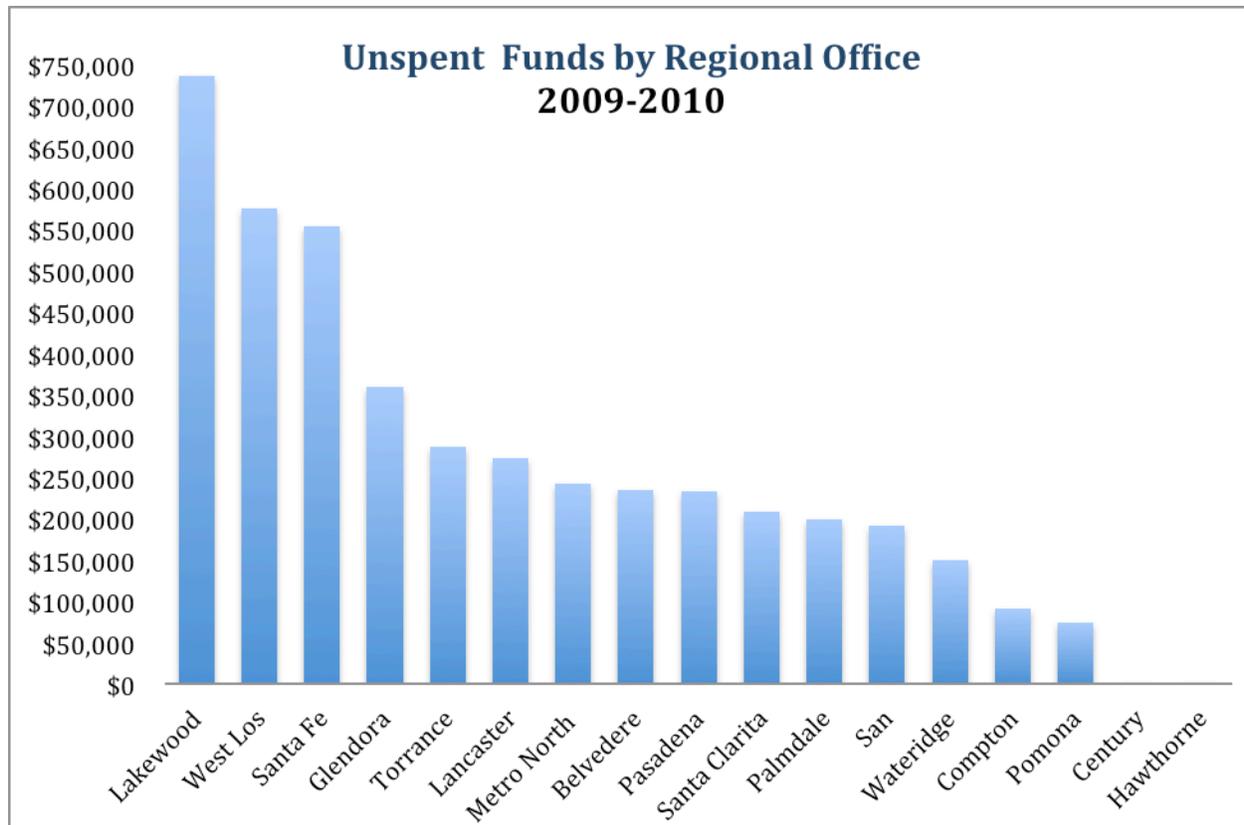
The data showed that all DCFS regional offices had some unspent funds by the end of Fiscal Year 2009-10 (allocations – expenditures = funds still available). Ten of the regional offices had over \$200,000 in unspent FPS funds by the end of 2009-10, with a range of over a half million dollars between the offices in this group. While there may be a number of explanations for differences in expenditures, this spread raises the question of whether and how the needs and desires of regional offices and their leadership teams are balanced with department-wide program operations. The unspent FPS allocations for 2009-10 were as follows, as shown in Table 10.

**Table 9. Unspent FPS Allocations for 2009-10**

<b>Office</b>	<b>Allocations</b>	<b>Expenditures</b>	<b>Unspent Funds</b>
South County	\$4,561,735	\$3,825,659	\$736,076
West Los Angeles	\$1,515,940	\$939,795	\$576,145
Santa Fe Springs	\$2,476,581	\$1,922,150	\$554,431
Glendora	\$3,088,713	\$2,728,701	\$360,012
Torrance	\$2,167,258	\$1,880,024	\$287,234
Lancaster	\$1,314,925	\$1,040,923	\$274,002
Metro North	\$3,446,947	\$3,203,565	\$243,382
Belvedere	\$2,246,614	\$2,010,991	\$235,623
Pasadena	\$1,628,200	\$1,394,875	\$233,325
Santa Clarita	\$1,655,190	\$1,446,536	\$208,654
Palmdale	\$1,159,650	\$960,792	\$198,858
San Fernando Valley	\$3,184,923	\$2,993,049	\$191,874

Office	Allocations	Expenditures	Unspent Funds
Wateridge	\$3,671,768	\$3,521,554	\$150,214
Compton	\$2,114,823	\$2,023,240	\$ 91,583
Pomona	\$2,031,101	\$1,956,148	\$ 74,953
Century <sup>9</sup>	\$1,350,393	\$1,348,387	\$ 2,008
Hawthorne	\$1,425,616	\$1,424,091	\$ 1,525

**Figure 4. Unspent FPS Funds by Regional Office**



**Research Question #6. Were there differences in patterns of service provision among FPS provider agencies during the most recent year of the study period 2009-10?**

Differences between allocations and expenditures for 2009-10 were also used to examine patterns across agencies providing services for families in communities served by different Regional Offices (40 agencies and 64 sites). The agencies were mixed in their expenditures on the four primary program components, DCFS FPS, ARS, Probation and UFA.

<sup>9</sup> The Century and Hawthorne Regional Offices were combined into the Vermont Corridor Regional Office in 2007-08.

As shown in Table 11, the highest and lowest expenditures are reported below along with averages to give a more complete picture of service provision. For example, Provider A had the highest overall expenditures (\$1,504,973) and also expended the most on ARS (\$359,177) and Probation (\$377,513) services. Provider B expended the most on DCFS FPS services (\$806,098). Provider C had the highest expenditures on UFA (\$110,573).<sup>10</sup>

There were striking differences among agencies in terms of their expenditures for different program components. Agencies with the lowest expenditures on different program components included two serving SPA 6 (one spent \$32,911 for DCFS FPS and another spent \$1,156 for Probation FPS), and one serving SPA 2 (\$5,310 for ARS). Two agencies serving SPA 2 had the lowest ARS expenditures (\$5,310 and \$5,567).

**Table 10. Agency Expenditures by Program Component**

<b>Program</b>	<b>Highest Expenditure</b>	<b>Lowest Expenditure</b>	<b>Expenditure Range</b>	<b>Average Expenditure</b>
<b>DCFS FPS</b>	\$806,098 (Provider B)	\$32,911 (Provider D)	\$773,187	\$389,957
<b>ARS</b>	\$359,177 (Provider A)	\$5,310 (Provider E)	\$353,867	\$72,377
<b>Probation</b>	\$377,513 (Provider A)	\$1,156 (Provider F)	\$376,357	\$54,945
<b>UFA</b>	\$110,573 (Provider C)	\$1,155 (Provider G)	\$109,418	\$34,608

The range illustrates considerable diversity among providers serving different regional office sites. Again, there are many factors that could contribute to differences in expenditures across agencies including different kinds of community needs, differential capacity among provider agencies to provide all four service components, the number of agencies providing these services in each region, and staffing or program changes in provider agencies. However, these data do raise the question of how needs and services offered through the four FPS program components are tracked and monitored by DCFS staff at each of the regional offices.

### **Implications**

The DCFS Family Preservation Program was a significant break-through in the early 1990s when DCFS regional offices were not accustomed to working closely with community-based

<sup>10</sup> The findings in Table 11 are designed to highlight high and low expenditure patterns so names of specific agencies are not used.

agencies. The original design emphasized team assessment and case planning so that public and private agency staff would work together with families to come up with individualized case plans that could meet family needs, stabilize family situations, improve child safety and reduce risks for children who remained at home while families participated in service programs. In the twenty years since the creation of the program, there have been a number of changes to the program design, including addition of two key program components, ARS and UFA. *However, this analysis suggests that the cost accounting system may not have kept up with key changes in community and population needs or with current standards for service delivery patterns that focus on outcomes and data-driven decision making.*

The original FPS program design should be re-examined to assure that:

1. Services are flexible enough to meet the changing needs of families and communities,
2. Program policies and practice guidelines are implemented in a standardized way across all offices and FPS contractors, with regular quality assurance assessments.
3. The capacity, skill and expertise of provider agencies matches the needs of regional offices,
4. Limited resources are maximized to achieve desired outcomes for families and children,
5. Program accountability and improvement efforts are transparent and compelling.

***Rethinking of the Payment Structure Is Needed.*** The original FPS networks and their lead agencies needed a significant Capitated Base Rate payment to hire staff, hold case planning meetings, meet regularly with families in their homes, and supervise achievement of case goals through a package of services that might be delivered by several different agencies participating in the network.

The current utilization patterns suggest that many providers rely primarily on the Base Rate payments (86.7% of program expenditures), while making only limited use of Supplemental Services. This suggests a need to rethink the program payment and monitoring structures of DCFS Family Preservation Services in order to incentivize individualized service plans. Individualized family plans would make use of a broader range of program services, allowing the MCPC team (which includes the family) to meet the unique and changing needs of specific families. ***The fact that the great majority of payments made during this five-year period were for the “base rate” service, with relatively little use of the flexibility inherent in the original program design, suggests that the payment structure designed over twenty years ago is no longer in line with program needs and goals, or it may need to be re-conceptualized in order to better fit current practice.***

***Supplemental Services.*** The concept of Supplemental Services was designed to assure that a flexible service package agreed upon by the family, their supporters and service providers during the initial MCPC, could provide a range of services to meet different kinds of cultural and linguistic needs, fit different family circumstances and respond to differences in service

availability across LA County. Indeed, it is still the case that service resources are not equitably spread across the county, and that service providers in many parts of the county do not reflect the linguistic and cultural makeup of the local population. Other factors (including payment rates, preferred service strategies, staff capacity, etc.) may have changed substantially over the last 20 years so that the original FPS service plan structure no longer fits current needs.

The current list of DCFS FPS billing codes seem to have accumulated over time, but utilization shows that a number of these service codes are very seldom used, perhaps due to changes in program emphasis, availability of services, or other factors. If the goal of allowing for individualized service planning using Supplemental Services is reaffirmed, the list of desired and allowable services needs to be rethought, including the possibility of incentivizing contractors' capacity to offer evidence-based interventions and/or other relevant services that appear to be promising (based on a less rigorous standard of evidence). Many of these contract agencies currently offer evidence-based services through other contracts, but they have not been asked or required by DCFS to make these services available to FPS families. DCFS should explore availability of evidence-based services, incentivize their use with this group of families, and track outcomes to determine whether and to what extent this would be an effective long term addition to the FPS program.

DCFS will also need to re-examine the billing system that supports the entire FPS delivery system. Allowable services should be reconceptualized to assure that payment rates and coding accurately reflect priority services based on program goals, and that continuous data on outcomes achieved for families is used to refresh and update the system at regular intervals. DCFS staff will need to work with program developers and contract agencies to determine payment rates that are adequate to support high-quality services that are available, accessible and responsive to family needs. Since the codes in the billing system are essential for monitoring program accountability, as well as billing, invoicing and financial reconciling, re-conceptualization should be a high priority activity.

***Linkage Services.*** Because the original designers of the FPS program recognized that a range of other services that might be useful to families were already available in some but perhaps not in all communities, non-reimbursed Linkage Services were also encouraged as part of the overall service package. Data on use of Linkage Services were not available for this study, but linkage to the broad range of services already available in local communities remains an important goal for most DCFS families who generally experience multiple problems and need help accessing the key services that may not be provided by FPS contract agencies, including help with family finances and expedited access to emergency housing, food and other concrete services, and family activities that promote positive relationships, recreation and expressive arts. Based on recent findings from the Prevention Initiative Demonstration Project (PIDP), an impressive effort that demonstrated success in all of these areas, DCFS should work to explicitly integrate lessons learned from PIDP into the next iteration of contracting for Family Preservation Services.

## Conclusions

This analysis of billing data and expenditures during the five-year study period shows that some of the original assumptions about how the FPS program should work may no longer fit today's landscape. Capitated Base Rate payments now account for 86.7% of all program expenditures, with relatively little emphasis on specific Supplemental Services needed by individual families. It may be that the Supplemental Service categories that seemed to "fit" family needs twenty years ago no longer offer a broad enough range of services, or the payment structure may not provide adequate incentives for agencies to hire and retain credentialed staff or to offer specific kinds of services. The idea for Linkage Services, that is informal linking to additional services that are needed by families but not paid for under FPS, is perhaps even more important than ever. A revised FPS design should consider how to strengthen expectations for assuring linkage to a broad array of financial and economic self-sufficiency, family strengthening, and developmentally appropriate activities so that children are not subject to repeat maltreatment because their families did not know how to find help and support.

At the same time, DCFS should re-think its reliance on the very general service categories used to define allowable Supplemental and Linkage Services, and move its focus to specific kinds of services or models where evidence-based or evidence-informed practices suggest that these DCFS families can benefit most. One of the major changes to the entire human services system during the last few years has been increasing attention to measuring performance, tracking client outcomes (rather than program inputs) and development of evidence-based and evidence-informed interventions. While it is not a simple matter to move away from focusing on inputs or services delivered (i.e., counseling hours provided, number of in-home visits, etc.) toward outcomes for the families served, this is the challenge that DCFS now faces. DCFS should consider the following changes:

1. *Consider adjustments to the capitated base rate so that a lower percentage of the payment is covered by the up-front lump sum.* Contractors need start-up funds, but DCFS should find a better balance between start-up and intervention services related to the individualized case plan to assure accountability and incentivize flexible effective service models.
2. *Emphasize the need for individualizing the service package to meet family needs identified through the various assessment mechanisms* (Structured Decision Making, Team Decision Making, MCPC, UFA and others). If specific kinds of intervention, treatment or support services are thought to be important for families, both the process and the allowable costs should provide incentives for the "right" services for this individual family at the right time in order to achieve desired outcomes. The data show that current cost allocations no longer incentivize use of Supplemental Services, and they do not reward agencies that are most successful in achieving desired results.

Before setting the case plan, the MCPC treatment team must answer questions about the specific issues faced by this family, goals to be achieved, what outcomes can be expected with different

levels of treatment intensity, different evidence-based or evidence-informed intervention models, and/or staff with different kinds of training and preparation. The current cost accounting system focuses primarily on the last of these questions – staff preparation and training. For example, the reimbursement rates for different levels of In-Home Outreach Counseling (IHOC) are \$70 hourly for licensed professionals, \$60 hourly for MA/MSW with licensed supervision, and \$50 hourly for BA level staff. In other categories, Counselors are paid \$60 hourly while Parent Education and Substitute Adult Role Models are paid \$20 per hour.

*3. Incentivize evidence-based and evidence-informed supplemental services and consider pricing incentives for high priority services known to work with this population.* As discussed above, this would require exploration of the existing capacity among contract agencies to provide evidence-based services. A first step in this direction would be discussion with contractors of their staff's training and capacity, and incentives that would be useful in testing evidence-based and evidence-informed services in the context of the FPS program. Staff and contractors could then work together to select a pilot group of agencies and evidence-based program strategies that would be beneficial for FPS families, devise a plan for tracking the outcomes achieved and sharing results with the larger group of contractors.

*4. Reconsider the role of linkage services.* If linkage services are still thought to be important in assuring the safety and well-being of children and supporting families, they should be tracked and monitored, not left to the discretion of contract agencies. This would require adjustments to the Family Centered Services System, but the data could be useful for program planning, sharing successes within geographic regions and across the entire group of contractors.

*5. Develop a payment structure that incentivizes continuous quality improvement strategies so that contract agencies learn to be more effective in working with the broad range of issues and needs that affect DCFFS families.*

*6. Program monitoring should also include a system for regular tracking of expenditure patterns within and across Regional Offices in order to incentivize DCFS managers in local offices to maximize effective use of available resources so that families in all parts of the County have access to the best that the FPS program has to offer.*

*7. Track movement of families across categories of services.* For example, how many families who have received ARS re-enter the system, have a case opened and subsequently receive longer-term DCFS FPS services? How many families who received UFA then move on to long-term DCFS FPS services?

*8. Balance needs and service priorities expressed by Regional Offices with department-wide program operations.* The fact that some Regional Offices are not using the full amount of FPS program resources allocated to their area should raise questions about whether the current system is fine-tuned enough to manage these precious resources and whether resource allocation

processes can be improved. One important question has to do with whether there is a match between the immediate service needs perceived by CSWs who carry cases that might be referred to FPS, and the availability of services provided by current contract agencies in each region. Further exploration should help to determine whether there is a mismatch between family needs and current services, and whether inadequate systems for referral and service tracking or other administrative problems are limiting the potential impact of the FPS program.

## V. LEVELS OF CHILD MALTREATMENT RISK IN FAMILIES SERVED

### Family Risk of Child Maltreatment Levels

Structured Decision Making (SDM) data were used in this study to assess risk level for families referred to the FPS program. Note this is the final SDM risk level after overrides (the final assigned risk level). In addition, the SDM risk level data are not outcomes, but represent important information about the characteristics of families or their households who are referred to the FPS program by different regional offices. The risk data reveal that FPS agencies are serving a set of high risk families with high/very high risk of child maltreatment – with slightly greater risks among Family Reunification cases. Children who were found to be “unsafe” and thus removed were more likely to also be at higher risk levels, so it’s more likely that FR families would be higher risk than FM families. Note that there was great variation among agencies in the percent of high risk cases served in FPS. This is described in Section X.

**Table 11. FPS Family Risk Levels: Overall Percentage of Agency Cases with High and/or Very High Risk Levels**

<b>Risk Level</b>	<b>Vol. Family Maintenance</b>	<b>Court-Ordered Family Maintenance</b>	<b>Vol. Family Reunification</b>	<b>Court-Ordered Family Reunification</b>
<b>High/Very High SDM Risk</b>	77.8%	87.9%	90.2%	90.2%
<b>Very High SDM Risk</b>	15.4%	33.7%	21.7%	37.8%

<sup>a</sup> Individual results were not reported on the agency breakdown tables for agencies with less than 10 families receiving voluntary Family Maintenance or Court-ordered Family Maintenance services. But their percentage risk scores are included in the overall percentage of families with that risk level or levels.

## VI. FAMILY MAINTENANCE DEMOGRAPHICS

### Child Demographics

**Focus child demographics - Voluntary Family Maintenance (VFM):** Roughly equal proportions of male and female children from the total of 6,563 VFM focus children who were served. The largest ethnic group served was Hispanic or Latino (63.3%), followed by Black (17.9%) and White (11.5%) children. (See Table 13.) The mean age of the focus child was 7.1 (SD=5.5), but ages ranged fairly evenly across different age groups with the largest proportion of children in the 0-1 (23.0%), 2-5 (21.5%), 6-11 (27.5%), and 12-17 (27.6%) age ranges. While many families only had one child (35.2%), some had two children (25.0%), and 39.8% had three or more children.

**Focus child demographics- Court-Ordered Family Maintenance (FM):** Proportions of males and females from the total of 5,685 FM focus children were served. The largest ethnic group served was Hispanic or Latino (64.3%), followed by Black (19.3%) and White (12.7%) children. The mean age of the focus child was 7.2 (SD=5.3), but ages ranged fairly evenly across different age groups with the largest proportion of children in the 2-5 (27.7%), 6-11 (28.0%), and 12-17 (25.7%) age ranges. While many families only had one child (40.5%), some had two children (25.8%), and 33.7% had three or more children.

**All Children Served Demographics - VFM:** Table 14 presents data for each child served by the various FPS programs, including where siblings were served by different programs (e.g., Family Maintenance – Involuntary, Family Reunification – Voluntary). Thus larger numbers of children were included. Roughly equal proportions of the total of 15,628 male and female children were served. The largest ethnic group served was Hispanic or Latino (66.7%), followed by Black (16.9%) and White (9.4%) children.

The mean age of the children was 7.5 years old (SD= 5.2), but ages ranged fairly evenly across different age groups with the largest proportion of children in the 2-5 (23.4%), 6-11 (33.0%), 12-17 (26.8%) age ranges. Over 3 in 4 of all of the children in these families had a substantial risk levels: 59.6% had high and 17.1% had very high risk levels, as measured by SDM assessment tools.

**All Children Served Demographics – Court-Ordered Family Maintenance (FM):** Roughly equal proportions of male and female children from the total of 14,040 VFM children were served. The largest ethnic group served was Hispanic or Latino (69.0%), followed by Black (17.6%) and White (10.5%) children.

The mean age of the children was 7.3 years (SD= 4.9), and the children ranged fairly evenly across different age groups with the largest proportion of children in the 2-5 (28.4%), 6-11 (34.0%), and 12-17 (23.3%) age ranges.

## **Figure 5. Voluntary Family Maintenance**

(Assistance League of Southern California)

### **Family Situation**

Mrs. Adams and her family came to the attention of DCFS due to allegations of Mr. Adam's alcohol use, inappropriate expression of anger toward Barbara, his 7 year old daughter and domestic violence towards Mrs. Adams who was pregnant with her second child. Up-Front Assessments with both parents were conducted and intensive home services were recommended to assist the family in addressing their family functioning as well as assisting Mr. Adam with issues of domestic violence. Random testing for alcohol and drugs were also conducted. DCFS opened a Voluntary Family Maintenance (VFM) case in order to monitor the safety of the child and referred the family to Family Preservation at Assistance League of Southern California.

Although the family was willing to participate in FPS, the In-Home Outreach Counselor's (IHOC) assessment indicated that both parents denied domestic violence in their relationship, but admitted that Mr. Adams inappropriately expressed his anger through yelling and screaming which they stated may have been the reason for the report. Mrs. Adams excused Mr. Adam's inappropriate reactions stating that part of her husband's frustration was their financial situation since Mr. Adams had recently lost his employment. Mr. Adams denied any alcohol or substance abuse use.

### **Services Provided**

The initial Multidisciplinary Case Planning Committee (MCPC) meeting took place November 22, 2010 and the services for the family were initiated soon thereafter. Mr. Adams was to enroll in Domestic Violence classes, and both parents were to receive parenting education. Mr. Adams would receive help from a Teaching and Demonstrating Homemaker (TDH) to assist him with employment resources. During this meeting the family minimized their problems but remained willing to participate in order to keep their family intact.

During the IHOC visits the family received support and linkages to services, however, Mrs. Adams continued to minimize Mr. Adams inappropriate expressions of anger, and denied any domestic violence. Also, Mrs. Adams gave birth to her second child on December 23, 2010. The arrival of the new baby brought new hope, but also the family underwent many changes and had additional expenses. These added stressors and the positive drug test for Methamphetamines by Mr. Adams placed the family in a crisis. A TDM was held to address the concerns. Mr. Adams would have to enroll in a substance abuse program in order to remain in the home, and the case went from a Voluntary FM status to a court case.

A second MCPC was scheduled on January 20, 2011 to address the family's progress. Both parents were to enroll in individual therapy and continue participating in parenting classes. Mrs. Adams needed a domestic violence support group and Mr. Adams was to continue with the batterers' domestic violence group, enroll in a substance abuse program and undergo random testing. An assessment for the minor Barbara was requested to determine if she needed individual counseling. The TDH service for Mr. Adams was discontinued at this

time to allow Mr. Adams the time to attend the other services required. The IHOC assisted Mr. Adams with referrals and he successfully enrolled in a substance abuse program. Both Mr. Adams and Mrs. Adams continued with parenting classes.

The IHOC provided support to the family and referred the family to parenting, counseling and domestic violence at ALSC and substance abuse services at People in Progress. The IHOC followed through with all referrals provided to ensure the family had all the services requested. The IHOC also maintained communication with all service providers to identify any barriers to treatment and assisted the family with the support to overcome those barriers. With all the services in place and Mr. Adams's admission of a substance abuse problem, the family began more focused work on their issues. The IHOC reported improvement in the family communication and interaction. Mr. Adams openly acknowledged his substance abuse and discussed areas that needed improvement. Mrs. Adams was actively involved in the support group and *Breakthrough Parenting* classes, and began utilizing his newly acquired skills. She coped well with the demands of a new born baby and a 7 year old daughter. The daughter Barbara was assessed for individual counseling and did not exhibit any symptoms that indicated need for further therapy. Mr. Adams was consistent with his attendance in all programs and engaged in problem solving as well as changing his maladaptive behaviors and coping skills. Random drug test continued to yield negative results.

The third MCPC was conducted March 29, 2011; the family had made significant progress. Both parents had completed the *Breakthrough Parenting*<sup>11</sup> program, and Mr. Adams continued to maintain his sobriety and was actively involved in substance abuse and domestic violence programs. In individual therapy, he gained insight regarding his defense mechanisms and coping skills, he developed awareness of his issues, engaged in effective problem solving and continued to replace his maladaptive behaviors with positive ones. During this meeting the family recognized the progress they had made and assumed responsibility for their past behavior. Both parents reported their children's safety was their top priority and Mr. Adams appeared determined to maintain his sobriety. Both parents were willing to continue to work to strengthen their relationship. The IHOC continued to provide support to the family and prepared them to transition out of Family Preservation Services. In the last three months of services the IHOC worked with the family in implementing newly learned skills, developing knowledge of community resources and reinforcing their ability to seek help.

### **Outcomes**

In the final MCPC on June 9, 2011, the family recognized the important role that DCFS, the IHOC and Family Preservation Services had played in maintaining their family. Mr. Adams continued to test negative and completed both the substance abuse and domestic violence programs. In individual therapy he increased his insight regarding domestic violence and anger management. Mr. Adams obtained full time employment. Further, the daughter Barbara was thriving and doing well in school. The baby was developing appropriately and thriving. Mrs. Adams increased her insight about domestic violence and improved her parenting skills and knowledge on how to support her husband in his recovery. The family remained intact and the court ended jurisdiction. The case terminated successfully after nine months of services.

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<sup>11</sup> See: <http://www.breakthroughparenting.com/index.htm>

**Table 12. Focus Child Demographics (Family-Level): Voluntary Family Maintenance (VFM), Court-Ordered Family Maintenance (FM)**

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>6,563</b>	<b>100.0</b>	<b>5,865</b>	<b>100.0</b>
<b>Focus Child Gender</b>	<b>6,538</b>	<b>99.6</b>	<b>5,837</b>	<b>99.5</b>
Male	3,157	48.1	2,810	47.9
Female	3,381	51.5	3,027	51.6
<b>Focus Child Ethnicity</b>	<b>6,539</b>	<b>99.6</b>	<b>5,840</b>	<b>99.6</b>
American Indian/ Alaskan Native	19	0.3	16	0.3
Asian/Pacific Islander	362	5.5	122	2.1
Black	1,172	17.9	1,134	19.3
Filipino	78	1.2	51	0.9
Hispanic or Latino	4,153	63.3	3,772	64.3
White	755	11.5	742	12.7
Other	0	0.0	3	0.1
<b>Focus Child Age</b>	<b>6,539</b>	<b>99.6</b>	<b>5,840</b>	<b>99.6</b>
0 to 1	1,507	23.0	1,036	17.7
2 to 5	1,410	21.5	1,627	27.7
6 to 11	1,802	27.5	1,640	28.0
12 to 17	1,811	27.6	1,506	25.7
18+	9	0.1	31	0.5
<b>Number of Children within Family</b>	<b>6,563</b>	<b>100.0</b>	<b>5,865</b>	<b>100.0</b>
1	2,310	35.2	2,373	40.5
2	1,642	25.0	1,516	25.8
3	1,297	19.8	1,047	17.9
4	769	11.7	575	9.8
5+	545	8.3	354	6.0
<b>Focus Child SDM Risk Level</b>	<b>6,176</b>	<b>94.1</b>	<b>5,142</b>	<b>87.7</b>
Low	195	3.0	67	1.1
Moderate	1,182	18.0	555	9.5
High	3,851	58.7	2,789	47.6
Very High	948	14.4	1,731	29.5

**Table 13. All Child Demographics (Child-Level): Voluntary Family Maintenance (VFM), Court-Ordered Family Maintenance (FM) Cases**

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
<b>Total Children</b>	<b>15,628</b>	<b>100.0</b>	<b>14,040</b>	<b>100.0</b>
<b>Child Gender</b>	<b>15,628</b>	<b>100.0</b>	<b>14,039</b>	<b>100.0</b>
Male	7779	49.8	6928	49.3
Female	7849	50.2	7111	50.6
<b>Child Ethnicity</b>	<b>15,628</b>	<b>100.0</b>	<b>14,040</b>	<b>100.0</b>
American Indian/ Alaskan Native	53	0.3	37	0.3
Asian/Pacific Islander	880	5.6	273	1.9
Black	2,638	16.9	2,466	17.6
Filipino	162	1.0	95	0.7
Hispanic or Latino	10,428	66.7	9,688	69.0
White	1,464	9.4	1,473	10.5
Other	3	0.0	8	0.1
<b>Child Age</b>	<b>15,628</b>	<b>100.0</b>	<b>14,040</b>	<b>100.0</b>
0 to 1	2,596	16.6	1,955	13.9
2 to 5	3,658	23.4	3,988	28.4
6 to 11	5,153	33.0	4,768	34.0
12 to 17	4,192	26.8	3,267	23.3
18+	29	0.2	62	0.4
<b>Child SDM Risk Level</b>	<b>14,949</b>	<b>95.7</b>	<b>12,816</b>	<b>91.3</b>
Low	372	2.4	142	1.0
Moderate	2,595	16.6	1,237	8.8
High	9,317	59.6	6,787	48.3
Very High	2,665	17.1	4,650	33.1

### Parent and Family Demographics

**Parent Demographics - Voluntary Family Maintenance (Family-Level Focus Child):** A total of 6,563 parents were served, most of whom (98.5%) were women. This is a concern as fathers and their families can often be a critical source of support. The largest parent ethnic groups served were Hispanic or Latino (62.5%), followed by Black (16.3%) and White (12.4%). (See Table 15.)

The average age of the parents was 33.4 years (SD= 8.8), distributed fairly evenly across different age groups with the largest proportion, of parents in the 25-29, 30-34, and 35-39 age ranges. Most of the parents spoke English (57.4%), but over one-third 36.6%) spoke Spanish as their primary language. A total of 5.4% parents spoke other languages as their primary language, including .3% who used primarily American Sign Language.

**Parent Demographics - Court-Ordered Family Maintenance:** A total of 5,818 parents were served and 98.2% of them were women. (See Table 15.) Again, this is a concern as fathers and their families can often be a critical source of support. The largest parent ethnic groups served were Hispanic or Latino (62.8%), followed by Black (18.0%) and White (14.0%).

The average age of the parents was 33.1 years (SD= 8.3), but ages ranged fairly evenly across different age groups with the largest proportion of parents in the 25-29, 30-34, and 35-39 age ranges. Most of the parents spoke English (62.2%), but over one-third (35.1%) spoke Spanish as their primary language – with 1.7% speaking other languages, including less than 1% who used primarily American Sign Language.

**Table 14. Parent Demographics (Family-Level): Voluntary Family Maintenance (VFM); Court-Ordered Family Maintenance (FM)**

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>6,563</b>	<b>100.0</b>	<b>5,865</b>	<b>100.0</b>
<b>Parent Gender</b>	<b>6,513</b>	<b>99.2</b>	<b>5,818</b>	<b>99.2</b>
Male	50	0.8	59	1.0
Female	6,463	98.5	5,759	98.2
<b>Parent Ethnicity</b>	<b>6,519</b>	<b>99.3</b>	<b>5,824</b>	<b>99.3</b>
American Indian/ Alaskan Native	21	0.3	12	0.2
Asian/Pacific Islander	364	5.5	132	2.3
Black	1,068	16.3	1,055	18.0
Filipino	89	1.4	59	1.0
Hispanic or Latino	4,101	62.5	3,684	62.8
White	817	12.4	823	14.0
Other	59	0.9	59	1.0
<b>Parent Language</b>	<b>6,519</b>	<b>99.3</b>	<b>5,824</b>	<b>99.3</b>
English	3,767	57.4	3,647	62.2
Spanish	2,400	36.6	2,057	35.1
American Sign Language	20	0.3	8	0.1
Cambodian	81	1.2	16	0.3
Cantonese	52	0.8	10	0.2
Japanese	10	0.2	0	0.0
Korean	32	0.5	4	0.1
Mandarin	15	0.2	6	0.1
Tagalog	26	0.4	13	0.2
Vietnamese	63	1.0	6	0.1
Other	27	0.4	33	0.6
N/A	26	0.4	24	0.4

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
<b>Parent Age</b>	<b>6,468</b>	<b>98.6</b>	<b>5,801</b>	<b>98.9</b>
Younger than 18	68	1.0	30	0.5
18-19	154	2.3	122	2.1
20-24	865	13.2	774	13.2
25-29	1,268	19.3	1,210	20.6
30-34	1,338	20.4	1,257	21.4
35-39	1,215	18.5	1,114	19.0
40-44	821	12.5	769	13.1
45-49	459	7.0	356	6.1
50 or older	280	4.3	169	2.9

### Services Provided by Family Maintenance

#### Office Breakdowns for Family Maintenance

**Regional Office and SPA Breakdowns for Voluntary Family Maintenance:** The offices serving the largest number of these cases were Wateridge (580), Metro North (561), Compton (529), and South County (502). (See Table 16.) When analyzed by SPA, the largest number of referrals came from offices in SPA 3, the San Gabriel Valley (1,167), SPA 6, the South area (1,461), SPA 2, the San Fernando Valley (911), and SPA 8, the South Bay (841).

**Regional Office and SPA breakdowns for Court-Ordered Family Maintenance:** Not surprisingly, the DCFS Regional Offices with the largest caseloads tended to refer the largest numbers of cases to Family Preservation services; these included the Metro North (599), South County (529), Wateridge (516), and San Fernando Valley (458) offices. When analyzed by Service Planning Area (SPA), SPA 6 in the South (1,176), SPA 2 in the San Fernando Valley (951), SPA 3 in the San Gabriel Valley (821) and SPA 8 in the South Bay (893) referred the largest numbers of cases to Family Preservation services.

**Table 15. FPS Family-Level (Focus Child) Demographics Tables (Revised: 9-22-11)  
FAMILY MAINTENANCE**

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>6,563</b>	<b>100.0</b>	<b>5,865</b>	<b>100.0</b>
<b>Regional Offices</b>	<b>6,129</b>	<b>93.4</b>	<b>5,695</b>	<b>97.1</b>
Belvedere	321	4.9	420	7.2
Compton	529	8.1	268	4.6
El Monte	190	2.9	112	1.9

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
Glendora	265	4.0	326	5.6
Lancaster	179	2.7	165	2.8
Metro North	561	8.5	599	10.2
Palmdale	261	4.0	131	2.2
Pasadena	255	3.9	219	3.7
Pomona (includes Family First cases)	457	7.0	164	2.8
Santa Fe Springs	314	4.8	353	6.0
San Fernando Valley	325	5.0	458	7.8
Santa Clarita	376	5.7	329	5.6
South County	502	7.6	529	9.0
Torrance	339	5.2	364	6.2
Vermont Corridor	352	5.4	392	6.7
Wateridge	580	8.8	516	8.8
West LA	113	1.7	186	3.2
West San Fernando Valley	210	3.2	164	2.8
<b>Specialized DCFS Units</b>	<b>434</b>	<b>6.6</b>	<b>170</b>	<b>2.9</b>
Adoption	0	0.0	1	0.0
Asian Pacific/American Indian	375	5.7	130	2.2
Deaf Unit	15	0.2	5	0.1
MART	12	0.2	1	0.0
Medical Placement Units	32	0.5	33	0.6
<b>SPA</b>	<b>6,563</b>	<b>100.0</b>	<b>5,865</b>	<b>100.0</b>
1 – Antelope Valley	440	6.7	296	5.0
2 – San Fernando	911	13.9	951	16.2
3 – San Gabriel	1,167	17.8	821	14.0
4 – Metro	561	8.5	599	10.2
5 – West	113	1.7	186	3.2
6 – South	1,461	22.3	1,176	20.1
7 – East	635	9.7	773	13.2
8 – South Bay	841	12.8	893	15.2
Specialized Units (County-Wide)	434	6.6	170	2.9
<b>Termination Reason - Case Plan Completed</b>	<b>4,267</b>	<b>65.0</b>	<b>2,996</b>	<b>51.1</b>
Alternative Response Program Completed	4	0.1	7	0.1
Family Preservation Program Completed	4,232	64.5	2,932	50.0

	VOLUNTARY (VFM)		COURT-ORDERED (FM)	
	Frequency	Percent	Frequency	Percent
Family Reunification Program Completed	31	0.5	57	1.0
<b>Termination Reason - Other</b>	<b>2,296</b>	<b>35.0</b>	<b>2,869</b>	<b>48.9</b>
AWOL	36	0.5	24	0.4
Case Closed for Administrative Reasons	605	9.2	497	8.5
Case Closed within 30 days	70	1.1	58	1.0
Child Detained/Arrested	567	8.6	462	7.9
Court Terminated Services	107	1.6	1130	19.3
Family Moved from Area	479	7.3	329	5.6
Suitable Placement (Probation)	8	0.1	6	0.1
Time Expired	140	2.1	67	1.1
Missing (No Reason Given) <sup>a</sup>	284	4.3	296	5.0

<sup>a</sup>Termination reasons not included: Family Refused Services/Dropped Out, Case Never Activated, Case Created in Error, TDM Only, Assessment Only, No Response from Client, or Unable to Locate Client

**Termination Reasons for Voluntary Family Maintenance:** Reasons entered by FPS contractors into the billing and invoicing system for terminating Family Preservation services varied. The codes provided as reasons for termination include inability to complete services (i.e., family moved) as well as completion of planned services (coded as “family preservation services completed” or “family reunification services completed”, etc. in the billing system). Almost two-thirds of the families (65.0%) received a positive coding of “family preservation” “alternative response” or family reunification” completed. (See Table 16.)

Note that there were clearly some data entry errors in coding for this variable (e.g., “family reunification” coded for a Family Maintenance case or vice versa) and no reason for termination was given in 4.3% of the cases closings.

**Termination reasons for Court-ordered Family Maintenance.** Despite some challenges in achieving consistent billing approaches and the complexities of managing such a large grouping, service providers described more than half of the families served as having a positive case closing (51.1% received a positive coding of “family preservation” “alternative response” or family reunification” completed. Note that there were some data entry errors in coding for this variable (e.g., “successful family reunification” coded for a Family Maintenance case or vice versa) and no reason for termination was given in 5.0% of the case closings.

Note that in some situations a family’s case may have been assessed and served but risk of child maltreatment or some other form of child harm can still exist; and while the child’s case is technically closed, they may still need some kind of service, and in fact, the family may already

be receiving those services through referral to Linkage Services or through referrals from other people involved with the family.

Overall, the data in Table 16 suggest that families who engaged in FM services voluntarily (without court mandate) were more likely to engage in and complete services compared with those who were ordered by the court – 65.0% of voluntary FM families versus 51.1% of court-ordered FM families. Overall, the majority of FM families were engaged and completed services.

## VII. FAMILY MAINTENANCE OUTCOMES

### **Re-referrals for Child Maltreatment of Focus Child during and after VFM/FM**

In comparing Voluntary and Court-ordered Family Maintenance outcomes, CPS re-referrals of the focus child during FPS did not differ much by group, but were high at about 1 in 5 youth. But the *substantiated* child maltreatment report rates during family maintenance services were much lower for both groups at 8.1% for VFM and 6.3% for FM (during FPS) and 8.3% for VFM and 7.9% for FM. (See Table 17.)

To help set a broader context, Table 18 from the Children’s Research Center, presents statewide re-referral rates for children with *closed cases* within six months for the first part of 2011, with an overall recurrence rate (new substantiated child maltreatment) of 6.5% (7.7% for high risk cases). This can be compared with the LA County Family Maintenance substantiated re-referral rate after FPS of 7.9%, and a post-Reunification services substantiated referral rate of 7.9%.

### **Removals of the Focus Children during FPS Program for Family Maintenance Families**

One of the “bottom line” outcomes of FPS is whether a child’s living environment is so dangerous or otherwise unhealthy that they need to be removed. The child removal rates during FPS for the Voluntary (10%) and Involuntary (8.6%) Family Maintenance cases were fairly low and in line with other studies of FPS. But this kind of outcome, is in part, determined by the particular risk of child maltreatment, the kinds of safety plans that might be possible, and the overall likelihood of removal for children at the beginning of FPS service.

### **Removals of Focus Children Before and After Family Maintenance Services**

One of the areas of debate in child welfare is how long can we hold any one intervention accountable for a particular outcome, and how long should the treatment effects last? The child removal rates after termination of Family Maintenance services for the Voluntary (6.0%) and Involuntary (6.9%) services were fairly low and in line with other studies of FPS.

**Table 16. FPS Family Maintenance Results across agencies**

<b>Outcome</b>	<b>Voluntary Family Maintenance % (min%-max%)</b>	<b>Court-Ordered Family Maintenance % (min%-max%)</b>
<b>Re-referrals during FPS</b>	<b>22.2%</b> (8.5 – 35%)	<b>18.8%</b> (11.3 – 36.4%)
<b>Re-referrals after FPS</b>	<b>25.9%</b> (12.9 – 40.7%)	<b>23.6%</b> (8.6 – 32%)
<b>Substantiated re-referrals during FPS</b>	<b>8.1%</b> (0 – 19.7%)	<b>6.3%</b> (1.6 – 15.9%)
<b>Substantiated re-referrals after FPS</b>	<b>8.3%</b> (0 – 16.7%)	<b>7.9%</b> (2.5 – 15.7%)
<b>Removals during FPS</b>	<b>10.0%</b> (2.4% - 17.7%)	<b>8.6%</b> (0 – 17.1%)
<b>Removals after FPS</b>	<b>6.0%</b> (0 – 13.0%)	<b>6.9%</b> (0 – 17.7%)
<b>New case openings after FPS</b>	<b>3.3%</b> <b>(1.0-13.7)</b>	<b>2.8%</b> <b>(0.9-10%</b>

**Table 17. California Statewide New Substantiated Allegations of Maltreatment by Risk Level and Case Promotion Decision for Children on Referrals with Substantiated Allegations Between January 1 and June 30, 2011 Six Month Follow-up**

<b>Risk Level</b>	<b>January – June 2011 Case Promotion Decision</b>						<b>Total</b>		
	<b>New Case Opened</b>			<b>No Case Opened</b>			<b>N</b>	<b>%</b>	<b>Recurrence Rate*</b>
	<b>N</b>	<b>%</b>	<b>Recurrence Rate*</b>	<b>N</b>	<b>%</b>	<b>Recurrence Rate*</b>			
Low	894	6.2%	<b>2.9%</b>	3,969	24.0%	<b>2.6%</b>	4,863	15.7%	<b>2.7%</b>
Moderate	4,767	33.2%	<b>5.1%</b>	7,603	45.9%	<b>6.4%</b>	12,370	40.0%	<b>5.9%</b>
High	5,436	37.9%	<b>5.6%</b>	3,198	19.3%	<b>11.3%</b>	8,634	27.9%	<b>7.7%</b>
Very High	2,653	18.5%	<b>7.6%</b>	896	5.4%	<b>15.3%</b>	3,549	11.5%	<b>9.5%</b>
Unknown	592	4.1%	<b>8.6%</b>	895	5.4%	<b>9.3%</b>	1,487	4.8%	<b>9.0%</b>
<b>Total</b>	<b>14,342</b>	<b>100.0%</b>	<b>5.8%</b>	<b>16,561</b>	<b>100.0%</b>	<b>7.1%</b>	<b>30,903</b>	<b>100.0%</b>	<b>6.5%</b>

Note: Recurrence rate is new substantiation within six months. Children in existing open cases were removed from the analysis.

Source: Children’s Research Center. (2012). *The Structured Decision Making® System in Child Welfare Services in Combined California Counties*. Madison, WI: Author, pp. 55

The amount of variation in the findings described above provides valuable insights about differences in service implementation per agency. This suggests that there is a need to better understand the contextual differences at each site and what makes them unique. As a first step towards attaining this understanding, further analyses of individual agency’s performance was conducted and can be found in Appendix B.

## VIII. FAMILY REUNIFICATION DEMOGRAPHICS AND SERVICES

### Child Demographics

**Focus child demographics - VFR:** Roughly equal proportions of male and female children from the total of 245 VFR focus children were served (females constituted 57.6%). The largest ethnic group served was Hispanic or Latino (50.2%), followed by Black (38.0%) and White (8.6%) children. The mean age of the focus child was 8.3 years (SD= 5.4), and the children ranged widely across different age groups with substantial proportions of children in the 0-1 (20.0%), 2-5 (20.0%), 6-11 (17.6%), and 12-17 (42.4%) age ranges. (See Table 19.)

**Focus child demographics – Court-Ordered Family Reunification Services (FR):** Roughly equal proportions of male and female children from the total of 1,913 FR focus children were served. The largest ethnic group served was Hispanic or Latino (52.9%), followed by Black (30.3%) and White (12.7%) children. The mean age of the focus child was 7.3 years (SD= 5.4), and the children ranged widely across different age groups with substantial proportions of children in the 2-5 (26.6%), and 6-11 (28.2%) and 12-15 (25.7%) age ranges. (See Table 19.)

**Table 18. Focus Child Demographics (Family-Level): Voluntary Family Reunification (VFR), N = 245; Involuntary Family Reunification (FR), N = 1,913**

	VOLUNTARY (VFR)		INVOLUNTARY (FR)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>245</b>	<b>100.0</b>	<b>1913</b>	<b>100.0</b>
<b>Focus Child Gender</b>	<b>245</b>	<b>100.0</b>	<b>1912</b>	<b>99.9</b>
Male	104	42.4	1006	52.6
Female	141	57.6	906	47.4
<b>Focus Child Ethnicity</b>	<b>245</b>	<b>100.0</b>	<b>1913</b>	<b>100.0</b>
American Indian/Alaskan Native	1	0.4	22	1.2
Asian/Pacific Islander	6	2.4	46	2.4
Black	93	38.0	579	30.3
Filipino	1	0.4	12	0.6
Hispanic or Latino	123	50.2	1012	52.9
White	21	8.6	242	12.7
Other	0	0.0	0	0.0

	VOLUNTARY (VFR)		INVOLUNTARY (FR)	
	Frequency	Percent	Frequency	Percent
<b>Focus Child Age</b>	<b>245</b>	<b>100.0</b>	<b>1913</b>	<b>100.0</b>
0 to 1	49	20.0	354	18.5
2 to 5	49	20.0	508	26.6
6 to 11	43	17.6	539	28.2
12 to 17	104	42.4	491	25.7
18 +	0	0.0	21	1.1
<b>Number of Children within Family</b>	<b>245</b>	<b>100.0</b>	<b>1913</b>	<b>100.0</b>
1	118	48.2	876	45.8
2	44	18.0	465	24.3
3	42	17.1	292	15.3
4	25	10.2	175	9.1
5+	16	6.5	105	5.5
<b>Focus Child SDM Risk Level</b>	<b>188</b>	<b>76.7</b>	<b>1538</b>	<b>80.4</b>
Low	1	0.4	6	0.3
Moderate	18	7.3	144	7.5
High	129	52.7	803	42.0
Very High	40	16.3	585	30.6

**All Children Served Demographics- VFR:** Tables for these child-level analyses use data for each child served by the various FPS programs, including where siblings were served by different programs (e.g., Court-ordered Family Maintenance, Voluntary Family Reunification - VFR). Thus larger numbers of children were included. Roughly equal proportions of male and female children from the total of 537 VFR children were served. The largest ethnic group served was Hispanic or Latino (55.7%), followed by Black (34.8 %) and White (7.4%) children. (See Table 20.)

The mean child age was 8.3 (SD= 5.4) and the children ranged fairly evenly across different age groups with the largest proportion of children in the 2-5 (22.0%), 6-11 (27.2%), and 12-17 (36.3%) age ranges. Over 3 in 4 children had a substantial risk levels: 55.1% had high and 20.1% had very high risk levels, as measured by SDM assessment tools. Note this is the final SDM risk level after overrides (the final assigned risk level).

**All Children Served Demographics – Court-Ordered Family Reunification Services (FR):**

Roughly equal proportions of male and female children from the total 4,435 FR children were served. The largest ethnic group served was Hispanic or Latino (58.1%), followed by Black (27.8 %) and White (10.1%) children.

The mean child age was 7.3 (SD= 5.1) and the children ranged fairly evenly across different age groups with the largest proportion of children in the 2-5 (28.3%), 6-11 (32.4%), and 12-17 (23.7%) age ranges. Over 3 in 4 children had a substantial risk levels: 55.1% had high and 20.1% had very high risk levels, as measured by SDM assessment tools.

**Table 19. All Child Demographics (Child-Level): Voluntary Family Reunification (VFR), N = 537; Court-Ordered Family Reunification (FR), (N = 4,435)**

	VOLUNTARY (VFR)		Court-ordered (FR)	
	Frequency	Percent	Frequency	Percent
<b>Total Children</b>	<b>537</b>	<b>100.0</b>	<b>4,435</b>	<b>100.0</b>
<b>Child Gender</b>	<b>537</b>	<b>100.0</b>	<b>4,435</b>	<b>100.0</b>
Male	263	49.0	2,260	51.0
Female	274	51.0	2,175	49.0
<b>Child Ethnicity</b>	<b>537</b>	<b>100.0</b>	<b>4,435</b>	<b>100.0</b>
American Indian/Alaskan Native	1	0.2	45	1.0
Asian/Pacific Islander	9	1.7	112	2.5
Black	187	34.8	1,233	27.8
Filipino	1	0.2	22	0.5
Hispanic or Latino	299	55.7	2,575	58.1
White	40	7.4	448	10.1
Other	0	0.0	0	0.0
<b>Child Age</b>	<b>537</b>	<b>100.0</b>	<b>4,435</b>	<b>100.0</b>
0 to 1	77	14.3	652	14.7
2 to 5	118	22.0	1,255	28.3
6 to 11	146	27.2	1,437	32.4
12 to 17	195	36.3	1,049	23.7
18 +	1	0.2	42	0.9
<b>Child SDM Risk Level</b>	<b>446</b>	<b>83.1</b>	<b>3,708</b>	<b>83.6</b>
Low	2	0.4	13	0.3
Moderate	40	7.4	303	6.8
High	296	55.1	1,851	41.7
Very High	108	20.1	1,541	34.7

**Parent and family demographics Family Level - VFR:** A tiny proportion of the parents served, as recorded, appear to be fathers (0.8%). This may be a major challenge to be explored. The largest ethnic group served was Hispanic or Latino (47.3%), followed by Black (34.3%) and White (11.4%). The primary parent language spoken was English (69.4%), followed by Spanish (27.8%).

The mean parent age averaged 34.4 (SD= 9.0), and parent ages ranged widely across different age groups, with the largest proportion of parents in the 35-39 (22.0%), 25-29 (19.1%), and 30-34 (18.0) age ranges.

***Parent and family demographics Family Level for Court-ordered Family Reunification***

**Services - FR:** Again, only a tiny proportion of the parents served, as recorded, appear to be fathers (1.0%). This may be a major challenge to be explored. The largest ethnic group served was Hispanic or Latino (51.0%), followed by Black (28.3%) and White (15.7%). The primary parent language spoken was English (72.0%), followed by Spanish (25.4%). (See Table 21.)

The mean parent age averaged 32.9 (SD= 8.7), and parent ages ranged widely across different age groups, with the largest proportion of parents in the 25-29 (220.0%), and 30-34 (20.6) and 35-39 (17.0%), age ranges.

**Table 20. All Child Demographics (Child-Level): Voluntary Family Reunification (VFR), N = 537; Court-Ordered Family Reunification (FR), (N = 4,435); Involuntary Family Maintenance (FR), (N = 1913)**

	VOLUNTARY (VFR)		INVOLUNTARY (FR)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>245</b>	<b>100.0</b>	<b>1,913</b>	<b>100.0</b>
<b>Parent Gender</b>	<b>242</b>	<b>98.8</b>	<b>1,906</b>	<b>99.6</b>
Male	2	0.8	19	1.0
Female	240	98.0	1887	98.6
<b>Parent Ethnicity</b>	<b>243</b>	<b>99.2</b>	<b>1,911</b>	<b>99.9</b>
American Indian/Alaskan Native	1	0.4	19	1.0
Asian/Pacific Islander	8	3.3	45	2.4
Black	84	34.3	541	28.3
Filipino	1	0.4	12	0.6
Hispanic or Latino	116	47.3	975	51.0
White	28	11.4	301	15.7
Other	5	2.0	18	0.9
<b>Parent Language</b>	<b>243</b>	<b>99.2</b>	<b>1,911</b>	<b>99.9</b>
English	170	69.4	1,378	72.0
Spanish	68	27.8	485	25.4
American Sign Language	1	0.4	4	0.2
Cambodian	2	0.8	4	0.2
Cantonese	0	0.0	5	0.3
Japanese	0	0.0	0	0.0

	VOLUNTARY (VFR)		INVOLUNTARY (FR)	
	Frequency	Percent	Frequency	Percent
Korean	0	0.0	4	0.2
Mandarin	0	0.0	3	0.2
Tagalog	0	0.0	2	0.1
Vietnamese	0	0.0	3	0.2
Other	0	0.0	12	0.6
N/A	2	0.8	11	0.6
<b>Parent Age</b>	<b>243</b>	<b>99.2</b>	<b>1,893</b>	<b>99.0</b>
Younger than 18	1	0.4	15	0.8
18-19	2	0.8	35	1.8
20-24	32	13.1	278	14.5
25-29	47	19.2	420	22.0
30-34	44	18.0	395	20.6
35-39	54	22.0	326	17.0
40-44	32	13.1	234	12.2
45-49	15	6.1	128	6.7
50 or older	16	6.5	62	3.2

### Services Provided by Family Reunification

**Office Breakdowns for VFR:** The DCFS Regional Offices referring the largest number of VFR cases were Compton (62 cases), Vermont Corridor (33 cases), and South County (25 cases). When analyzed by SPA, SPA 6 or the South area (108) accounted for the largest number of cases, with SPA 8 or the South Bay (39) and SPA 3 or the San Gabriel Valley (20) referring the next largest numbers of cases. (See Table 22.)

**Office Breakdowns for Court-Ordered Family Reunification Services - FR:** The DCFS Regional Offices referring the largest number of the FR cases were Vermont Corridor (234 cases), South County (209 cases), Compton (101 cases), and Metro North (169 cases). When analyzed by SPA, SPA 6 referred the largest number of cases (497), SPA 8 referred the next largest number (346). SPA 2 or the San Fernando Valley (230) and SPA 3 (144) referred the next largest numbers of Court-ordered FR cases. (See Table 22.)

**Termination reasons.** Despite some challenges in achieving consistent billing approaches and the complexities of managing such a large grouping, over half (50.6%) of the families served by Voluntary Family Reunification received a positive coding of “family preservation” “alternative response” or family reunification” completed. Note that there were some data entry errors in coding for this variable and no reason for termination was given in 5.3% of the case closings. (See Table 22.)

Nearly half (47.9%) of the families served by Court-ordered FR received a positive coding of “family preservation” “alternative response” or family reunification” completed. No reason for termination was given in 6.3% of the case closings.

Note that in some cases a family’s case may have been assessed and served but risk of child maltreatment or some other form of child harm can still exist; and while the family has been reunified and child’s case is technically closed, they may still need some kind of service, and in fact, may be receiving those services.

Overall, the data in Table 22 suggest that families who engaged in FR services voluntarily (without court mandate) were somewhat more likely to engage in and complete services compared with those who were ordered by the court – 50.6% of voluntary FR families versus 47.9% of court-ordered FR families.

**Table 21. Services and Case Termination Reasons for Family Reunification**

	VOLUNTARY (VFR)		COURT-ORDERED (FR)	
	Frequency	Percent	Frequency	Percent
<b>Total Families</b>	<b>245</b>	<b>100.0</b>	<b>1,913</b>	<b>100.0</b>
<b>Regional Offices</b>	<b>236</b>	<b>96.3</b>	<b>1,796</b>	<b>93.9</b>
Belvedere	2	0.8	53	2.8
Compton	62	25.3	101	5.3
El Monte	3	1.2	14	0.7
Glendora	4	1.6	57	3.0
Lancaster	11	4.5	79	4.1
Metro North	15	6.1	169	8.8
Palmdale	9	3.7	72	3.8
Pasadena	4	1.6	40	2.1
Pomona (includes Family First cases)	9	3.7	33	1.7
Santa Fe Springs	5	2.0	122	6.4
San Fernando Valley	8	3.3	122	6.4
Santa Clarita	9	3.7	76	4.0
South County	25	10.2	209	10.9
Torrance	14	5.7	137	7.2
Vermont Corridor	33	13.5	234	12.2
Wateridge	13	5.3	162	8.5
West LA	9	3.7	84	4.4
West San Fernando Valley	1	0.4	32	1.7
<b>Specialized DCFS Units</b>	<b>9</b>	<b>3.7</b>	<b>117</b>	<b>6.1</b>
Adoption	0	0.0	12	0.6

	VOLUNTARY (VFR)		COURT-ORDERED (FR)	
	Frequency	Percent	Frequency	Percent
Asian Pacific/American Indian	6	2.4	73	3.8
Deaf Unit	0	0.0	6	0.3
MART	1	0.4	0	0.0
Medical Placement Units	2	0.8	26	1.4
<b>SPA</b>	<b>245</b>	<b>100.0</b>	<b>1,913</b>	<b>100.0</b>
1 – Antelope Valley	20	8.2	151	7.9
2 – San Fernando	18	7.3	230	12.0
3 – San Gabriel	20	8.2	144	7.5
4 – Metro	15	6.1	169	8.8
5 – West	9	3.7	84	4.4
6 – South	108	44.1	497	26.0
7 – East	7	2.9	175	9.1
8 – South Bay	39	15.9	346	18.1
Specialized Units (County-Wide)	9	3.7	117	6.1
<b>Termination Reason - Case Plan Completed</b>	<b>124</b>	<b>50.6</b>	<b>917</b>	<b>47.9</b>
Alternative Response Program Completed	0	0.0	2	0.1
Family Preservation Program Completed	122	49.8	878	45.9
Family Reunification Program Completed	2	0.8	37	1.9
<b>Termination Reason - Other</b>	<b>121</b>	<b>49.4</b>	<b>996</b>	<b>52.1</b>
AWOL	1	0.4	13	0.7
Case Closed for Administrative Reasons	29	11.8	278	14.5
Case Closed within 30 days	4	1.6	32	1.7
Child Detained/Arrested	50	20.4	219	11.4
Court Terminated Services	9	3.7	177	9.3
Family Moved from Area	12	4.9	134	7.0
Suitable Placement (Probation)	1	0.4	3	0.2
Time Expired	2	0.8	19	1.0
Missing (No Reason Given) <sup>a</sup>	13	5.3	121	6.3

<sup>a</sup> Termination reasons not included: Family Refused Services/Dropped Out, Case Never Activated, Case Created in Error, TDM Only, Assessment Only, No Response from Client, or Unable to Locate Client.

## IX. FAMILY REUNIFICATION OUTCOMES

### Re-referrals and Reunifications of Focus Children During and After Family Reunification Services (overall and substantiated)

Outcomes for Court-Ordered Family Reunification cases across the sites are presented below. Not surprisingly the rates for re-referrals and substantiated re-referrals are slightly higher for the time period after the end of FPS. Table 23 reflects the positive effects of FPS on reunification rates (66%) while the FPS case was open. Additional benchmarking data from state and national studies, where similar families were served are needed to gauge the differential effectiveness of the LA FPS contract agencies, but these appear to be positive levels of reunification – even when compared to communities that are currently using a special form of “Permanency Roundtables” to help children find permanency.<sup>12</sup>

**Table 22. Overall Percentage of Court-Ordered FPS Family Reunification Agency Cases**

<b>Outcome<sup>abc</sup></b>	<b>Court-Ordered Family Reunification</b>
<b>Re-referrals during FPS</b>	<b>19.6%</b> (3.7-40%)
<b>Re-referrals after FPS</b>	<b>25.6%</b> (10 – 50%)
<b>Substantiated re-referrals during FPS</b>	<b>5.8%</b> (0 – 20%)
<b>Substantiated re-referrals after FPS</b>	<b>7.9%</b> (0 – 25%)
<b>Reunifications during FPS</b>	<b>66.0%</b> (34.3 – 87.1%)
<b>Reunifications after FPS</b>	<b>45.7%</b> <b>(0-71.1%)</b>

<sup>a</sup>Due to the very small sample size, data on Voluntary Family Reunification are not presented.

<sup>b</sup>Total reunifications reflect all VR families with termination code "reunified" regardless of the date of reunification. The data reflect all reunifications that occurred at any time between July 1, 2005 and before June 30, 2010. Note that whereas the time frames for the other outcomes reflect the period of time *after the FP case was terminated*, the time frames for *total* reunifications are the time elapsed since *removal*.

<sup>c</sup> These percentages do not reflect the number of unique children though it does reflect the identified focal child in the family. Some children had multiple entries for different cases because they were served first in one FPS subcomponent and then later served in another. This is why the percentages add up to more than 100%.

<sup>12</sup> See White, C.R., Corwin, T., Buher, A. & O’Brien, K. (2013). *The Multi-Site Accelerated Permanency Project technical report: 12-month permanency outcomes*. Seattle, WA. Retrieved from [www.Casey.org](http://www.Casey.org).

The amount of variation in the findings described above provides valuable insights about differences in service implementation across contract agencies. This suggests that there is a need to better understand the contextual differences at each site and what makes them unique. As a first step towards attaining this understanding, further analyses of individual agency’s performance was conducted and can be found in Appendix B.

## X. AGENCY COMPARISONS

### Overview

The agency comparison data were constructed from the main FPS data set to illustrate the range of outcomes being achieved across LA County.

### Family Risk of Child Maltreatment Levels

Note that the SDM risk level data are not outcomes, but represent important information about the characteristics of the families and households referred to FPS by different regional offices. Case characteristics in terms of the percentage of families with high or very high risk ratings on the SDM scale varied across agencies. (See Table 24.) For example, the largest variation in percentages of cases with *high or very high risk* levels was for Court-Ordered Family Reunification where one agency had a low of 58.3% of their cases rated this way, to a high of 100% for one agency’s cases. Note that many agencies had 90% or more of their cases in this risk level grouping. There was wide variation in the percentage of very *high-risk* cases served as well, with a low of 8.3% and a high of 68%.

Smaller amounts of variation were seen in the other program areas, but some of these ranges were also substantial. For example, some of the contract agencies were serving a fairly large proportion of VFM cases with very high risk levels (41.2%) and some agencies were serving a very low proportion of VFM cases that were high risk (4.6%).

**Table 23. Variations in FPS Contract Agency Family Risk Levels: Overall Percentage of Agency Cases with High and/or Very High Risk Levels, with Minimum and Maximum Percentages (in Parentheses)**

Risk Level	Vol. Family Maintenance	Court-Ordered Family Maintenance	Vol. Family Reunification	Court-Ordered Family Reunification
<b>High/Very High SDM Risk</b>	77.8% <sup>a</sup> (61.0% – 92.9%)	87.9% (74.5% – 100.0%)	90.2% (83.3% – 96.9%)	90.2% (58.3% – 100.0%)
<b>Very High SDM Risk</b>	15.4% (4.6% – 41.2%)	33.7% (22.1% – 50.0%)	21.7% (8.3% – 31.3%)	37.8% (8.3% – 68.0%)

<sup>a</sup> Individual results were not reported on the agency breakdown tables for agencies with less than 10 families receiving voluntary Family Maintenance or Court-ordered Family Maintenance services. But

their percentage risk scores are included in the overall percentage of families with that risk level or levels.

Since the same safety and risk assessment measure is being used, three explanations seem most plausible:

- (1) The risk levels of the cases vary by contract agency, and they may be responding to the referrals sent to them and are not screening out low risk cases;
- (2) There may be variation in how workers are rating these families in different DCFS regional offices. For example, the differences in family risk ratings may be due to how the DCFS CSW or other raters are interpreting certain items on the SDM rating instrument. I.e., many of the families in fact may be similar in risk level but the rating differences across agencies are due to low inter-rater reliability among the SDM instrument completers (poor worker rating consistency); and/or
- (3) Referral criteria or processes may vary across Regional Offices so that agencies serving different territories may be receiving different kinds of cases (e.g., all families requiring services may be referred to FPS, a team may select cases thought to be appropriate for FPS or the Community Liaison may select cases for referral to FPS).

DCFS should explore which of these three explanations (or combinations of these and other factors) is true, and then consider various corrective strategies. For example, one way to minimize the existence of explanation No. 2 would be to conduct regular inter-rater reliability checks and booster trainings or clinical coaching of the staff responsible for the SDM instrument completion as a form of continuous quality improvement. While this FPS report examines whether case outcomes varied according to assessments of family risk levels at the beginning of FPS, this does not address the possible problem of low inter-rater reliability among SDM instrument completers.

### **Outcomes Achieved Across Contract Agencies**

When individual contract agencies were compared, substantial variation in results was found. While the table presents outcomes for all program areas, the court-ordered programs will be highlighted here. For example, less than 1 in 4 of the families had, on average, a CPS re-referral after Family Maintenance services. But the range across agencies was between 8.6% and 32%. Child removals were fairly low at 6.8% but the range was substantial, between 1.3% and 14.3%. A very high rate of court ordered FR families (65.5%) experienced reunification over the entire the 2005-2010 study period – but again agency performance varied significantly from 40% to 88.5%.

These data patterns raise the question about what the highest performing band of agencies are doing on a daily basis to achieve those higher rates of positive outcomes (especially when the

same agencies tend to have a high level of performance across many outcome domains). (See Appendix B for tables containing relative agency rankings based on performance data.) It would also be helpful to know whether changes in family functioning during the service program can predict different levels of outcomes. For example, are those whose functioning increases by a certain amount, up to a certain level or in key functioning areas less likely to come back into the system? Rather than waiting to see if and when families come back into the child protective services system, collecting regular data on family functioning at the beginning and end of services would help service provider agencies judge the service dosages required by different families and DCFS could track correlations between factors of family functioning and the chances of seeing the family again.

### **Summary of Individual Agency Analyses**

The average outcome ratings for contractors and an examination of the distribution of individual contractors indicate that most FPS agencies are achieving positive outcomes for a substantial proportion of the families served. In certain areas, however there is a wide range in the outcomes achieved, indicating room for improvement.

Caution, however, must be used when interpreting these data as criteria and processes for referring cases differ across regional offices. In addition, case acceptance criteria, application of service definitions and other key factors are also likely to vary across contract agencies. So the level of consistency that is necessary for rigorously comparing FPS contractors was not present, and thus contractor A might have been serving a somewhat different mix of families than contractor B, etc.

Billing data also suggest that FPS interventions varied across contract agencies (and to a lesser extent, perhaps even across contracts that one agency held to serve different regional office sites) in ways that may have affected outcomes. (See the recommendations section for ways in which the Department should be able to refine various intake criteria and performance measurement approaches to address these limitations.)

From a Continuous Quality Improvement (CQI) perspective, the range in intake criteria, service strategies, and outcomes being achieved is an opportunity for DCFS, the FPS contractors and the communities to learn from each other. Instead of taking a short-term mistakes-oriented approach, DCFS should take a longer range view and form “FPS Learning Collaboratives” where FPS contractors and their respective DCFS local offices could hold discussions with central office FPS, BIS, research and other managers to compare service output, quality and outcome data to maintain the best results, and refine services where gaps are noted.

## XI. PREDICTORS OF FPS OUTCOMES

### Multivariate Statistical Analysis Approach

Each research question listed above was examined using multinomial logistic regression models. A multinomial logic model is appropriate for determining which demographic variables are predictive of re-referral and substantiated re-referral for all cases, as well as child removal for families with Family Maintenance cases and reunification for families with Family Reunification cases. For each of the models, the unit of analysis was the focus child identified for each participating family; this helped to avoid any nesting problems associated with multiple children per family.

Multivariate analyses to explore the relationship between FPS outcomes and demographic variables among families in FPS were conducted. These analyses were conducted for a key set of outcomes. The key variables used in these analyses are listed below in Table 25. For tables 26, 28 and 30, the base category for the multinomial logistic regressions is “No further involvement with DCFS.”

**Table 24. Voluntary Family Maintenance Outcomes**

Variable	Percentage
No further DCFS involvement	56.88
Re-referral	20.44
Substantiated Re-referral	7.26
Removal	15.42

The variables that predict successful prevention of child maltreatment re-referral are listed in Table 26.

**Table 25. Predictors of Voluntary Family Maintenance Case Outcomes<sup>a</sup>**

Variable	Direction	Relative Risk
<i>Re-referral</i>		
High/Very High Risk SDM Score	More Likely	1.66
Hispanic	Less Likely	0.70
Other Ethnic Group	Less Likely	0.35
Large Household Size <sup>c</sup>	More Likely	1.14
<i>Substantiated Re-referral</i>		

<b>Variable</b>	<b>Direction</b>	<b>Relative Risk</b>
High/Very High Risk SDM Score	More Likely	1.57
Male	Less Likely	0.81
Hispanic	Less Likely	0.59
Black	Less Likely	0.68
Other Ethnic Group	Less Likely	0.44
Household Size <sup>c</sup>	More Likely	1.21
<b><i>Removal</i></b>		
High/Very High Risk SDM Score	More Likely	2.05
Black	More Likely	1.45
Other Ethnic Group	Less Likely	0.43
Child age	Less Likely	0.98
Household Size	More Likely	1.10
Parent age	Less Likely	0.98

<sup>a</sup>Reference groups for the comparisons: Low/Moderate Risk, Female, White.

<sup>b</sup>“Other ethnic group” refers to those who self-identified as something other than Black, Hispanic or White

### ***Court Ordered Family Maintenance***

The key research variables addressed in the analyses about what predicts Court Ordered Family Maintenance are listed below in Table 27, and the predictors are listed in Table 28.

**Table 26. Court Ordered Family Maintenance Outcomes**

<b>Variable</b>	<b>Percentage</b>
No further DCFS involvement	60.3
Re-referral	19.57
Substantiated Re-referral	4.97
Removal	15.16

**Table 27. Court Ordered Family Maintenance Predictors by Type of FM Outcomes<sup>a</sup>**

	<b>Direction</b>	<b>Relative Risk</b>
<b><i>Re-Referral</i></b>		
Hispanic	Less Likely	0.70
Other Ethnic Group <sup>b</sup>	Less Likely	0.40
Household Size <sup>c</sup>	More Likely	1.27
Months Receiving FPS	More Likely	1.07
<b><i>Substantiated Re-referral</i></b>		
Household Size	More Likely	1.28
Months Receiving FPS	More Likely	1.10
<b><i>Removal</i></b>		
High/Very High Risk SDM Score	More Likely	1.49
Male	More Likely	1.20
Hispanic	Less Likely	0.82
Household Size	More Likely	1.18
Parent age	Less Likely	0.99
Months Receiving FPS	Less Likely	0.90

<sup>a</sup>Reference groups for the comparisons: Low/Moderate Risk, Female, and White.

<sup>b</sup>“Other ethnic group” refers to those who self-identified as something other than Black, Hispanic or White

***Court Ordered Family Reunification***

The key research variables addressed in the analyses about what predicts Court Ordered Family Reunification success are listed below in Table 29, and the predictors are listed in Table 30.

**Table 28. Court Ordered Family Reunification Outcomes**

<b>Variable</b>	<b>Percentage</b>
No further DCFS involvement	5.1
Re-referral	3.11
Substantiated Re-referral	1.39
Reunification	90.4

**Table 29. Court Ordered Family Reunification Success Predictors by Type of FR Outcome<sup>a</sup>**

	<b>Direction</b>	<b>Relative Risk</b>
<b><i>Re-Referral</i></b>		
Hispanic	Less Likely	0.19
Household Size	More Likely	1.58
<b><i>Substantiated Re-referral</i></b>		
Parent age	More Likely	1.08
<b><i>Reunification</i></b>		
Black	Less Likely	0.29

<sup>a</sup>Reference groups for the comparisons: Low/Moderate Risk, Female, and White.

## **XII. WORKER SURVEY OF FPS CONTRACTOR STRENGTHS, LIMITATIONS AND CHALLENGES**

### **Overview**

DCFS managers and the FPS evaluation team decided that this comprehensive evaluation of FPS should include information about the attitudes and perceptions of DCFS line workers. Children's Social Workers (CSW) and Supervising Children's Social Workers (SCSW) were asked to share their experiences and perceptions of contracted FPS services through a web-based survey that was developed for each group of line workers. Workers were identified through the FPS linking database available through LA DCFS, resulting in identification of a population sample of line workers who had recently contact with FPS service providers. The survey was electronically administered between September 28 and October 11 of 2011.

### **Survey Method**

A list of FPS agencies to be rated was created and random numbers were generated and assigned to each agency in MS Excel. Agencies were then sorted for each CSW and SCSW. Each participant was asked to rate the first two of 64 service agency sites<sup>13</sup> that appeared on his/her list along two domains: Client Engagement and Service Delivery and Type of Family Preservation Service.

Each participant was sent a personalized e-mail invitation containing names of the two agencies that they were asked to rate and a link to the electronic survey. The language used on the survey for SCSWs was also edited to capture the managerial roles that they had at the time that they completed the survey.

Both groups were asked to indicate the extent to which they agreed with various descriptive statements about two out of the 64 service-providing agency sites with whom they had worked as part of the Family Preservation Services Survey (FPS Survey). SCSWs and CSWs were asked to rate agencies on two FPS domains -- Client Engagement and Service Delivery and Type of Family Preservation Service. The Client Engagement and Service Delivery domain consisted of statements regarding these sub-domains: quality of interaction with families, communication and quality assurance, service provision, and overall satisfaction. The Type of Family Preservation Service domain asked about the accessibility, quality, and impact of 15 services -- such as in-home outreach counseling, parent training, emergency housing, etc. -- that may have been recommended to families who were referred to the agencies being rated.

Each descriptive statement was rated on a 5-point scale (1=Strongly Disagree; 5=Don't Know). To obtain the average ratings reported in the tables below, ratings for statements within each sub-domain were averaged taking into account the number of raters who provided responses for each agency. Statements where SCSWs and CSWs provided a "Don't Know" response were not

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<sup>13</sup> Agencies that served several regional offices were considered separately by "site" (agency plus office) for this survey, to assure that workers in X office were rating the services provided by staff serving their specific office.

factored into calculations of average ratings. As such, while statements were rated on a 5-point scale, data analysis was conducted on a 4-point scale (1=Strongly Disagree; 4=Strongly Agree).

Survey respondents also provided open-ended comments for the Client Engagement and Service Delivery domain. More specifically, comments on the following sub-domains: Family Preservation agency's quality of interaction with families, communication and quality assurance, service provision and DCFS staff member's overall satisfaction with the agency. Additionally, respondents indicated under which circumstances they would *not* refer a family to the indicated Family Preservation agency. Recommendations on service improvements were also offered.

Comments were reviewed using a template analysis approach (King, 1998). The steps in template analysis include identification of a priori themes, in this study the question areas: interactions, communication, quality assurance, service provision, satisfaction, non-referrals and recommendations became the a priori themes. Themes were then used to create a template. Two researchers were involved in the creation of the template. Next came the pilot coding of responses, which was completed by three researchers. Each researcher coded the same agency and similarities and discrepancies in coding were reviewed and discussed until consensus was achieved. Each researcher then coded responses for a unique set of agencies. All responses were consolidated both by agency and by position of respondent, either CSW or SCSW. DCFS Bureau of Information Services (BIS) staff completed the consolidation, and this consolidation greatly facilitated the coding process.

The coding process entailed including each meaningful comment verbatim in the most applicable section of the template and then paraphrasing the comment. Meaningful comments were those judged by the three coders as providing specific input related to one of the survey items. Some comments were too vague to be useful. For example, a respondent may have stated that the FPS agency staff needed to do a better job at communication, without further information on what specifically the staff should do. The lead coder generated recommendations after all responses were coded an outline of themes related to FPS agency staff and family interactions, staff communication and quality assurance, service provision, DCFS staff satisfaction with agency, and non-referral circumstances. The purpose of the outline was to consolidate views related to each area and it is those views that are reported.

### **Response Rates**

This was a population based survey. That is, all DCFS SCSWs (n=315) and CSWs (n=1,301) workers were invited to complete the survey. Of the 315 SCSWs and 1,301 CSWs who were invited to complete the FPS Survey, responses were collected from 109 and 505 SCSWs and CSWs, respectively. Table 31 reports demographic information for both groups, including details about their education level, licensure status, amount of experience working in the Department of Child and Family Services (DCFS), and the regional office in which respondents worked at the time the FPS Survey was completed.

### Sample Characteristics

This section of the report summarizes characteristics of the SCSWs and CSWs who responded to the FPS Survey along with their agreement ratings with respect to questions asked about two FPS domains, namely, Client Engagement and Service Delivery and Type of Family Preservation Service

**Supervising Children’s Social Workers.** Survey results suggest that the majority of SCSWs had obtained a Master’s degree (approximately 67%) and were working in a diverse number of regional offices. SCSWs reported that they did not have clinical licenses (approximately 70%), but possessed more than 10 years of experience working in DCFS (approximately 87%). SCSWs were asked to elaborate on their experience by indicating the amount of general experience they had and with respect to FPS in particular. The majority of SCSWs shared that they had more than five years of general experience (approximately 67%). On the other hand, about 46% of SCSWs indicated they had between one and five years of experience with FPS while approximately 45% indicated they had five or more years of such experience.

**Children’s Social Workers.** According to Table 31, below, the majority of CSWs reported having obtained either a Bachelor’s (approximately 40%) or a Master’s of Social Work (approximately 32%) degree and, similar to SCSWs, they were working in various regional offices as well. Also similar to SCSWs, most CSWs did not have clinical licenses (approximately 83%), but had between one to 10 years of experience working in DCFS (approximately 72%). Additionally, most CSWs had either between one to three years (approximately 26%) or more than seven years of experience (approximately 27%) referring families to FPS. Lastly, the majority of CSWs (about 75%) had payroll classifications of CSW-II or CSW-III.

**Table 30. Demographic Information for Supervising Children’s Social Workers & Children’s Social Workers**

Demographic Domain	SCSW		CSW	
	<i>n</i>	%	<i>n</i>	%
<b>Education Level</b>				
BA/BS	21	20.00	199	40.00
BSW	10	9.50	58	11.70
MA/MS	36	34.30	73	14.70
MSW	35	33.30	160	32.20
PhD/PsyD/DSW	3	2.90	7	1.40
Total	105	100.00	497	100.00
<b>Licensure</b>				
None	72	70.60	399	83.10
ASW (Associate Clinical Worker)	12	11.80	52	10.80
LCSW (Licensed Clinical Social Worker)	3	2.90	3	0.60
MFT (Marriage & Family Therapist)	14	13.70	10	2.10
LEP (Licensed Educational Psychologist)	0	0.00	0	0.00
Licensed Psychologist	0	0.00	0	0.00

Demographic Domain	SCSW		CSW	
	<i>n</i>	%	<i>n</i>	%
Other	1	1.00	16	3.30
Total	102	100.00	480	100.00
<b>Amount of Experience in DCFS</b>				
Less than 1 year	0	0.00	3	0.60
1 year to less than 5 years	1	0.00	183	36.50
5 years to less than 10 years	13	12.00	178	35.50
10 years to less than 15 years	39	36.10	86	17.10
15 or more years	55	50.90	52	10.40
Total	108	100.00	502	100.00
<b>Regional Office</b>				
Adoption	0	0.00	1	0.20
American Indian Units	1	0.90	0	0.00
Asian Pacific Projects	3	2.80	15	3.00
Belvedere	8	7.30	34	6.70
Compton	6	5.50	31	6.10
Deaf Unit (Deaf Services)	0	0.00	4	0.80
El Monte	5	4.60	6	1.20
Family First Unit	0	0.00	2	0.40
Glendora	5	4.60	22	4.40
Lancaster	3	2.80	17	3.40
Medical Placement Unit (Medical Case Management Services)	3	2.80	12	2.40
Metro North	6	5.50	32	6.30
Palmdale	5	4.60	15	3.00
Pasadena	3	2.80	17	3.40
Pomona	8	7.30	13	2.60
San Fernando Valley	6	5.50	38	7.50
Santa Clarita	7	6.40	21	4.20
Santa Fe Springs	6	5.50	24	4.80
South County	7	6.40	64	12.70
Torrance	8	7.30	34	6.70
Vermont Corridor	4	3.70	34	6.70
Wateridge	5	4.60	36	7.10
West Los Angeles	4	3.70	13	2.60
West San Fernando Valley	6	5.50	20	4.00
Total	109	100.00	505	100.00

## Results

Table 32 and Figures 6 and 7, below, offer an overall comparison of agreement ratings that SCSWs and CSWs provided. Tables in the Appendices present SCSW (Appendix C) and CSW (Appendix D) ratings on these domains organized by agency. Each table also contains

information about the number of raters who provided responses that were used to obtain average ratings for the 64 agency sites that were rated.

**Overall Domain Ratings**

According to Table 32, below, SCSWs and CSWs appeared to be in agreement about general agency performance as related to interaction with families, communication and quality assurance, service provision, and overall satisfaction. That is, SCSWs and CSWs indicated that they agreed with statements such as: agencies’ staff treated families with respect, that agencies’ services improved family functioning, that agencies understood DCFS policies, etc. SCSWs’ overall ratings of Client Engagement and Service Delivery ranged from an average of 3.02- to 3.16-points. These ratings pertained to their overall satisfaction with the agencies and the quality of interaction with families, respectively. CSWs provided somewhat similar ratings for the same sub-domains; namely, from 3.14-points for overall satisfaction with agencies to 3.27-points regarding quality of family interactions.

**Table 31. Average Domain Rating**

Domain	SCSW (N= 189)		CSW (N= 811)	
	Mean	SD	mean	SD
<b>Client Engagement &amp; Service Delivery</b>				
Interaction with Families	3.16	0.43	3.27	0.63
Communication and Quality Assurance	3.08	0.48	3.15	0.65
Service Provision	3.15	0.42	3.18	0.59
Overall Satisfaction	3.02	0.46	3.14	0.65
<b>Service Type</b>				
Multi-Disciplinary Case Planning Committee (MCPC)	3.08	0.43	3.16	0.61
In-Home Outreach Counseling (IHOC)	3.07	0.46	3.16	0.63
Child Follow-Up Visits	3.07	0.46	3.14	0.59
Parent Training	3.11	0.48	3.13	0.60
Child Focused Activities	3.00	0.53	3.10	0.62
Teaching & Demonstrating (T&D)	3.07	0.46	3.09	0.61
Counseling - Substance Abuse	2.89	0.64	3.07	0.63
Counseling - Domestic Violence	2.98	0.52	3.06	0.62
Counseling - Other	3.02	0.51	3.08	0.63
Substitute Adult Role Model (SARM)	2.99	0.43	2.99	0.60
Transportation	2.95	0.54	3.07	0.66
Emergency Housing	2.83	0.66	2.79	0.81
Substance Abuse Assessment	2.90	0.66	2.97	0.64
Substance Abuse Treatment	2.88	0.69	2.98	0.61
Linkages to Other Community Resources	3.03	0.44	3.10	0.59

SCSWs and CSWs were also asked to indicate the extent to which they thought the 15 services offered by the agencies they rated were accessible, of high quality, and whether they improved

family, parent and youth functioning. As indicated in Table 32, above, SCSWs and CSWs generally agreed that services were of high quality and offered in a timely fashion when requested. They also reported that services positively affected the functioning of families and individuals within them. SCSWs' average ratings of different services ranged from 2.88 (Substance Abuse Treatment) to 3.11 (Parent Training) points. In comparison, CSWs' average service ratings ranged from 2.79 points (for emergency housing) to 3.16 points [for Multi-Disciplinary Case Planning Committee (MCPC) and In-Home Outreach Counseling (IHOC)].

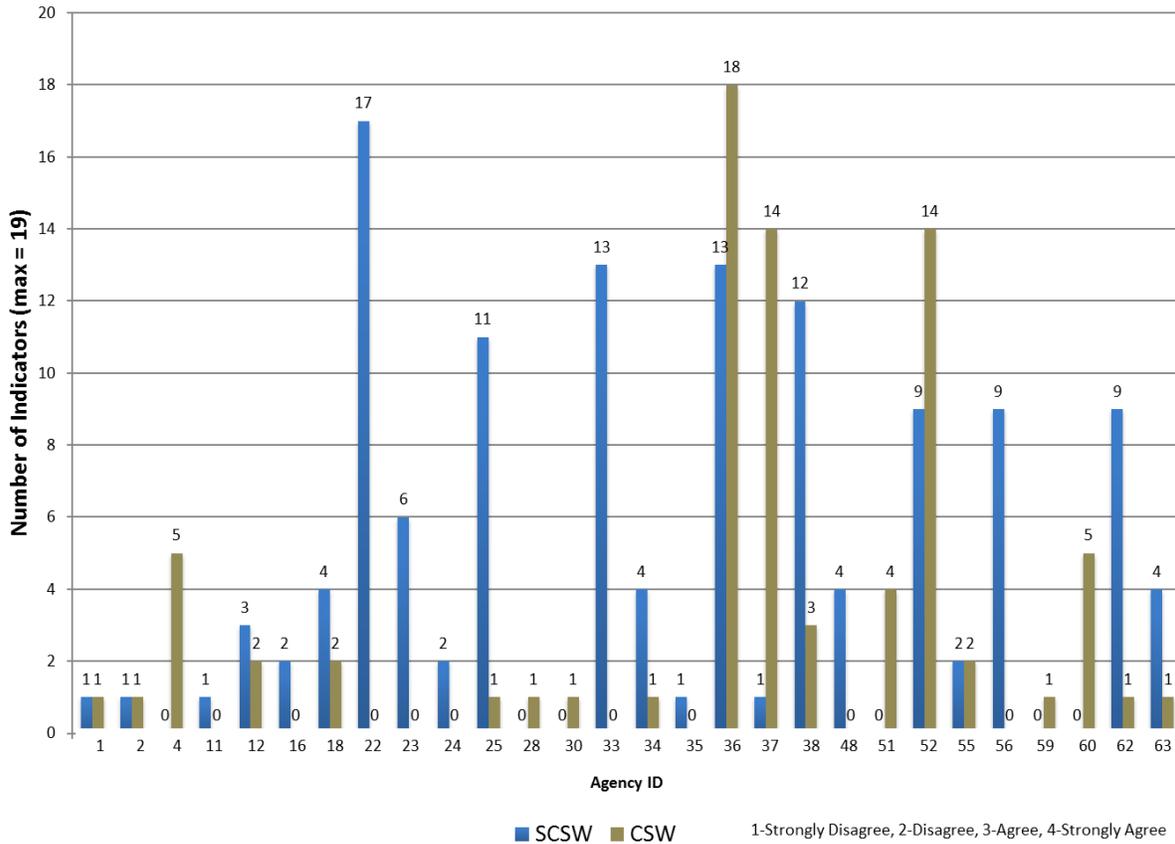
### ***Supervising Children's Social Workers' and Children's Social Workers' Overall Domain Ratings Disaggregated by Agency***

A closer examination of SCSWs' and CSWs' ratings of two sub-domains and 19 indicators offers a better understanding of differences in their general perceptions of areas that were agency strengths as well as those that may require improvement. These results are summarized below.

According to Figure 6, SCSW survey results suggest a fair amount of variation in respondents' perceptions of the FPS agencies with which they work and the quality of services that those agencies offer. Specifically, it seems that SCSWs tend to rate some agencies higher than others on the two domains contained in the survey -- Client Engagement & Service Delivery and Type of Family Preservation Service -- and their respective indicators (e.g., four in the former domain and 15 in the latter domain).

Eight agencies for which SCSWs appeared to consistently assign lower ratings (below 2.50 points) included Agency 22 (rated low on 17 out of 19 indicators), Agencies 33 and 36 (rated low on 13 out of 19 indicators), Agency 38 (rated low on 12 out of 19 indicators), Agency 25 (rated low on 11 out of 19 indicators) as well as Agencies 52, 56, and 62 (rated low on 9 out of 19 indicators).

**Figure 6. Number of Indicators Rated Less Than 2.5- on a 4-Point Scale by Agency**



Similarly, CSWs’ survey results also suggested a fair amount of variation in respondent perceptions of the agencies with which they work. Compared to SCSWs, CSWs appeared to have more positive perceptions of the agencies they rated. CSWs rated some agencies higher than others on the two domains contained in the survey and their respective indicators. Three agencies for which CSWs appeared to consistently assign lower ratings (below 2.50 points) included Agency 36 (rated low on 18 out of 19 indicators) and Agencies 37 and 52 (rated low on 14 out of 19 indicators).

Taken together, SCSWs and CSWs seem to agree that the services offered by Agencies 36 and 52 may require additional examination and adjustment.

***Supervising Children’s Social Workers’ and Children’s Social Workers’ Overall Agency Ratings Disaggregated by Domain***

Additional analyses of open-ended responses from SCSWs and CSWs, along with their ratings of service-level indicators for individual agencies, offer a richer understanding of their experiences with these various organizations. They also aid in identification of service areas that might

benefit from further monitoring or evaluation. These results are summarized by domain; namely, Client Engagement and Service Delivery and Type of Family Preservation Service.

The remainder of this section will provide an examination of workers' experiences with FPS agency sites through analyses of qualitative responses concerning Client Engagement and Service Delivery. Ratings of service-level indicators are summarized in Figure 7 and will serve as the basis for discussing workers' perceptions about Types of Family Preservation Service. Each of these data sources will be presented, in turn, below.

***Interaction with Families.*** DCFS staff reporting on interactions between FPS agency staff and families indicated that the tone and quality of these interactions depends on the particular FPS staff member. Most interactions that were reported involved the FPS In Home Counselor or IHOC. Mostly positive interactions were reported and IHOCs were described as professional, culturally respectful and supportive of families as they engaged them in services. Negative interactions were reported less often and were characterized by IHOC's lack of support or professional inexperience. Additionally too little interaction between FPS agency staff and families a concern reported by some DCFS employees.

***Communication and Quality Assurance.*** The largest number of comments for the communication and quality assurance sub-domain centered on communication; again DCFS staff was mainly communicating with the IHOC and their comments were largely dependent on the particular FPS staff member involved in communication. Communication strengths included availability of FPS staff, and timely communication that was detailed and consistent. These opinions were voiced around both verbal and written documentation. Areas for improvement, which were mentioned more often than strengths, reflected the opposite opinions. DCFS staff stated that they needed more information, more written reports, error free documentation and more timely communication. Another frequently mentioned area for improvement was around timely notification of MCPCs. There was a lack of communication on when MCPCs could take place, when they were actually taking place and or when they were canceled.

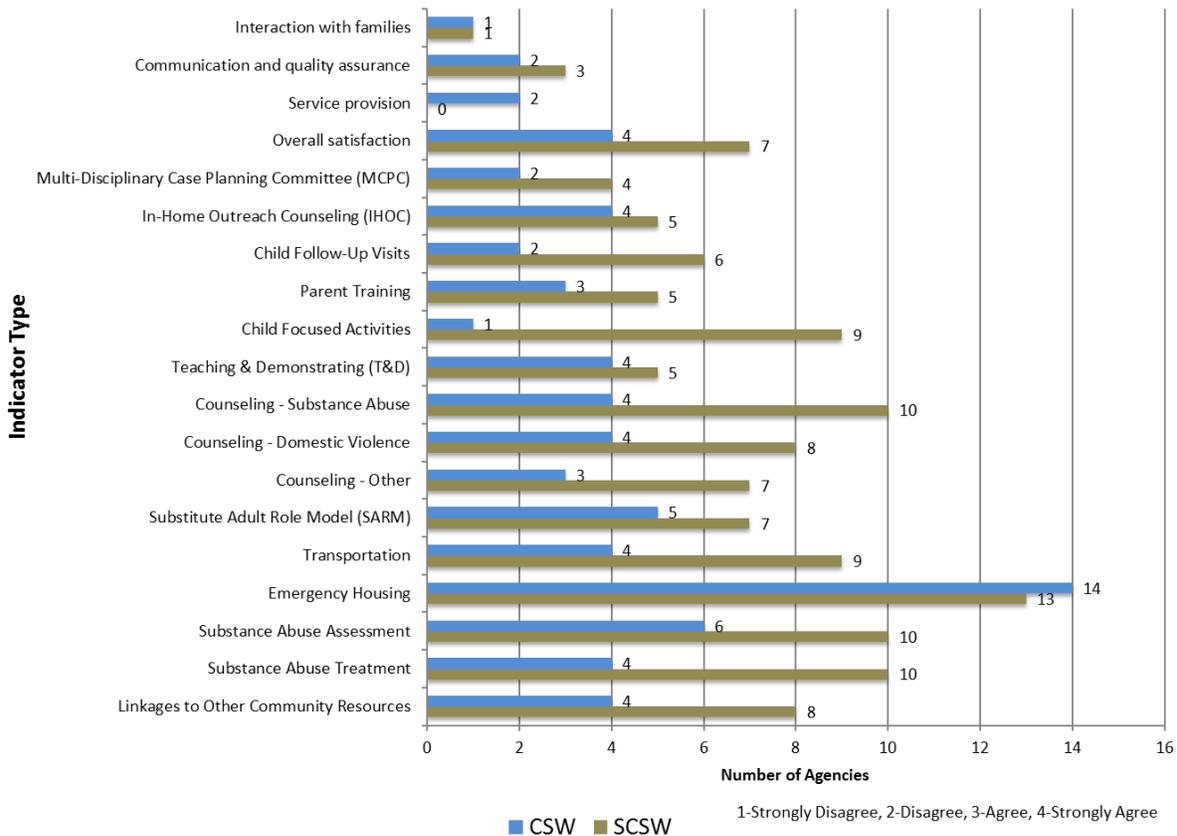
***Service Provision.*** Service provision, the next sub-domain also included areas of strength and areas of concern. The mix of comments may be attributable to the differences in service provision between the 64 reviewed FP agency sites. However, there were more areas of concern than areas of strengths. DCFS respondents were concerned about the lack of services provided in the family's language and lack of family-friendly hours for service provision, particularly for working parents or care takers. Key problems included not making weekly in home visits or not including children in the visit. DCFS staff wanted more referrals for services and more referrals provided in a timely manner. Waitlists, for both direct FPS agency services and subcontracted services, were seen as hampering family progress, although it was acknowledged that current budgetary restrictions were impacting service delays. DCFS staff members reported that FPS agency staff sometimes misunderstood DCFS and court policies or did not fulfill their service delivery responsibilities. Obviously these responses depended on the specific agency or staff members serving clients at the site, since other DCFS staff reported that the services provided by their FPS agency went above and beyond requirements; these services were provided in a respectful and culturally respectful manner at times that fit client's schedules and FPS staff supported family's needs either directly or through referrals.

**Overall Satisfaction.** Overall levels of satisfaction were spread across categories, again most likely reflecting the differences in the FPS agencies. Of those who responded to this sub-domain (77), 40% were satisfied, 30% were very satisfied and 30% were very dissatisfied. Some of those who were satisfied indicated that they felt positive about a particular FPS agency staff member.

Workers' survey ratings provide yet another layer of understanding about their perceptions and experiences with the various FPS agencies with which they engage. Specifically, they suggest areas in which services being provided are strong, as well as those that may require improvement. Looking at the kinds of services that DCFS workers were most likely to report as less than satisfactory, researchers identified FPS services that were rated at 2.5 or below. Figure 7 shows the pattern of CSW rating of particular services with the greatest concerns expressed around emergency housing, substance abuse assessment and substitute adult role modeling. Fourteen agencies scored 2.5 or below on emergency housing, while six were rated poorly on substance abuse assessment and five were rated poorly on substitute adult role modeling.

Figure 7 also shows that SCSWs tended to rate the FPS agencies even more poorly in these same areas of service. They identified ten agencies that were not doing a good job in substance abuse counseling, substance abuse assessment and substance abuse treatment. They also reported that 14 agencies scored at a 2.5 or below with respect to emergency housing services.

**Figure 7. Number of Agencies Rated Less Than 2.5- on a 4-Point Scale by Indicator**



While CSWs’ survey results do not completely overlap with trends that emerged in SCSWs’ data, both groups identified two agencies and two service types that can be improved upon (e.g., Agencies 36 and 52, and the service categories of substance abuse assessment and emergency housing, respectively). These patterns are significant to the extent that they suggest:

- a) CSWs appear to have more positive impressions and experiences with more agencies than SCSWs;
- b) At least two agencies have working relationships with SCSWs and CSWs that may require closer examination; and
- c) At least two specific service types can be improved in terms of quality and accessibility.

These were also areas where expenditure analysis showed the least use of Supplemental Service funding (see section IV).

***Non-Referral Circumstances***

Additionally, DCFS respondents were asked under which circumstances if any they would **not** refer a family to a specific FPS agency. This question also examined levels of satisfaction and feelings about service provision although respondents acknowledged that they had no authority

in the referral decision-making process. Most respondents indicated that they would always refer to the indicated FPS agency. These opinions may reflect DCFS staff opinion that though they may have some concerns about different aspects of an FPS agency's service, such as those revealed through ratings summarized above, they believe that FPS services benefit families overall and they think that the agency's services are beneficial overall.

It is interesting to note, however, that DCFS employees indicated that there were circumstances under which they would not refer to FPS. These included: services were not needed; services were already being provided; different, often more intensive or immediate services such as Wraparound, were needed; families refused services or were otherwise non-compliant; families lived outside of the service areas; families did not have insurance or funds to pay for specific kinds of services, or if the adult clients had active substance abuse issues.

Other circumstances under which they would not refer families to FPS were related to the agencies themselves, and included when prior families had not received the needed services or when families had not received services in their needed language, at a convenient time or in a respectful manner. If staff thought that agencies were not meeting the family's case plan goals, or they had a hard time contacting FPS staff, DCFS staff reported that they would not refer. If the FPS agency caseload was too high, the service quality diminished, or if agency staff ignored DCFS or court policies, staff would not refer.

There were also a few respondents (12) who indicated they would not refer families to the indicated FPS agency under any circumstance. Clearly these responses indicated great dissatisfaction or unresolved issues with a particular FPS agency. Since the survey was conducted internally by DCFS research staff, all of these data are available to the FPS program staff responsible for monitoring the FPS program.

## XIII. RECOMMENDATIONS

### Summary of Findings

On average, most of the FPS agencies are providing relatively effective services, when measured against current contracting performance standards and other current benchmarks. As noted earlier, this average masks a good deal of variation both within contract agencies (by site or by program component) and across agencies. More precise tracking systems are needed so that DCFS managers can not only track what kinds of services are being provided to what kinds of families, with what level of outcomes, and at what cost, but can also work with contractors to continuously improve service delivery. Specific recommendations for improving the FPS structure and processes are listed below.

### Recommendations for DCFS to Refine Family Preservation Services

- 1. Increase the consistency of the FPS referral process across regional offices, assuring that rules and processes are clear to all stakeholders and applied equitably across regions.** As mentioned earlier, the FPS referral criteria and the processes used by different

offices to sort and determine which cases to refer to FPS contract agencies differ substantially across the various DCFS regional offices. The FPS referral process and criteria for accepting cases need to be standardized unless there are compelling local community and contractor reasons for planned variation, *and* those planned variations are documented in consultation with the DCFS FPS managers. DCFS might contract with local or national experts to help develop the best FPS referral process and intake criteria possible, building on experience in other jurisdictions. And the FPS evaluation team may be able to analyze current data further to identify referral patterns and strategies for improving those criteria.

- 2. Revisit policies to ensure clarity and consistency of processes and criteria guiding re-referrals for additional allegations of maltreatment while Family Preservation cases remain open.** After reviewing evaluation findings on different rates of re-referral with DCFS staff and contract agencies, it appears that there may be differences in practice in different parts of the county. While contract FPS agency staff are mandated reporters and thus have an obligation to report maltreatment, there may be some instances where direct communication between FPS contractors and DCFS staff should be strengthened. Because these are open DCFS cases, as well as open FPS cases, consistent communication between the two agencies is essential. This kind of communication is easier when regional offices have consistent FPS staff or a designated unit, but other arrangements can also support clear, consistent communication between the two agencies responsible for supporting the family, assuring child safety, and preventing repeat maltreatment.

If DCFS wants to focus in on referral patterns that affect determination of outcomes, it should be acknowledged that some offices seem to have decided NOT to encourage re-referrals while the FPS case is open, and instead encourage CSWs and FPS staff to enhance their direct communication around families for whom additional concerns may surface. Agencies serving those offices will thus show up in data analysis as having better "outcomes" while one of the reasons for improvement may be better communication between DCFS staff and staff from their community-based partner FPS agency.

- 3. Review and re-formulate the intervention strategies used as part of FPS.**

What FPS clinical, parent coaching, concrete support and other interventions are truly most useful for families in these Los Angeles communities? How can the most effective elements of PIDP (the LAPrevention Initiative Demonstration Project) be incorporated more fully into the required FPS services array?

The current review of FPS interventions that DCFS managers have underway will help address the need to update and rethink core functions and goals for community based services. DCFS FPS managers are examining closely the kinds of clinical and other services provided by each FPS contractor to refine what services and other interventions might be most effective to provide. In addition, we recommend that the contract allow not only for the provision of established evidence-based and evidence-informed interventions, but also allow contract

agencies to propose to test intervention alternatives as mini-demonstration projects to gather data to validate how effective those strategies are (i.e., proof of concept).

The relative weight given to the Capitated Base Rate and definitions of allowable Supplemental Services will need to be revisited based on findings of this study. DCFS should also determine whether the distinction made between Supplemental Services (funded) and Linkage Services (unfunded) still serves a purpose. The reimbursement structure should also be revisited to ensure that funding and reimbursement strategies incentivize desired and effective practices. For example, if some services appear to be more effective for families with young children and others more effective for older children, there should be incentives or rewards for agencies that assess and treat these families differently. The FPS contract Statement of Work will need to be revised accordingly.

**4. Require a core set of assessment measures and performance indicators across all FPS contract agencies.**

DCFS needs to adopt culturally and linguistically competent child, parent and family functioning assessment forms to be used by all FPS contractors to help with assessment, case planning, and performance measurement for continuous quality improvement. A process for choosing among the valid and reliable family assessment instruments that are available and in use in other jurisdictions is already underway. A possible beginning set of indicators for a FPS performance measurement dashboard is available from the report authors.

**5. Form a FPS Learning Network.**

The FPS agency learning network that was formed among the FPS contract agencies, DCFS offices, and central office FPS managers in the Fall of 2012 should be continued so that FPS agencies can learn from each other, and performance measurement data can more readily be used for continuous quality improvement. The Learning Network should also be engaged in discussions about how to measure service quality, including whether there are indicators that an adequate threshold of quality has been achieved, and how these might be measured in the contract monitoring process or in subsequent evaluations.

**6. Incentivize FPS contractor program quality and fidelity.** Once the new FPS program models and strategies desired for Los Angeles are established, DCFS should provide incentives to FPS contract agencies for achieving a certain level of model fidelity and quality. Because of differing community characteristics in Los Angeles, a slightly different composition of FPS services may be needed across different DCFS regional office areas. While there will be many core quality dimensions that will be common across contractors, some aspects may be linked to community-specific needs and concerns. But service quality and fidelity to what DCFS considers the core intervention components can be measured, and could be used to promote high quality services.

Why is this approach gaining traction across the country? If client outcome is the only factor used to set performance payments and outcomes are used as the sole criterion for contract renewal, then contract agencies tend to be much more careful about who they accept as clients, in one sense fixing the playing field so they are more likely to achieve high outcomes. Measuring evidence-based intervention quality can act as a good proxy for positive outcomes, and is less likely to distort the client intake process if service agencies are rewarded for how well they serve families, in addition to the results they achieve. To do this, family perceptions of the service need to be gathered efficiently so practical feedback is gathered that can be used for FPS program refinement.

**7. Refine service cost measurement.**

DCFS staff have often emphasized the importance of being able to present outcomes achieved in conjunction with costs for each FPS provider. The FPS evaluation team had access to an extremely limited number of case outcome measures that could be relied on without a standardized family assessment measure in place. In addition, with client referral criteria varying so much across DCFS offices and FPS contractors, cost and outcome measurement was further limited. With some focused efforts, DCFS will be able to refine the service and cost data so that these two sets of data can be linked with outcomes.

**8. Relationships between current and future FPS components should be re-examined, particularly as DCFS deepens its commitment to the core practice model and a new organizational structure.** As with the Residential Based Services reform underway in LA and 3 other California counties, up to 6 months of post-permanency services should be paid for. Some families served by the FPS reunification services will need follow-up services to maintain the gains they have made or to help cope with a new crisis. Also, DCFS should examine the relationships expected between ARS and FPS, tracking movement between short and longer-term services and back again over time. Deeper examination of UFA than was possible in this study is warranted, particularly in relationship to how the various assessment functions are linked and coordinated over the course of cases flowing through the child welfare system.

**9. The staffing capacity for the DCFS FPS contracting unit should be examined.** The staffing capacity may need to be increased to more adequately monitor and coach the FPS contract agencies, now that the FPS learning collaborative has been formed.

**Recommendations for the Family Preservation Services Contract Agencies**

1. Re-examine the types of specific interventions and how they are delivered currently to ensure that they best meet the needs of the families being served.
2. Identify ways that the DCFS FPS contract staff could assist them to utilize more evidence-based interventions, including parenting skills groups, and the interventions delivered by the home-based services staff.

3. Identify with their local DCFS offices and DCFS FPS contract staff ways to improve the case referral process.
4. Collaborate with DCFS to highlight evidence-based programs that are underway or in planning stages by FPS contractors or their networks to identify key strategies that could be supported by or collaborate with FPS.

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## **Appendix A**

### **History and Description of the Family Preservation Program in Los Angeles County<sup>14</sup>**

**Background.** Although the goal of preserving families can be traced back to the settlement houses, development of social service programs designed with the goal of “preserving” families referred to the public child welfare system came into focus in the 1970s and 80s with publicity about the Homebuilders model (McCroskey, 2001). The Homebuilders program was a crisis-oriented, short-term, home-based, intensive treatment program for families intended to prevent out-of-home placement (Kinney, Madsen, Fleming & Haapala 1977). In brief, the model suggested that the answer to the question of where to find money for preventive services that could help families who came to the attention of the child welfare system was to invest some “back end” child welfare placement money in “front end” prevention services. This solution appealed to many people including state legislators:

Supported by programs of research in state and local agencies and at the Children’s Bureau of the U. S. Department of Health and Human Services, by the requirement of the Adoption Assistance and Child Welfare Act of 1980 (P. L. 96-272) that states undertake “reasonable efforts” to prevent placement, by widespread belief that a continuum of child welfare services should include options for families besides placement, by advocacy of the Edna McConnell Clark and other foundations, and by modifications of Title IV-B of the Social Security Act (under the Omnibus Budget Reconciliation Act of 1993, P.L. 103-66), family-centered services grew rapidly in the 1980s and 1990s (Fraser, Nelson & Rivard 1997, p. 139).

Like many other states, California initiated a series of family preservation demonstration projects beginning in the 1980s, but it was not until 1992 that Los Angeles County government began its Neighborhood Family Preservation Plan, funding community-based networks to provide a broad range of family preservation and family support services in communities throughout the county. Unlike other jurisdictions that modeled their efforts directly on Homebuilders, LA’s plan was not for a short-term crisis-oriented home-based treatment model, but rather it focused on networks that could build the capacity of communities to support families over the long term. This was a significant concern at the time because the County was removing large numbers of children, particularly African American children whose families lived in South Los Angeles, and placing them in foster homes and group homes that were far away and difficult, if not impossible, for parents to reach via public transportation.

The planning process was overseen by then Director Peter Digre and Nancy Daly, a Commissioner with the Commission for Children and Family Services. After a yearlong study, the committee developed an innovative plan, made available in a “green book (due to the color

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<sup>14</sup> Special thanks to Dr. Jacquelyn McCroskey for contributing this section to the report.

of its cover), that was widely seen at the time as a major improvement to the County's child welfare system.

Its biggest departure from the past is the networks of grassroots community organizations on which it is built. Twenty-five networks were formed by the department, beginning with neighborhoods with the highest incidence of children removed from home as a result of abuse or neglect. The department's decision to base the reformed system on community churches, Boys and Girls Clubs, day care centers and other neighborhood organizations emerged from the way the leaders of the reform effort understand the problem of child abuse and neglect. They see it less as a product of individual failings than as embedded in life circumstances, poverty most especially, and they looked for groups that had the respect and trust of people in their neighborhoods. (Schorr, 1997, pp. 215-16).

Digre, Daly and the Family Preservation Planning Committee recognized a number of challenges, including the unequal distribution of not-for-profit agencies and grassroots groups in different parts of Los Angeles County (McCroskey 1991), a tendency for County government to "divide by five" rather than basing available funding on needs, and limited collaboration between DCFS and local community- and faith-based organizations. Some local evidence supporting this approach was available from an early demonstration project (1989-1994) in the Northern San Fernando Valley and South Central areas of the County, which used a modified experimental design to randomly assign DCFS families to family preservation services provided by two local agencies, Hathaway Children's Services and Children's Bureau of Southern California (McCroskey & Meezan 1997; Meezan & McCroskey 1996). The findings showed family functioning improvements one year after case closing.

***The 1992 Plan.*** The Community Plan for Family Preservation in Los Angeles County (June 1992) defined Family Preservation as:

...an integrated, comprehensive approach to strengthening and preserving families, who are at risk of or already experiencing problems in family functioning with the goal of assuring the physical, emotional, social, educational, cultural and spiritual development of children in a safe and nurturing environment.

Based on an intensive study process that involved representatives of over 50 organizations, the 1992 community plan recommended that:

"...community-based networks of community leadership and service agencies [will] be organized throughout Los Angeles County. Organizing efforts should be prioritized based on geographic areas of highest need ... These community family preservation networks should be recognized and funded in order to meet the needs of at risk children and families who, without support from their

community, would be likely candidates for public foster care, educational, mental health or probation placement or other alternative residential care.”

The community plan outlined the necessary elements of the approach as requiring a number of key elements:

- Focuses on the needs and functioning of the family as a unit;
- Views children and their families in the context of their environment;
- Assesses clients holistically and delivers services in a comprehensive, coordinated manner;
- Allows for varied intensity of services based on clients’ needs;
- Is time-limited based on clients’ needs;
- Facilitates accessibility of services;
- Builds upon the family’s strengths;
- Affirms cultural values
- Is responsive, and tailors services to the unique needs of the community;
- Recognizes the necessity of strong community supports for all families;
- Improves accountability by evaluating program effectiveness based on qualitative criteria.

The seven program goals were as follows:

1. Assure that children who are receiving family preservation services in their own homes are safe and secure.
2. Empower families to resolve their own problems, effectively utilize service systems, and advocate for their children with schools, public and private agencies and other community institutions.
3. Develop and enhance the functioning of families by building on identified family strengths.
4. Ensure that family problems are identified as early as possible and a full range of services are available and accessible to a) protect children, b) prevent problem escalation and c) engage families in a change process to remediate identified family problems.
5. Involve the community in building programs suited to the unique cultural, ethnic and demographic needs of neighborhoods;
6. Decrease the need for system resources over the long term (for example by preventing recidivism, reducing placement, supporting success and expediting goal attainment).

7. Break patterns of risk for multi-generational families with recurrent needs for intensive crisis-oriented services.

***Program development.*** With approval of the 1992 plan by the Board of Supervisors, the LA County Departments of Children and Family Services, Probation and Mental Health applied and were approved for funding from the State Department of Social Services under AB 546. The first contracts approved by DCFS and Probation in 1993 focused on six “Group One” communities, those with the largest number of children in foster care. These communities were identified through a data analysis process that looked at several key variables including total child population, foster care and poverty rates. Core elements of LA’s program, including the Multidisciplinary Case Planning Committee (MCPC) process, access to comprehensive direct services through the Lead Agency and through network members (who might provide reimbursable Supplemental Services), and access to non-reimbursable Linkage Services.

Later in 1993, the Federal Family Preservation and Support Program was signed into law. In 1994, Group Two communities were organized and service contracts for these communities were developed and funded. In addition, the County convened an umbrella oversight committee, the Family Preservation and Support Planning Committee, to plan for Family Support Services and review progress in implementing both Family Preservation and Family Support services. In 1995, the Group Three communities were organized. The Board of Supervisors also approved a Five Year Plan for Family Preservation and Support Services. In 1996 the Group Four and Five communities were organized (completing coverage for family preservation services across the entire County), and the RFP for Federal funding for fiscal year 1997-8 was issued. By 1998, Family Preservation services were provided through 27 community-based networks offering “a service delivery system for protective services children, probation youth and their families comprising 243 funded and 423 linkage community agencies working in concert within 27 networks and 20 communities” (DCFS 1998 Family Preservation Services Report).

With the major exception of the recent Prevention Initiative Demonstration Project (PIDP) that built on the community-based agency networks to deliver a wide range of child maltreatment prevention and treatment services, in the last decade, DCFS has decreased its emphasis on community-based networks. Instead, attention has increasingly been placed on contracting with and monitoring individual providers or “Lead Agencies” who maintain networks including other local agencies. While the networks are still in place, there are few monitoring requirements that specify how the networks are supposed to work, the roles of network members, sharing of responsibilities or cost sharing. The original vision was that Family Preservation services should be offered to families when they first came to the attention of the system (before a case was opened), but over time these services were reserved solely for family with open cases, including either Family Maintenance (FM) or Family Reunification (FR) cases.

DCFS subsequently added two other functions to contracts for the Family Preservation network: Alternative Response Services (ARS), developed as part of Point of Engagement in the mid-

1990s, allows Emergency Response (ER) families with at least one prior DCFS referral whose ER referrals have inconclusive or substantiated findings, but no case opening, to have access to short-term services (90 day maximum). Up Front Assessment (UFA), added in 2008-09, assists Children's Social Workers (CSW) by providing more in-depth clinical assessments as needed in cases with complex substance abuse, mental health and domestic violence issues.

After almost twenty years, Family Preservation programs have become a regular and substantial part of regular operations in all of the DCFS Regional Offices where Children's Social Workers refer families to these community-based services, now operated by 40 community based Lead Agencies. Several other types of contracted services have also been developed more recently to provide resources for families in different circumstances; these include Wraparound, Adoption Assistance, the Prevention Initiative Demonstration Project, and Partnerships for Families (developed and funded by First 5 LA), among others. As the types of family-centered services multiply, questions about how each of these services fits into an overall continuum of services to meet different kinds of family needs have repeatedly been raised:

- Are these really distinct service types or is the proliferation of different types of services and contracts an artifact of different funding streams?
- Could a better conceptualized but broad array of services be provided more effectively under an umbrella contract that would provide easier access for CSWs in Regional Offices seeking different kinds of help for families, and still support contractors in meeting the individualized needs of children and families?

DCFS Family Preservation Services leaders wanted to take a fresh and objective look at the FPS data to inform the FPS contract redesign process. What complicated the current examination of FPS clients, services and service outcomes were some gaps in FPS performance measurement over the past few years.

***Program evaluation challenges.*** Although the original Family Preservation plan also included an expectation for overall evaluation of the program on a regular basis, developing an approach to evaluation that could provide useful regular information on program achievements has been a daunting task. Over the years, there have been numerous internal efforts to regularize collection of process and outcome data, including standardizing the program monitoring activities of DCFS and Probation staff, auditing financial records and service provision (Auditor Controller), and organizing providers around self-evaluation (Family Preservation Evaluation Committee supported by the Commission on Children and Families).

There have also been four external evaluations:

1. Walter R. McDonald and Associates. Following submission of an extensive statewide evaluation of County Family Preservation Programs in 1992, McDonald and Associates was also the statewide evaluator of SB 546 programs in all counties.
2. In 1999, the Auditor Controller was asked by DCFS to examine the operations and impact of the program in response to questions raised by the Board of Supervisors; the summary report was released on November 27, 2000.
3. In 2001-02, Dr. Devon Brooks was asked to conduct an evaluation based solely on data available in CWS/CMS. He drew a very large sample of 47,972 DCFS children with open cases that had been referred to Family Preservation and entered the system between 1998 and 2000. The report compared recidivism outcomes for this group to those for non-FP cases, but found few differences between the two groups.
4. In 2001, a group of faculty from local schools belonging to the Inter-University Consortium, led by Dr. Barbara Solomon, responded to a Request for Proposal from DCFS to evaluate the FP program. This effort, which lasted for five years, built an automated reporting framework so that all providers could enter case-related data directed into a web-based system. Part of this database was migrated to DCFS when Dr. Solomon retired in 2008.

## **Appendix B**

### **Los Angeles Family Preservation Services: Individual Agency Performance Data**

#### **Voluntary Family Maintenance: Full Sample Data**

As indicated in the section titled “Agency Comparisons” (in Chapter 10 of this report), initial examination of program outcomes suggest that there is great variation in outcomes achieved across contract agencies. In order to better understand agency differences, additional analyses of agency performance data were conducted. The three outcome areas of interest in these analyses were: Voluntary Family Maintenance, Court-Ordered Family Maintenance, Court-Ordered Family Reunification. The results of these analyses include the calculation of agencies’ average performance in these three areas (see Tables 35-36, below) and the overall ranking of each of the 64 agencies involved in this evaluation (see Tables 37-38, below).

Due to the potentially sensitive nature of the findings presented below, it is critical that the following set of “Methods Notes” and “Data Interpretation Notes” be given serious consideration when using this information to make programmatic decisions.

#### **Methods Notes**

***Variables Used:*** Rankings were determined based on data on a number of variables that affected agency’s performance. These variables can be found in Tables 33 and 34, below.

***Voluntary Family Reunification:*** There were too few cases for the voluntary family reunification program, so agency rankings were not computed.

***Individual Program Agency Ranking:*** The agency rankings for each FPS program area are based strictly on how the agency performed **in relation to** other contract agencies in that performance area, with **no risk-adjusted analysis**. (*Risk-adjusted analysis* includes a wide range of variables to derive a ranking, including the proportion of the agency site FPS cases with high and very high SDM level risk scores.)

***Overall Ranking:*** The overall agency rankings use a form of *risk-adjusted analysis* where a wide range of variables, including the proportion of the agency site FPS cases with high and very high SDM risk scores, and the site’s performance on all three FPS programs areas were used to compute their overall ranking.

## Data Interpretation Notes

- Each of these tables have much information in that each presents in one table the agency performance data, their rank based strictly on their performance in that particular area (e.g., re-referrals) and their overall agency rank across all three program areas. Note that the “Agency #” is a randomly assigned identification number intended to preserve ranked agencies’ privacy in this report. However, DCFS senior FPS program managers will be provided the appropriate tools to use ranking data to support agencies through formative feedback. Note, also, that information in Tables 37-39 are sorted by these identification numbers and do not appear in any particular order.
- In the far right column each FPS agency site has its *overall ranking*, which is based on well as how they performed across *all* of the three main FPS program areas. Note that a simple 1-64 ranking is used as there were 64 agency sites.
- Caution is needed when comparing agencies as very little difference in actual performance may separate any two agencies. For some agencies, the individual rankings cluster close together (e.g., very little difference in performance exists, such as 25.6% versus 27.3% re-referrals). Whereas for other agencies, there are vast differences in performance and program rankings. This indicates that there is a large amount of variability in the ability of these agencies to respond consistently across different program areas. Instead the overall agency ratings are most useful for seeing who is in the upper or lower third of the agency site rankings.
- As with any challenging field, some agencies have more success with certain program areas and less success with others. So it is to be expected that an agency might score high in 1 or 2 FPS program areas, and less well in another performance area.
- The overall rank contained in each table shows that there is a group of FPS agency sites that perform less well than others, even when their family risk ratings are taken into account. These agencies likely need assistance in improving their staffing, interventions, service delivery methods, supervision, follow-up services or other aspects to increase their performance.

*Table 32. Appendix B. Variables Predictive FPS Outcomes in Agency Ranking*

	Voluntary Family Maintenance				Court Ordered Family Maintenance				Court Ordered Reunification			
	Re-referrals		Substantiated Re-referrals		Removals		Re-referrals		Removals		Reunification	
	During	After	During	After	During	After	During	After	During	After	During	After
VFM # Families Very High Risk												✓
FM Total Families Very High/High Risk							✓					
FM % Families Very High/High Risk											✓	
FM # Families Very High Risk												✓
VFM Re-referral N during FP	✓			✓			✓					
VFM Re-referral Pct during FP			✓				✓					
VFM Re-referral N after FP	✓			✓		✓						
VFM Re-referral Pct after FP				✓		✓						
VFM Substantiated Pct during FP												✓
VFM Substantiated N after FP				✓								
VFM Substantiated Pct after FP		✓										
VFM Removed N during FP					✓	✓						
VFM Removed Pct during FP		✓	✓									
VFM Removed N after FP					✓	✓						

	Voluntary Family Maintenance						Court Ordered Family Maintenance						Court Ordered Reunification		
	Re-referrals		Substantiated Re-referrals		Removals		Re-referrals		Substantiated Re-referrals		Removals		Reunification		
	During	After	During	After	During	After	During	After	During	After	During	After	During	After	
VFM Removed Pct after FP				✓											
VFM NCO Pct after FP				✓											
FM Re-referral Pct during FP								✓	✓		✓	✓			
FM Re-referral N after FP								✓		✓	✓				
FM Re-referral Pct after FP				✓					✓						
FM Substantiated N during FP							✓						✓		
FM Substantiated N after FP										✓	✓			✓	
FM Substantiated Pct after FP											✓				
FM Removed N during FP								✓			✓				✓
FM Removed Pct during FP						✓									
FM Removed N after FP													✓		
FM NCO Pct after FP								✓	✓						
FR Reunification N during FP				✓									✓	✓	✓
FR Reunification N after FP															✓
FR Reunification Pct after FP	✓								✓					✓	

**Table 33. Appendix B. Additional Variables Used in Outcomes Predictions Analyses but Were Not Predictive of the FPS Agency Outcome Rankings**

VFM Total Families High or Very High Risk	FM Re-referral Pct during FP
VFM % Families Very High/High Risk	FM Substantiated Pct during FP
VFM Total Families High or Very High Risk	FM NCO N after FP
VFM % Families Very High/High Risk	FR Total Families High or Very High Risk
VFM % Families Very High Risk	FR # Families Very High/High Risk
VFM NCO N after FP	FR % Families Very High/High Risk
FM # Families Very High/High Risk	FR # Families Very High Risk
FM % Families Very High/High Risk	FR % Families Very High Risk
FM # Families Very High Risk	FR Reunification Pct during FP

*Table 34. Appendix B. FPS Family Maintenance Outcomes*

<b>Outcome</b>	<b>Vol. Family Maintenance Mean % (Min-Max)</b>	<b>Court-Ordered Family Maintenance Mean % (Min-Max)</b>
<b>Re-referrals during FPS</b>	<b>22.2%</b> (8.5 – 35%)	<b>18.8%</b> (11.3 – 36.4%)
<b>Re-referrals after FPS</b>	<b>25.9%</b> (12.9 – 40.7%)	<b>23.6%</b> (8.6 – 32%)
<b>Substantiated re-referrals during FPS</b>	<b>8.1%</b> (0 – 19.7%)	<b>6.3%</b> (1.6 – 15.9%)
<b>Substantiated re-referrals after FPS</b>	<b>8.3%</b> (0 – 16.7%)	<b>7.9%</b> (2.5– 15.7%)
<b>Removals during FPS</b>	<b>10.0%</b> (2.4% - 17.7%)	<b>8.6%</b> (0 – 17.1%)
<b>Removals after FPS</b>	<b>6.0%</b> (0 – 13.0%)	<b>6.9%</b> (0 – 17.7%)
<b>New case openings after FPS</b>	<b>3.3%</b> (1.0 – 13.7%)	<b>2.8%</b> (0.9 – 10%)

<sup>a</sup>Because the data are based on individual agencies, these groups of cases had very small sample sizes (with some cells as low as one case), and so the minimum and maximum value statistics must be viewed with caution.

**Table 35. Appendix B. FPS Court-Ordered Family Reunification Outcome**

<b>Outcome<sup>a b c</sup></b>	<b>Court-Ordered Family Reunification</b>
<b>Re-referrals during FPS</b>	<b>19.6%</b> (3.7-40%)
<b>Re-referrals after FPS</b>	<b>25.6%</b> (10 – 50%)
<b>Substantiated re-referrals during FPS</b>	<b>5.8%</b> (0 – 20%)
<b>Substantiated re-referrals after FPS</b>	<b>7.9%</b> (0 – 25%)
<b>Reunifications during FPS</b>	<b>66.0%</b> (34.3 – 87.1%)
<b>Reunifications after FPS</b>	<b>45.7%</b> <b>(0-71.1%)</b>

<sup>a</sup>Due to the very small sample size, data on Voluntary Family Reunification are not presented.

<sup>b</sup>Total reunifications reflect all VR families with termination code "reunified" regardless of the date of reunification. The data reflect all reunifications that occurred at any time between July 1, 2005 and before June 30, 2010. Note that whereas the time frames for the other outcomes reflect the period of time *after the FP case was terminated*, the time frames for *total* reunifications are the time elapsed since *removal*.

<sup>c</sup>These percentages do not reflect the number of unique children though it does reflect the identified focal child in the family. Some children had multiple entries for different cases because they were served first in one FPS subcomponent and then later served in another. This is why the percentages add up to more than 100%.

**Table 36. Appendix B. Voluntary Family Maintenance Outcomes by Contract Agency**

Agency #	Re-referrals				Substantiated Re-referrals				Removals				New Case Opened		VFM Rank	Overall Rank
	During		After		During		After		During		After		After			
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank		
34	18.50%	15	33.80%	62	10.80%	51	9.20%	42	9.20%	28	3.10%	9	4.60%	30	35	44
40	26.00%	49	28.80%	50	6.80%	24	8.20%	29	4.10%	7	9.60%	59	8.20%	58	47	13
92	23.70%	42	19.80%	8	9.20%	40	9.20%	40	6.90%	14	6.90%	41	6.90%	50	31.5	1
95	23.20%	39	25.60%	28	6.10%	22	7.30%	23	9.80%	29.5	7.30%	47	6.10%	48	34	34
96	20.30%	25	25.70%	30	9.50%	42	9.50%	44	10.80%	39	6.80%	40	6.80%	49	44	38.5
100	30.40%	58	28.40%	47	9.80%	46	12.70%	58	3.90%	6	4.90%	23	13.70%	64	55	36
124	16.30%	10	27.90%	46	5.80%	20	9.30%	43	17.40%	63	4.70%	20	3.50%	19	28	64
133	23.50%	41	20.00%	9	8.20%	32.5	3.50%	7	7.10%	17	5.90%	36	2.40%	9	10	27.5
165	32.00%	60	32.00%	56	14.40%	62	11.60%	50	12.20%	45	7.20%	46	6.10%	47	63.5	27.5
171	18.70%	17	33.30%	60	4.90%	14	9.80%	45	9.80%	29.5	5.70%	31	5.70%	42	36	40
174	19.80%	22	30.20%	55	10.50%	50	11.60%	51	7.00%	16	5.80%	35	5.80%	45	46	42
210	21.10%	30	27.20%	42	3.50%	9	12.30%	56	5.30%	10	12.30%	62	8.80%	59	43	20.5
272	33.80%	63	26.80%	37	19.70%	64	12.70%	57	15.50%	59	9.90%	60	4.20%	26	63.5	61
277	20.30%	26	21.70%	11	8.40%	34	13.30%	63	2.80%	2	7.00%	43	7.00%	51	30	24
299	22.00%	34	19.50%	6	2.40%	5	4.90%	12	3.70%	4	4.90%	22	4.90%	34	7	5
314	19.70%	20	27.30%	43.5	4.50%	12	4.50%	10	15.20%	57.5	4.50%	18.5	3.00%	14.5	17	23
326	14.20%	4	20.50%	10	2.40%	4	6.30%	17	2.40%	1	3.90%	13	3.90%	21	2	7
341	21.30%	32	23.40%	18	6.40%	23	3.20%	6	16.00%	60	4.30%	16	3.20%	17.5	16	12
353	26.40%	51	27.00%	38.5	10.10%	48	8.10%	28	7.40%	18	7.40%	49	5.40%	37.5	45	18
362	16.70%	11	22.20%	14	5.60%	18	0.00%	1	11.10%	42.5	0.00%	1	0.00%	1	4	32
385	15.90%	9	27.30%	43.5	3.40%	7.5	9.10%	38.5	8.00%	21	2.30%	5	1.10%	3.5	8	26
392	19.80%	23	32.70%	58	5.00%	15	12.90%	59.5	9.90%	32.5	5.90%	37	8.90%	60	53	10
407	21.20%	31	36.40%	63	9.10%	39	9.10%	38.5	15.20%	57.5	9.10%	57.5	3.00%	14.5	54	62
413	24.10%	44	24.10%	22	10.30%	49	12.10%	54	13.80%	49	5.20%	27	10.30%	63	56	41

Agency #	Re-referrals				Substantiated Re-referrals				Removals				New Case Opened		VFM Rank	Overall Rank
	During		After		During		After		During		After		After			
415	13.00%	3	26.00%	33	5.20%	16	11.70%	52	10.40%	37	9.10%	57.5	7.80%	56	41	20.5
420	20.60%	28	24.70%	26	7.20%	27	7.20%	22	14.40%	54	5.20%	26	4.10%	24	24	14
424	8.50%	1	15.70%	2	3.10%	6	6.10%	16	3.80%	5	1.40%	4	4.40%	29	1	29
425	28.70%	57	25.60%	27	12.40%	56	7.00%	19	10.10%	35	5.40%	30	3.10%	16	37	56
472	21.40%	33	12.90%	1	11.40%	53	2.90%	5	14.30%	52	2.90%	8	1.40%	7	12	48
486	19.20%	19	21.80%	13	3.80%	10	5.10%	13	7.70%	19	2.60%	7	5.10%	35	5	2
502	14.30%	5.5	19.00%	5	0.00%	1	4.80%	11	4.80%	8	4.80%	21	4.80%	32	3	15
523	15.50%	7	29.10%	51	1.80%	3	10.90%	48	6.40%	12	6.40%	39	7.30%	53	26	16
543	24.50%	45	24.50%	24	8.50%	35	4.30%	9	11.70%	44	5.30%	29	3.20%	17.5	23	8
553	22.60%	36	29.80%	54	9.70%	44	12.10%	55	8.10%	22	2.40%	6	4.80%	33	39	58
583	17.80%	13	25.70%	32	5.90%	21	4.00%	8	12.90%	48	7.90%	50.5	4.00%	22	21	43
596	25.70%	48	22.90%	16.5	7.10%	25.5	7.10%	21	7.90%	20	8.60%	53.5	4.30%	27	25	19
597	15.70%	8	27.10%	40	8.60%	36	8.60%	34.5	14.30%	52	8.60%	53.5	2.90%	12	33	47
613	18.10%	14	25.60%	29	5.50%	17	7.50%	25	9.00%	26	4.00%	14	5.50%	39	13	63
630	27.20%	53	23.90%	20	14.10%	61	13.00%	61	10.90%	41	13.00%	64	7.60%	54	60	49
683	20.00%	24	22.90%	16.5	7.10%	25.5	8.60%	34.5	10.00%	34	7.10%	44.5	5.70%	43.5	29	6
739	14.30%	5.5	25.70%	31	1.40%	2	10.00%	47	14.30%	52	5.70%	32.5	5.70%	43.5	27	25
746	27.80%	55	26.40%	36	12.50%	57	8.30%	32	16.70%	62	4.20%	15	4.20%	25	51	46
753	23.90%	43	23.90%	21	4.20%	11	9.90%	46	9.90%	31	12.70%	63	5.60%	41	42	38.5
767	20.40%	27	40.70%	64	7.40%	28.5	16.70%	64	8.30%	24	7.40%	48	10.20%	62	58	54
768	25.70%	46	18.60%	4	9.70%	45	7.10%	20	12.40%	46	4.40%	17	2.70%	11	18	37
774	33.30%	62	29.20%	52	13.50%	59	5.20%	14	17.70%	64	5.20%	28	1.00%	2	49.5	33
796	23.20%	40	21.70%	12	5.80%	19	5.80%	15	2.90%	3	8.70%	55	4.30%	28	15	30
815	18.50%	16	32.10%	57	8.60%	38	7.40%	24	11.10%	42.5	1.20%	2	2.50%	10	19	45
820	21.00%	29	28.60%	48	7.60%	30	7.60%	26	8.60%	25	5.70%	32.5	1.90%	8	22	55
820	28.60%	56	27.60%	45	12.20%	55	9.20%	41	10.20%	36	5.10%	25	4.10%	23	49.5	17

Agency #	Re-referrals				Substantiated Re-referrals				Removals				New Case Opened		VFM Rank	Overall Rank
	During		After		During		After		During		After		After			
823	17.20%	12	19.50%	7	8.00%	31	1.10%	2	12.60%	47	5.70%	34	1.10%	5.5	9	9
825	25.70%	47	27.00%	38.5	10.80%	52	1.40%	3	16.20%	61	1.40%	3	5.40%	37.5	38	50
859	18.80%	18	24.40%	23	8.60%	37	8.90%	36.5	14.90%	56	6.90%	42	5.60%	40	40	3
872	33.00%	61	23.70%	19	13.40%	58	8.20%	31	8.20%	23	8.20%	52	5.20%	36	48	22
877	26.20%	50	26.20%	35	9.50%	43	13.10%	62	10.70%	38	7.10%	44.5	6.00%	46	59	53
888	35.00%	64	33.00%	59	17.00%	63	12.00%	53	14.00%	50	5.00%	24	7.00%	52	62	57
889	22.70%	37	26.10%	34	3.40%	7.5	8.00%	27	9.10%	27	4.50%	18.5	1.10%	3.5	11	31
899	30.70%	59	28.70%	49	13.90%	60	8.90%	36.5	5.00%	9	8.90%	56	3.00%	13	52	59
903	22.50%	35	22.50%	15	11.60%	54	8.50%	33	10.90%	40	6.20%	38	3.90%	20	31.5	60
909	12.50%	2	29.80%	53	4.80%	13	6.70%	18	6.70%	13	3.80%	12	7.70%	55	14	35
921	19.80%	21	27.20%	41	7.40%	28.5	11.10%	49	14.80%	55	9.90%	61	9.90%	61	57	51
940	27.10%	52	24.70%	25	8.20%	32.5	8.20%	30	5.90%	11	3.50%	11	4.70%	31	20	4
941	23.00%	38	16.10%	3	9.20%	41	2.30%	4	6.90%	15	3.40%	10	1.10%	5.5	6	11
964	27.70%	54	33.70%	61	9.90%	47	12.90%	59.5	9.90%	32.5	7.90%	50.5	7.90%	57	61	52

**VFM Rank** is the ranking of the average rank across outcome areas. For example, Chinatown Service Center – Countywide had ranks of 1, 2, 6, 16, 5, 4, and 29 across the 7 outcomes for an average rank of 9 (63/7). This is the lowest average rank across all the agencies so on VFM they are ranked first (1).

**Overall rank** is generated through a multivariate process utilizing the available information in CWS/CMS

**Table 37. Appendix B. Court-ordered Family Maintenance Results by Contract Agency**

Agency #	Re-referrals				Substantiated Re-referrals				Removals				New Case Opened		FM Rank	Overall Rank
	During		After		During		After		During		After		After			
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank		
34	25.00%	60	21.10%	21	9.20%	54	3.90%	7	11.80%	55	1.30%	3	1.30%	8	26.5	44
40	16.40%	22	13.70%	4	5.50%	28.5	4.10%	8	6.80%	19	2.70%	4.5	2.70%	12	3	13
92	19.20%	34	30.40%	60	4.00%	17	12.00%	55	4.80%	4	12.00%	58	4.80%	35	42.5	1
95	16.20%	21	23.80%	36.5	6.70%	38	13.30%	56	14.30%	63	3.80%	11	2.90%	14.5	34	34
96	24.20%	57	17.70%	10	4.80%	22	3.20%	6	9.70%	43	6.50%	33.5	4.80%	36.5	26.5	38.5
100	20.00%	37	25.00%	41	8.30%	48.5	10.00%	47	8.30%	33.5	3.30%	9	6.70%	50	44	36
124	20.50%	39	20.50%	16.5	15.90%	63.5	9.10%	43	11.40%	52.5	6.80%	37	0.00%	3.5	40	64
133	21.00%	42	21.00%	19	9.00%	52	5.00%	15.5	9.00%	41	8.00%	44	2.00%	9	31	27.5
165	19.90%	36	17.00%	8.5	7.80%	45	4.30%	10	7.10%	23	7.80%	41	3.50%	21	19	27.5
171	15.60%	16	27.30%	51	6.30%	35	10.20%	49	8.60%	38	7.80%	42	3.10%	17	35.5	40
174	12.60%	5	23.00%	29	2.30%	8	10.30%	51	6.90%	20.5	5.70%	28	3.40%	20	15	42
210	20.40%	38	32.70%	63	3.10%	12	10.20%	50	8.20%	29.5	9.20%	50	7.10%	55	51	20.5
272	26.40%	62	25.30%	42	11.00%	61	8.80%	41	12.10%	58	5.50%	23	5.50%	44	61	61
277	21.80%	46	28.20%	53	10.30%	60	6.40%	27	6.40%	15	6.40%	32	7.70%	58	47.5	24
299	22.40%	50.5	21.10%	21	5.30%	24.5	6.60%	30	5.30%	7	10.50%	57	3.90%	27.5	29	5
314	17.60%	28.5	24.70%	40	4.70%	20	15.30%	63	10.60%	47	9.40%	51	9.40%	63	56.5	23
326	16.00%	18.5	18.00%	11	2.00%	5	6.00%	25	12.00%	56.5	6.00%	30	6.00%	47	23	7
341	15.00%	13	21.30%	24	3.80%	15	8.80%	40	6.30%	14	8.80%	48	5.00%	38	20.5	12
353	24.70%	58	29.50%	54	9.00%	53	4.80%	14	12.70%	60	5.40%	22	5.40%	41	53	18
362	0.00%	1	12.50%	3	0.00%	1.5	6.30%	26	0.00%	1	12.50%	60.5	6.30%	48	9	32
385	15.50%	14	18.30%	12	5.60%	31	4.20%	9	7.00%	22	5.60%	25	5.60%	46	13	26
392	16.00%	20	23.70%	34	2.30%	7	6.90%	33	5.30%	9	9.20%	49	5.30%	40	20.5	10
407	13.20%	9	21.10%	21	5.30%	24.5	10.50%	52	7.90%	27	3.90%	12.5	3.90%	27.5	17.5	62

Agency #	Re-referrals		Substantiated Re-referrals				Removals		New Case Opened		FM Rank	Overall Rank				
	During	After	During	After	During	After	During	After	After							
	413	13.80%	11	27.60%	52	0.00%	1.5	13.80%	59	6.90%			20.5	10.30%	56	6.90%
415	22.40%	50.5	23.70%	35	2.60%	10	7.90%	37	17.10%	64	3.90%	12.5	5.30%	39	35.5	20.5
420	16.70%	24.5	23.30%	30	3.30%	13	5.00%	15.5	6.70%	17.5	0.00%	1	6.70%	50	12	14
424	15.70%	17	8.60%	1	7.10%	42.5	4.30%	11	5.70%	11	2.90%	7	2.90%	14.5	4	29
425	25.50%	61	23.40%	33	11.70%	62	6.90%	34	9.00%	40	2.80%	6	0.00%	3.5	33	56
472	18.70%	33	21.30%	26	6.70%	38	9.30%	44	10.70%	49	5.30%	20	6.70%	50	41	48
486	11.30%	2	13.80%	5	2.50%	9	2.50%	2	7.50%	24	1.30%	2	3.80%	24	2	2
502	16.70%	24.5	16.70%	7	8.30%	48.5	0.00%	1	8.30%	33.5	8.30%	45	4.20%	33	22	15
523	17.00%	26	18.90%	13	4.70%	21	5.70%	21	6.60%	16	7.50%	39	4.70%	34	16	16
543	21.60%	45	22.40%	28	8.80%	51	9.60%	45	12.00%	56.5	5.60%	24	5.60%	45	50	8
553	13.00%	7	21.30%	25	5.60%	30	5.60%	19	4.60%	3	6.50%	35	0.90%	7	6	58
583	11.30%	3	25.80%	44.5	6.50%	36	8.10%	38	12.90%	62	3.20%	8	8.10%	60	37	43
596	22.40%	52	34.70%	64	2.00%	6	14.30%	60	8.20%	29.5	14.30%	63	4.10%	30	54	19
597	22.00%	47	29.50%	55	6.80%	40	9.80%	46	12.90%	61	9.80%	54	6.80%	53	63	47
613	13.60%	10	27.20%	50	4.10%	19	7.70%	36	11.80%	54	4.70%	16	4.10%	32	28	63
630	14.90%	12	17.00%	8.5	5.30%	27	3.20%	5	9.60%	42	5.30%	19	3.20%	18	7.5	49
683	16.00%	18.5	14.70%	6	2.70%	11	2.70%	3	5.30%	8	4.00%	14	0.00%	3.5	1	6
739	22.80%	53	26.10%	47	8.70%	50	8.70%	39	9.80%	44	9.80%	53	5.40%	42	59	25
746	13.10%	8	24.60%	39	1.60%	4	6.60%	29	8.20%	31	4.90%	17	3.30%	19	11	46
753	21.40%	43	30.00%	56	5.70%	32	11.40%	54	8.60%	36.5	5.70%	27	10.00%	64	56.5	38.5
767	24.70%	59	27.00%	48	7.90%	46	13.50%	57	10.10%	45	6.70%	36	6.70%	52	62	54
768	20.80%	41	26.00%	46	9.40%	56	14.60%	62	10.40%	46	12.50%	60.5	7.30%	56	64	37
774	23.40%	54	20.20%	15	9.70%	58	5.60%	20	11.30%	51	5.60%	26	4.00%	29	38	33
796	12.90%	6	21.80%	27	4.00%	16	5.90%	24	5.90%	12	7.90%	43	0.00%	3.5	7.5	30
815	20.50%	40	30.10%	57	3.60%	14	14.50%	61	3.60%	2	12.00%	59	8.40%	61	49	45
820	12.10%	4	25.80%	44.5	1.60%	3	8.90%	42	5.60%	10	6.50%	33.5	4.80%	36.5	17.5	55

Agency #	Re-referrals		Substantiated Re-referrals				Removals		New Case Opened		FM Rank	Overall Rank				
	During	After	During	After	During	After	During	After	After							
820	16.50%	23	20.60%	18	4.10%	18	5.20%	17	5.20%	6	6.20%	31	2.10%	10	5	17
823	19.40%	35	11.90%	2	6.00%	34	3.00%	4	9.00%	39	6.00%	29	0.00%	3.5	10	9
825	27.40%	63	30.10%	58.5	9.60%	57	5.50%	18	12.30%	59	2.70%	4.5	4.10%	31	47.5	50
859	22.30%	49	20.00%	14	7.70%	44	6.90%	35	10.80%	50	8.50%	46	3.80%	25	42.5	3
872	22.00%	48	32.00%	62	7.00%	41	11.00%	53	6.00%	13	7.00%	38	8.00%	59	58	22
877	17.70%	30	21.20%	23	5.30%	26	4.40%	12	10.60%	48	5.30%	18	0.00%	3.5	14	53
888	17.80%	31	30.10%	58.5	5.50%	28.5	6.80%	32	8.20%	32	9.60%	52	5.50%	43	46	57
889	18.60%	32	24.30%	38	7.10%	42.5	5.70%	22.5	8.60%	36.5	4.30%	15	2.90%	14.5	25	31
899	17.10%	27	23.80%	36.5	6.70%	38	5.70%	22.5	6.70%	17.5	7.60%	40	2.90%	14.5	24	59
903	17.60%	28.5	31.40%	61	9.80%	59	15.70%	64	7.80%	26	17.60%	64	3.90%	26	60	60
909	15.50%	15	27.20%	49	5.80%	33	13.60%	58	4.90%	5	8.70%	47	8.70%	62	45	35
921	36.40%	64	20.50%	16.5	15.90%	63.5	6.80%	31	11.40%	52.5	13.60%	62	2.30%	11	52	51
940	24.10%	56	25.30%	43	5.10%	23	10.10%	48	7.60%	25	10.10%	55	7.60%	57	55	4
941	23.40%	55	23.40%	32	8.10%	47	4.50%	13	8.10%	28	5.40%	21	3.60%	22	30	11
964	21.50%	44	23.40%	31	9.30%	55	6.50%	28	8.40%	35	3.70%	10	3.70%	23	32	52

Overall rank is generated through a multivariate process utilizing the available information in CWS/CMS

**Table 38. Appendix B. Court-ordered Family Reunification Results by Contract Agency**

Agency #	Re-referrals				Substantiated Re-referrals				Removals				New Case Opened		FR Rank	Overall Rank
	During		After		During		After		During		After		After			
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank		
34	30.80%	60	42.30%	60	11.50%	54.5	3.80%	16.5	68.30%	32	43.10%	38	0.00%	14.5	52.5	44
40	16.70%	23.5	26.70%	35	6.70%	37.5	6.70%	28.5	74.60%	18	46.30%	29	0.00%	14.5	15	13
92	23.10%	46	34.60%	55	11.50%	54.5	15.40%	58.5	64.20%	39	43.40%	37	3.80%	40.5	62	1
95	11.50%	12	15.40%	7	7.70%	42	7.70%	34	55.40%	52	42.40%	40	3.80%	40.5	36	34
96	28.90%	56	23.70%	27	10.50%	52	7.90%	36.5	66.30%	34	50.60%	20	5.30%	50	52.5	38.5
100	30.30%	59	18.20%	9.5	9.10%	49	3.00%	11	75.30%	15	49.10%	23	0.00%	14.5	13	36
124	16.70%	23.5	25.00%	31	8.30%	45.5	0.00%	5	78.80%	6	32.10%	59	8.30%	56	34	64
133	10.00%	9.5	23.30%	25	0.00%	9.5	6.70%	28.5	45.50%	62	37.90%	54	3.30%	37	33	27.5
165	16.70%	23.5	29.20%	43	4.20%	32.5	12.50%	49.5	75.50%	13.5	47.90%	26	12.50%	62	40	27.5
171	9.80%	8	19.70%	13	1.60%	19	4.90%	22	69.60%	28	39.60%	49	4.90%	48	16	40
174	29.60%	57	25.90%	34	7.40%	40	14.80%	56	76.90%	10	58.50%	7	3.70%	38	38	42
210	20.00%	34.5	40.00%	59	6.70%	37.5	0.00%	5	54.50%	54	44.90%	33	13.30%	63	56	20.5
272	21.40%	41.5	39.30%	58	7.10%	39	3.60%	14	71.20%	21	55.90%	11	0.00%	14.5	22	61
277	20.00%	34.5	25.70%	33	2.90%	24	14.30%	55	71.40%	20	40.00%	44.5	8.60%	57	45	24
299	14.80%	18	18.50%	11	0.00%	9.5	7.40%	32	63.50%	41	39.70%	47	7.40%	55	28.5	5
314	18.20%	27.5	22.70%	23.5	0.00%	9.5	4.50%	20.5	60.00%	46.5	46.80%	28	4.50%	45.5	23	23
326	0.00%	1	66.70%	64	0.00%	9.5	0.00%	5	83.30%	3	41.20%	43	0.00%	14.5	7	7
341	21.40%	41.5	21.40%	19	14.30%	60	0.00%	5	69.70%	26	54.80%	14	0.00%	14.5	12	12
353	20.90%	40	30.20%	47	9.30%	51	14.00%	54	75.00%	16.5	55.90%	12	4.70%	47	44	18
362	12.50%	13	25.00%	31	0.00%	9.5	12.50%	49.5	60.00%	46.5	26.70%	63	0.00%	14.5	35	32
385	6.70%	4	13.30%	4	0.00%	9.5	6.70%	28.5	53.80%	56	35.70%	55	6.70%	52	25	26
392	22.00%	44	28.00%	40	4.00%	30.5	2.00%	10	66.70%	33	39.70%	46	4.00%	43	39	10
407	19.10%	31	23.40%	26	4.30%	34	8.50%	40	50.00%	59.5	34.40%	57	2.10%	31	54	62

Agency #	Re-referrals		Substantiated Re-referrals				Removals		New Case Opened		FR Rank	Overall Rank				
	During	After	During	After	During	After	During	After	After							
	413	14.30%	17	42.90%	61	0.00%	9.5	28.60%	64	87.10%			1	38.90%	51	0.00%
415	37.50%	63	18.80%	12	12.50%	57.5	0.00%	5	69.20%	30.5	56.10%	10	0.00%	14.5	19	20.5
420	13.60%	16	22.70%	23.5	0.00%	9.5	9.10%	42.5	77.50%	7	54.50%	15.5	0.00%	14.5	2	14
424	4.30%	3	13.00%	3	0.00%	9.5	4.30%	19	63.30%	43	27.70%	62	8.70%	58	21	29
425	15.60%	21	44.40%	62	8.90%	47	13.30%	51.5	51.10%	57	39.00%	50	2.20%	32	60	56
472	33.30%	61	22.20%	22	11.10%	53	22.20%	62	50.00%	59.5	54.80%	13	11.10%	61	63	48
486	15.40%	19.5	15.40%	7	7.70%	42	3.80%	16.5	85.70%	2	65.90%	4	3.80%	40.5	3.5	2
502	20.00%	34.5	33.30%	53.5	20.00%	63.5	6.70%	28.5	42.20%	63	0.00%	64	0.00%	14.5	61	15
523	6.80%	5	18.20%	9.5	0.00%	9.5	6.80%	31	62.90%	44	38.70%	52	6.80%	53	24	16
543	13.20%	14	28.90%	42	2.60%	21	7.90%	36.5	71.00%	24	31.30%	60	2.60%	33	37	8
553	8.30%	7	33.30%	53.5	4.20%	32.5	0.00%	5	65.50%	36.5	47.30%	27	0.00%	14.5	11	58
583	20.80%	39	20.80%	18	12.50%	57.5	8.30%	39	65.70%	35	41.70%	41.5	4.20%	44	50	43
596	20.00%	34.5	20.00%	15	0.00%	9.5	0.00%	5	81.80%	4	38.50%	53	0.00%	14.5	5	19
597	20.60%	38	29.40%	44.5	2.90%	25.5	10.30%	46	54.40%	55	39.60%	48	7.40%	54	58	47
613	18.20%	27.5	13.60%	5	3.00%	27	9.10%	42.5	57.70%	48	44.40%	34	1.50%	29	27	63
630	23.50%	47	29.40%	44.5	5.90%	36	11.80%	48	55.00%	53	45.10%	32	0.00%	14.5	51	49
683	15.40%	19.5	15.40%	7	0.00%	9.5	7.70%	34	71.10%	23	48.90%	24	0.00%	14.5	3.5	6
739	7.70%	6	30.80%	49.5	7.70%	42	7.70%	34	57.70%	49	51.30%	19	0.00%	14.5	30	25
746	10.80%	11	21.60%	20	0.00%	9.5	10.80%	47	69.80%	25	45.60%	31	0.00%	14.5	9	46
753	21.60%	43	27.00%	36.5	2.70%	22.5	13.50%	53	72.20%	19	61.40%	5	2.70%	34.5	28.5	38.5
767	28.00%	55	24.00%	28	4.00%	30.5	4.00%	18	34.20%	64	30.30%	61	0.00%	14.5	48	54
768	13.30%	15	20.00%	15	13.30%	59	13.30%	51.5	50.00%	59.5	35.20%	56	0.00%	14.5	46.5	37
774	20.00%	34.5	10.00%	1	0.00%	9.5	10.00%	45	77.40%	8	68.10%	3	0.00%	14.5	1	33
796	3.70%	2	29.60%	46	0.00%	9.5	3.70%	15	55.60%	51	45.90%	30	0.00%	14.5	10	30
815	22.60%	45	12.90%	2	3.20%	28	3.20%	12	63.60%	40	49.20%	22	3.20%	36	14	45
820	24.20%	48	27.30%	38.5	4.50%	35	9.10%	42.5	60.80%	45	44.10%	35	0.00%	14.5	42	55

Agency #	Re-referrals		Substantiated Re-referrals				Removals		New Case Opened		FR Rank	Overall Rank				
	During	After	During	After	During	After	During	After	After							
	820	40.00%	64	35.00%	56	15.00%	61	25.00%	63	75.50%			13.5	70.50%	2	10.00%
823	16.70%	23.5	50.00%	63	8.30%	45.5	16.70%	60	76.70%	11	54.50%	15.5	16.70%	64	55	9
825	26.90%	51	30.80%	49.5	15.40%	62	15.40%	58.5	69.60%	27	33.30%	58	3.80%	40.5	64	50
859	19.00%	30	24.10%	29	3.40%	29	3.40%	13	71.20%	22	52.50%	17	0.00%	14.5	8	3
872	36.40%	62	27.30%	38.5	9.10%	49	4.50%	20.5	64.40%	38	56.90%	9	4.50%	45.5	43	22
877	18.90%	29	32.40%	52	2.70%	22.5	8.10%	38	56.10%	50	40.00%	44.5	2.70%	34.5	46.5	53
888	26.50%	50	20.60%	17	2.90%	25.5	5.90%	26	77.00%	9	71.10%	1	8.80%	59	17	57
889	26.10%	49	21.70%	21	0.00%	9.5	0.00%	5	75.00%	16.5	50.00%	21	0.00%	14.5	6	31
899	27.30%	53.5	30.30%	48	12.10%	56	0.00%	5	65.50%	36.5	58.60%	6	0.00%	14.5	32	59
903	10.00%	9.5	20.00%	15	0.00%	9.5	20.00%	61	50.00%	59.5	41.70%	41.5	0.00%	14.5	26	60
909	17.90%	26	28.60%	41	1.80%	20	5.40%	23	76.40%	12	42.70%	39	1.80%	30	18	35
921	30.00%	58	25.00%	31	20.00%	63.5	15.00%	57	80.60%	5	48.40%	25	5.00%	49	57	51
940	27.30%	53.5	36.40%	57	9.10%	49	9.10%	42.5	69.20%	30.5	57.10%	8	0.00%	14.5	41	4
941	27.00%	52	27.00%	36.5	8.10%	44	5.40%	24	69.30%	29	43.50%	36	5.40%	51	49	11
964	20.00%	34.5	31.40%	51	0.00%	9.5	5.70%	25	63.40%	42	52.40%	18	0.00%	14.5	20	52

Overall rank is generated through a multivariate process utilizing the available information in CWS/CMS.

## Appendix C: SCSWs' Survey Responses

### *Supervising Children's Social Workers' Domain Ratings Disaggregated by Agency*

**SCSWs' Ratings of Interaction with Families.** As presented in Table 40, below, SCSWs provided an average rating of 3.16 for agencies' quality of interaction with families. Approximately 39% of all agencies (25 out of 64) received ratings above this value while 48% of agencies (31 out of 64) fell below 3.16. Data were not available for eight out of 64 of agencies (about 12.5%) on this dimension. Of the 31 agencies whose ratings fell below the overall group average, the lowest rated agency with respect to interaction with families was Agency 964. Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.

**SCSWs' Ratings of Communication and Quality Assurance.** The information in the second column of Table 40, below, reflects SCSWs' ratings of agencies with respect to communication and quality assurance. Data from the table indicates that SCSWs provided an average rating of 3.08 for this sub-domain, which suggests that they agreed with descriptive statements made about the agencies that they were asked to rate. Such statements pertained to the degree to which FPS agencies responded to referrals in a timely manner, whether FPS services were started quickly once clients were accepted into the program, etc. Approximately 42% of agencies rated (27 out of 64) received ratings above the group average while 29 agencies' (about 45%) ratings fell below this value. Three agencies that received the lowest ratings on this sub-domain were Agency 964 (rated at 2.05), Agency 413 (rated at 2.10), and Agency 272 (rated at 2.40). Again, data were not available for eight out of 64 of agencies (about 12.5%) on this dimension.

**SCSWs' Ratings of Service Provision.** Data contained in the third column of Table 40, below, provides a sense of SCSWs' perceptions of agencies' performance with respect to service provision. SCSWs were asked to share their impressions about various aspects of this sub-domain not limited to: the degree to which agencies contribute to the development of effective case plans for families; their level of involvement in assisting families in setting achievable time frames to meet case plan goals; the extent to which staff at the agency being rated recognize the importance of interaction between families and communities. According to Table 40, SCSWs provided an average rating of 3.15 with respect to agencies' service provision. Approximately 31 out of 64 agencies' (about 48%) ratings fell below the group average. However, careful examination of the data indicate that only 27% of agencies (17 out of 64) were rated below 3.00. This suggests that SCSWs rated many agencies (61%; 39 out of 64) as having performed satisfactorily in terms of providing services to families that were referred to them.

**SCSWs' Overall Satisfaction Ratings.** Information contained in the far right set of columns in Table 40 provides an indication of SCSWs' overall sense of satisfaction with the agencies that they were asked to rate. Overall satisfaction was determined by asking SCSWs to indicate the extent to which they felt their staff can depend on the FP agency's staff, whether they felt the FP agency's staff had adequate FP-related training and skills, the extent of complaints received about the agency in question, etc. As presented in the table, SCSWs had overall positive impressions of the rated agencies. This was evidenced by the 3.02 average rating they provided across all service providers. Close examination of the data contained in Table 40 below, suggests

that about 58% (37 out of 64) of agencies were rated at 3.00 or higher, leaving approximately 30% (19 out of 64) of agencies rating below the group average and 12% (8 out of 64) of agencies not rated at all.

Agencies that were rated lowest with respect to overall satisfaction included Agency 413 (1.60), Agency 964 (1.67), Agency 362 (1.83), Agency 272 (2.17), Agency 420 (2.33), Agency 174 (2.36), and Agency 92 (2.44). These average ratings suggest that SCSWs tended to strongly disagree or disagree with the applicability of descriptive statements -- such as those mentioned above -- when made about these particular agencies.

**Table 40. Appendix C. Supervising Children's Social Workers' Ratings of Client Engagement & Service Delivery Descriptors by Agency<sup>1</sup>**

Client Engagement & Service Delivery Descriptors <sup>2</sup>									
		Interaction with Families		Communication and Quality Assurance		Service Provision		Overall Satisfaction	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>
34	3	3.04	0.58	2.62	0.84	3.00	0.57	2.78	0.72
40	1	3.20	.	3.13	.	3.00	.	3.00	.
92 <sup>3</sup>	7	2.74	0.32	2.74	0.57	2.77	0.45	2.44	0.55
95	4	3.30	0.54	3.29	0.60	3.26	0.57	3.24	0.58
96	2	3.00	.	3.00	.	3.00	.	3.00	.
100	2	3.67	0.47	3.40	0.28	3.50	0.71	3.50	0.71
124	0	-	-	-	-	-	-	-	-
133	5	3.07	0.24	2.93	0.23	2.96	0.06	2.90	0.28
165	4	2.69	0.62	2.55	0.82	2.80	0.45	2.51	0.98
171	1	3.00	.	3.00	.	3.00	.	3.00	.
174	6	2.82	0.68	2.55	0.68	2.89	0.54	2.36	0.55
210	3	3.26	0.67	3.20	0.65	3.33	0.64	3.11	0.19
272	1	2.56	.	2.40	.	3.00	.	2.17	.
277	3	3.67	0.47	3.70	0.42	3.50	0.71	3.50	0.71
299	2	2.94	0.24	2.95	0.18	2.94	0.24	3.00	.
314	0	-	-	-	-	-	-	-	-
326	3	3.57	0.59	3.32	0.36	3.30	0.32	3.25	0.41
341	3	3.33	0.58	3.33	0.65	3.31	0.68	3.39	0.62
353	8	2.64	1.05	2.54	1.10	2.79	0.85	2.53	1.27
362	2	2.78	0.79	2.50	1.13	2.75	0.47	1.83	0.94
385	2	4.00	.	4.00	.	4.00	.	4.00	.
392	3	3.00	.	2.90	0.71	3.00	.	3.00	.
407	1	3.00	.	3.10	.	3.22	.	3.17	.
413	1	2.67	.	2.10	.	2.71	.	1.60	.

Client Engagement & Service Delivery Descriptors <sup>2</sup>									
		Interaction with Families		Communication and Quality Assurance		Service Provision		Overall Satisfaction	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>
415	4	2.69	1.01	2.67	0.96	2.74	0.56	2.50	1.03
420	1	3.25	.	2.67	.	3.00	.	2.33	.
424	3	3.46	0.72	3.33	0.91	3.26	0.77	3.33	0.84
425	5	2.94	0.06	2.80	0.35	2.97	0.06	3.00	0.00
472	5	3.14	0.30	3.24	0.51	3.20	0.47	3.23	0.47
486	4	3.39	0.52	3.15	0.24	3.15	0.38	3.00	0.00
502	2	2.94	0.08	2.80	0.20	2.86	0.00	3.00	0.00
523	6	3.11	0.28	3.09	0.18	3.11	0.25	3.03	0.20
543	2	3.50	0.71	3.40	0.57	3.50	0.71	3.33	0.47
553	6	2.99	0.60	2.87	0.79	2.90	0.77	2.69	0.97
583	3	3.06	0.08	3.15	0.24	3.00	0.00	3.00	0.00
596	2	3.61	0.39	3.40	0.57	3.33	0.53	3.67	0.47
597	3	3.00	0.00	3.00	0.00	2.94	0.12	3.00	0.00
613	8	3.00	0.25	3.02	0.04	3.00	0.00	3.00	0.00
630	4	3.47	0.55	3.45	0.53	3.44	0.59	3.38	0.73
683	3	3.37	0.58	3.57	0.58	3.52	0.58	3.61	0.58
739	3	2.78	0.38	2.73	0.46	2.81	0.10	2.94	0.10
746	0	-	-	-	-	-	-	-	-
753	2	3.50	0.71	3.50	0.71	3.50	0.71	3.50	0.71
767	0	-	-	-	-	-	-	-	-
768	7	3.27	0.48	3.29	0.47	3.38	0.48	3.32	0.50
774	7	3.02	0.05	3.05	0.23	3.02	0.30	3.10	0.23
796	2	3.61	0.44	3.65	0.49	3.39	0.39	3.33	0.24
815	2	2.94	0.10	3.00	0.00	3.00	0.00	2.70	0.35
820	1	.	.	.	.	.	.	.	.
821	0	-	-	-	-	-	-	-	-

Client Engagement & Service Delivery Descriptors <sup>2</sup>									
		Interaction with Families		Communication and Quality Assurance		Service Provision		Overall Satisfaction	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>
823	1	.	.	.	.	.	.	.	.
825	0	-	-	-	-	-	-	-	-
859	4	3.67	0.58	3.63	0.52	3.65	0.56	3.58	0.58
872	1	3.56	.	3.90	.	3.75	.	4.00	.
877	2	3.22	0.18	3.00	0.35	3.00	0.28	3.00	0.00
888	3	3.50	0.71	3.35	0.88	3.44	1.01	3.42	0.82
889	3	3.78	0.31	3.90	0.16	3.83	0.24	3.67	0.47
899	4	3.30	0.62	3.10	0.89	3.24	0.70	2.78	1.10
903	3	2.96	0.06	2.87	0.23	3.15	0.26	3.00	0.00
909	3	3.11	0.16	3.15	0.31	3.11	0.16	2.92	0.12
921	2	2.89	0.16	3.05	0.08	2.94	0.10	2.92	0.14
940	5	2.80	0.37	2.59	0.52	2.78	0.39	2.65	0.46
941	3	4.00	0.00	3.93	0.12	3.96	0.06	4.00	0.00
964	3	2.11	0.47	2.05	0.42	2.61	0.71	1.67	0.80
<b>Grand Mean</b>		<b>3.16</b>	<b>0.43</b>	<b>3.08</b>	<b>0.48</b>	<b>3.15</b>	<b>0.42</b>	<b>3.02</b>	<b>0.46</b>
<i>n</i> <sub>total</sub> 189									
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

### ***Supervising Children's Social Workers' Service Ratings Disaggregated by Agency***

As previously mentioned, survey respondents were asked to indicate the extent to which they felt FP agencies' services were accessible to families, of high quality, and positively impacted family functioning. The 15 services that were rated were:

- Multi-Disciplinary Case Planning Committee (MCPC)
- In-Home Outreach Counseling (IHOC)
- Child Follow-Up Visits
- Parent Training
- Child Focused Activities
- Teaching & Demonstrating (T&D)
- Counseling - Substance Abuse
- Counseling - Domestic Violence
- Counseling - Other
- Substitute Adult Role Model (SARM)
- Transportation
- Emergency Housing
- Substance Abuse Assessment
- Substance Abuse Treatment
- Linkages to Other Community Resources

Because the task at hand involves understanding SCSWs' perceptions of services provided by the various agencies, SCSWs' ratings of these services are presented across five tables -- namely, Tables 41-45, below -- and will be examined in turn.

***SCSWs' MCPC Ratings.*** As presented in the first column of Table 41, SCSWs rated services related to MCPC as 3.08 overall. This summary score suggests that SCSWs generally agree that MCPC was an accessible, high quality service that positively contributed to families', parents', and youth's functioning. Further examination of MCPC survey data results reveal that 23 of 64 agencies (about 36%) were rated above 3.08, while 16 of 64 agencies' (about 25%) ratings were between 3.00 and 3.08. Of the 15 remaining agencies that were rated, four agencies received rather low ratings. These agencies consisted of Agencies 272, 413, and 964, whose ratings were 2.00, and Agency 362, which was rated at 2.33. Ten of the remaining agencies were not rated.

***SCSWs' IHOC Ratings.*** The second column in Table 41, below, provides a sense of SCSWs' perceptions of IHOC appointments. On average, SCSWs rated IHOC services at 3.07-points. As with MCPC ratings, this summary score indicates that SCSWs agree that IHOC services were available, of high quality, and had a positive impact on family functioning. Additionally, analyses of SCSWs' survey responses suggest that about 33% (21 out of 64) of agencies' ratings were above the group average and 52% (33 out of 64) of agencies' ratings were below this value. However, further examination of results reveals that 55% (18 out of 33) of agencies that were rated below the group average received ratings between 3.00- and 3.11. As such, SCSWs agreed that IHOC appointments provided by 61% of all agencies (39 out of 64) were useful. Of the 16 agencies that were rated below 3.00, five received rather low ratings and consisted of Agency 272 (rated at 2.00), Agencies 413 and 964 (both rated at 2.33), Agency 174 (rated at 2.42), and Agency 92 (rated at 2.47). These ratings indicate that SCSWs were concerned about the quality,

accessibility, and role that IHOC appointments played with respect to families' well-being when offered by these agencies. Data were not available for about 16% (10 out of 64) of agencies.

**SCSWs' Child Follow-Up Visit Ratings.** The last column in Table 41 reflects SCSWs' perceptions of the child follow-up visits. Similar to IHOC appointments, SCSWs rated child follow-up visits at 3.07 on average and were in consensus that visits provided by approximately 61% (39 out of 64) agencies were useful to families. Additionally, ratings were not available for 10 out of 64 (about 16%) agencies. Six agencies that received rather low ratings included Agencies 362, 413, 502, and 964 (all rated at 2.00), Agency 174 (rated at 2.33), and Agency 165 (rated at 2.44).

**Table 41. Appendix C. Supervising Children's Social Workers' Services Ratings by Agency<sup>a</sup>**

Agency #	Service Dimensions Descriptors <sup>b</sup>							
	n	Multi-Disciplinary Case Planning Committee (MCPC)		In-Home Outreach Counseling (IHOC)		Child Follow-Up Visits		
		Mean	SD	Mean	SD	Mean	SD	
34	3	2.78	0.72	2.89	0.86	2.56	0.72	
40	1	.	.	.	.	.	.	
92 <sup>c</sup>	7	2.61	0.43	2.47	0.94	2.78	0.19	
95	4	3.25	0.50	3.33	0.53	3.50	0.71	
96	2	3.00	.	3.00	.	3.00	.	
100	2	3.50	0.71	3.50	0.71	3.50	0.71	
124	0	-	-	-	-	-	-	
133	5	3.00	0.00	3.00	0.00	3.00	0.00	
165	4	2.75	0.50	2.72	0.53	2.44	0.91	
171	1	.	.	.	.	.	.	
174	6	2.65	0.63	2.42	0.70	2.33	0.94	
210	3	3.22	0.72	3.33	0.58	3.33	0.58	
272	1	2.00	.	2.00	.	3.00	.	
277	3	3.50	0.71	3.50	0.71	3.50	0.71	
299	2	3.00	0.00	3.00	0.00	3.00	0.00	
314	0	-	-	-	-	-	-	
326	3	3.67	0.58	3.67	0.58	3.33	0.58	
341	3	3.33	0.58	3.33	0.58	3.50	0.71	
353	8	2.65	1.10	2.51	1.04	2.50	0.99	
362	2	2.33	0.71	2.50	0.71	2.00	.	
385	2	4.00	.	4.00	.	4.00	.	
392	3	3.00	.	3.00	.	3.00	.	
407	1	3.00	.	3.00	.	3.00	.	

Service Dimensions Descriptors <sup>b</sup>									
		Multi-Disciplinary Case Planning Committee (MCPC)			In-Home Outreach Counseling (IHOC)			Child Follow-Up Visits	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
413	1	2.00	.		2.33	.		2.00	.
415	4	2.67	0.67		2.56	1.40		2.78	0.72
420	1	3.50	.		2.50	.		.	.
424	3	3.11	0.86		3.44	0.58		3.56	0.58
425	5	3.00	0.00		3.00	0.00		3.00	0.00
472	5	3.17	0.33		3.17	0.33		3.28	0.53
486	4	3.00	0.00		3.00	0.00		3.39	0.62
502	2	2.83	0.24		3.00	.		2.00	.
523	6	3.12	0.29		3.00	0.00		3.00	0.00
543	2	3.67	0.71		3.50	0.71		3.50	0.71
553	6	2.78	0.77		2.61	1.04		2.75	0.50
583	3	3.00	0.00		3.00	0.00		3.00	.
596	2	3.50	0.24		3.50	0.24		3.67	0.47
597	3	3.00	0.00		3.00	0.00		3.00	.
613	8	3.06	0.14		3.00	0.00		3.00	0.00
630	4	3.42	0.55		3.50	0.58		3.33	0.53
683	3	3.33	0.58		3.33	0.58		3.33	0.58
739	3	2.89	0.19		2.89	0.19		3.00	.
746	0	-	-		-	-		-	-
753	2	3.50	0.71		3.33	0.71		3.50	0.71
767	0	-	-		-	-		-	-
768	7	3.33	0.52		3.33	0.52		3.17	0.41
774	7	3.00	0.00		3.00	0.00		3.00	0.00
796	2	3.50	0.71		3.00	0.00		3.00	0.00
815	2	2.67	.		2.67	0.71		.	.
820	1	.	.		.	.		.	.
821	0	-	-		-	-		-	-
823	1	.	.		.	.		.	.
825	0	-	-		-	-		-	-
859	4	3.67	0.58		3.67	0.58		3.67	0.58
872	1	3.67	.		4.00	.		4.00	.
877	2	3.00	0.00		3.00	0.00		2.67	.
888	3	3.50	0.71		3.50	0.71		3.50	0.71
889	3	3.50	0.71		3.50	0.71		3.50	0.71

Service Dimensions Descriptors <sup>b</sup>									
		Multi-Disciplinary Case Planning Committee (MCPC)			In-Home Outreach Counseling (IHOC)			Child Follow-Up Visits	
Agency #	n	Mean	SD		Mean	SD		Mean	SD
899	4	3.00	1.00		2.89	1.05		3.00	1.00
903	3	3.00	0.00		3.00	0.00		3.00	0.00
909	3	3.00	0.00		3.17	0.24		3.00	0.00
921	2	3.00	0.00		3.00	0.00		3.00	0.00
940	5	2.67	0.51		2.72	0.50		2.77	0.48
941	3	4.00	0.00		4.00	0.00		4.00	0.00
964	3	2.00	.		2.33	0.71		2.00	.
<b>Grand Mean</b>		<b>3.08</b>	<b>0.43</b>		<b>3.07</b>	<b>0.46</b>		<b>3.07</b>	<b>0.46</b>
<i>n</i> <sub>total</sub>	189								

<sup>a</sup> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.

<sup>b</sup> Agencies that received relatively low ratings are highlighted by domain.

<sup>c</sup> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.

**SCSWs' Ratings of Parent Training.** Table 42 presents summary data concerning SCSWs' ratings of agencies' performance with respect to parent training. According to the first column of the table below, SCSWs considered parent training offered by 67% of agencies accessible, of high quality, and meaningful to family functioning. Stated another way, 43 out of 64 agencies received ratings of 3.00 or higher. Of the 21 agencies that remain, data were not available for 10 agencies. Five out of 11 of the agencies that were rated below the group average consisted of Agencies 362 and 964 (both rated at 2.00), Agency 92 (rated at 2.39), Agency 415 (rated at 2.44-points), and Agency 940 (rated at 2.47).

**SCSWs' Ratings of Child Focused Activities.** The middle column of Table 42 indicates that child focused activities were rated at 3.00-points across agencies and about 61% of agencies delivered this service in a satisfactory fashion; that is, 39 out of 64 agencies received a rating of 3.00-points or higher. Of the 25 remaining agencies, nine received relatively lower scores compared to the group average. These agencies consisted of Agencies 92, 362, 413, 502, and 964 (rated at 2.00), Agency 174 (rated at 2.08), Agency 165 (rated at 2.17), Agency 34 (rated at 2.33), and Agency 415 (rated at 2.44). Data were not available for 12 out of 64 agencies.

**SCSWs' Ratings of Teaching & Demonstrating (T&D).** Table 42, below, also summarizes data pertaining to SCSWs' perceptions of agencies' teaching and demonstrating service. Overall, SCSWs rated this service at 3.07, indicating that they agree this service has been accessible, of

high quality, and positively impacts family functioning. Twenty-one agencies received ratings greater than the group average while 33 agencies were rated below this value. Further examination of this summary data indicates 20 of 33 agencies that were rated below 3.07 received 3.00 ratings. As such, approximately 64% of agencies were rated 3.00 or higher with respect to the quality and accessibility of their teaching and demonstrating services. Five agencies that received ratings below 2.50 included Agencies 272 and 362 (rated at 2.00), Agency 353 (rated at 2.06), Agency 92 (rated at 2.22), and Agency 165 (rated at 2.33). Data were unavailable for 11 of the 64 agencies rated.

**Table 42. Appendix C. Supervising Children's Social Workers' Services Ratings by Agency.<sup>1</sup>**

Agency #	Service Dimension Descriptors <sup>2</sup>							
	n	Parent Training		Child Focused Activities		Teaching & Demonstrating (T&D)		
		Mean	SD	Mean	SD	Mean	SD	
34 <sup>3</sup>	3	2.78	0.72	2.33	0.58	2.78	0.72	
40	1	.	.	.	.	.	.	
92	7	2.39	1.01	2.00	1.41	2.22	1.24	
95	4	3.08	0.71	3.50	0.71	3.44	0.66	
96	2	3.00	.	3.00	.	3.00	.	
100	2	3.50	0.71	3.50	0.71	3.50	0.71	
124	0	-	-	-	-	-	-	
133	5	3.00	0.00	2.67	0.71	3.00	0.00	
165	4	2.56	0.77	2.17	1.18	2.33	1.15	
171	1	.	.	.	.	.	.	
174	6	2.58	0.55	2.08	0.44	2.50	0.53	
210	3	3.33	0.58	3.00	1.41	3.33	0.58	
272	1	3.00	.	.	.	2.00	.	
277	3	3.50	0.71	3.50	0.71	3.50	0.71	
299	2	3.00	0.00	3.00	0.00	3.00	0.00	
314	0	-	-	-	-	-	-	
326	3	3.00	0.58	3.00	0.58	3.11	0.86	
341	3	3.33	0.58	3.50	0.71	3.33	0.58	
353	8	2.56	1.11	2.73	1.04	2.06	1.23	
362	2	2.00	.	2.00	.	2.00	.	
385	2	4.00	.	4.00	.	4.00	.	
392	3	3.00	.	3.00	.	3.00	.	
407	1	3.00	.	3.00	.	3.00	.	
413	1	3.00	.	2.00	.	3.00	.	
415	4	2.44	1.28	2.44	1.28	2.56	1.40	
420	1	4.00	.	3.00	.	3.00	.	
424	3	3.44	0.96	3.22	0.91	3.33	0.58	

Service Dimension Descriptors <sup>2</sup>									
		Parent Training			Child Focused Activities			Teaching & Demonstrating (T&D)	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
425	5	3.00	0.00		3.00	0.00		3.00	0.00
472	5	3.25	0.50		3.00	0.00		3.25	0.50
486	4	3.00	0.00		3.00	0.00		3.00	0.00
502	2	3.00	.		2.00	.		3.00	
523	6	3.07	0.15		3.08	0.17		3.00	0.00
543	2	3.50	0.71		3.50	0.71		3.50	0.71
553	6	2.73	0.74		2.75	0.50		2.56	0.58
583	3	3.00	0.00		3.00	.		3.00	0.00
596	2	3.67	0.47		3.33	.		2.83	0.24
597	3	3.00	.		3.00	.		3.00	0.00
613	8	3.00	0.00		3.00	0.00		3.00	0.00
630	4	3.50	0.58		3.33	0.53		3.67	0.53
683	3	3.67	0.58		3.33	0.58		3.33	0.58
739	3	3.00	0.00		3.00	.		3.00	0.00
746	0	-	-		-	-		-	-
753	2	3.50	0.71		3.50	0.71		3.50	0.71
767	0	-	-		-	-		-	-
768	7	3.50	0.55		3.00	0.00		3.31	0.50
774	7	3.00	0.00		3.00	0.00		3.00	0.00
796	2	3.00	0.00		3.00	0.00		3.00	0.00
815	2	3.00	.		3.00	.		.	.
820	1	.	.		.	.		.	.
821	0	-	-		-	-		-	-
823	1	.	.		.	.		.	.
825	0	-	-		-	-		-	-
859	4	3.67	0.58		3.44	0.58		3.33	0.58
872	1	4.00	.		4.00	.		4.00	.
877	2	2.50	.		.	.		3.00	0.00
888	3	3.50	0.71		3.67	0.71		3.50	0.71
889	3	3.50	0.71		3.50	0.71		4.00	.
899	4	3.00	1.00		3.00	1.00		3.33	0.94
903	3	3.00	0.00		3.33	0.58		3.33	0.58
909	3	3.17	0.24		3.00	0.00		3.00	0.00
921	2	3.00	0.00		3.00	0.00		3.00	0.00
940	5	2.47	0.89		2.89	0.19		3.00	0.00
941	3	4.00	0.00		3.89	0.19		3.67	0.58
964	3	2.00	.		2.00	.		2.50	0.71
<i>Grand Mean</i>		3.11	0.48		3.00	0.53		3.07	0.46

Service Dimension Descriptors <sup>2</sup>									
		Parent Training			Child Focused Activities			Teaching & Demonstrating (T&D)	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
<i>n</i> <sub>total</sub>	189								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**SCSWs' Substance Abuse Counseling Ratings.** Table 43, below, summarizes SCSWs' perceptions of agencies' performance with respect to substance abuse counseling. In general, SCSWs appeared to disagree that agencies' substance abuse counseling services are delivered as intended; namely, that they may not always be accessible or are of the desired quality. This is suggested by SCSWs' overall rating of the service, which averaged approximately 2.89. Closer examination of the summary data indicates that 33 out of 64 agencies were rated above this value while 19 agencies' ratings fell below the group average. Ratings were not available for 12 out of 64 agencies. Additionally, 10 of the 19 agencies that received rather low ratings included Agencies 272, 353, 413, 815, 877, and 964 (all rated at 2.00), Agency 415 (rated at 2.22), and Agencies 174 and 909 (both rated at 2.33).

**SCSWs' Domestic Violence Counseling Ratings.** As presented in the middle pair of columns in Table 43 SCSWs' ratings of agencies' domestic violence counseling services were slightly higher compared to those of substance abuse counseling overall (rated at 2.98-points). Approximately 35 out of 64 agencies (about 55%) were rated above this value while 18 out of 64 agencies (about 28%) received ratings below the group average. Of the 18 agencies that were rated below 2.98, eight agencies received rather low ratings and consisted of Agencies 272, 362, 877, and 964 (all rated at 2.00), Agency 353 (rated at 2.08), Agency 174 (rated at 2.22), and Agencies 413 and 415 (rated at 2.33). SCSWs' ratings were not available for 11 of the 64 agencies (about 17%) rated.

**SCSWs' Other Counseling Ratings.** With respect to other counseling services, SCSWs rated about 61% of agencies (39 out of 64) above the group average (3.02-points) and about 23% of agencies (15 out of 64) below this value. Of the 15 agencies that received lower ratings, seven were rated as follows: Agencies 272, 362, and 964 -- 2.00; Agency 174-- 2.11; Agency 415 -- 2.22; Agency 353 -- 2.40; and Agency 940 -- 2.42. SCSWs' ratings were not available for 10 out of 64 agencies that were rated (about 16%).

**Table 392. Appendix C. Supervising Children's Social Workers' Services Ratings by Agency.<sup>1</sup>**

Agency #	n	Service Dimensions Descriptors <sup>2</sup>					
		Counseling - Substance Abuse		Counseling - Domestic Violence		Counseling - Other	
		Mean	SD	Mean	SD	Mean	SD
34	3	2.78	0.72	2.78	0.72	2.78	0.72
40	1	.	.	.	.	.	.
92	7	2.61	0.62	2.33	0.58	2.61	0.62
95	4	3.00	1.00	3.50	0.71	3.06	1.08
96	2	3.00	.	3.00	.	3.00	.
100	2	3.00	1.41	3.50	0.71	3.50	0.71
124	0	-	-	-	-	-	-
133	5	2.50	.	2.78	0.38	3.00	0.00
165	4	2.67	0.47	2.83	0.33	2.75	0.50
171	1	.	.	.	.	.	.
174 <sup>3</sup>	6	2.33	0.94	2.22	1.04	2.11	0.99
210	3	3.00	0.00	3.00	0.00	3.00	0.00
272	1	2.00	.	2.00	.	2.00	.
277	3	3.00	1.41	3.50	0.71	3.50	0.71
299	2	3.00	.	3.00	.	3.00	.
314	0	-	-	-	-	-	-
326	3	2.78	0.38	2.78	0.38	3.00	0.58
341	3	3.67	0.58	3.67	0.58	3.67	0.58
353	8	2.00	1.28	2.08	1.06	2.40	1.19
362	2	2.00	.	2.00	.	2.00	.
385	2	4.00	.	4.00	.	4.00	.
392	3	3.00	.	3.00	.	3.00	.
407	1	3.00	.	3.00	.	3.00	.
413	1	2.00	.	2.33	.	3.00	.
415	4	2.22	1.24	2.33	1.15	2.22	1.24
420	1	3.00	.	3.00	.	3.00	.
424	3	3.44	0.96	3.56	0.77	2.83	0.71
425	5	3.00	0.00	3.00	0.00	3.00	0.00
472	5	3.25	0.50	3.17	0.61	3.25	0.50
486	4	3.00	0.00	3.00	0.00	3.00	0.00
502	2	3.00	.	3.00	.	3.00	.
523	6	3.00	0.00	3.00	0.00	2.93	0.15
543	2	.	.	4.00	.	3.50	0.71
553	6	2.67	0.58	2.67	0.58	2.67	0.58
583	3	.	.	3.00	.	3.00	.
596	2	3.33	0.47	3.50	0.24	3.33	0.94
597	3	3.00	.	3.00	.	3.00	.

Service Dimensions Descriptors <sup>2</sup>									
		Counseling - Substance Abuse			Counseling - Domestic Violence			Counseling - Other	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
613	8	3.00	0.00		3.00	0.00		3.00	0.00
630	4	3.75	0.50		3.75	0.50		3.75	0.50
683	3	2.67	1.53		2.67	1.53		3.67	0.58
739	3	2.89	0.19		2.89	0.19		2.89	0.19
746	0	-	-		-	-		-	-
753	2	3.50	0.71		3.50	0.71		3.50	0.71
767	0	-	-		-	-		-	-
768	7	3.27	0.48		3.27	0.48		3.22	0.46
774	7	3.00	0.00		3.00	0.00		3.00	0.00
796	2	3.00	0.00		3.00	0.00		3.00	0.00
815	2	2.00	.		2.50	0.71		2.50	0.71
820	1	.	.		.	.		.	.
821	0	-	-		-	-		-	-
823	1	.	.		.	.		.	.
825	0	-	-		-	-		-	-
859	4	3.50	0.58		3.25	0.50		3.33	0.58
872	1	3.00	.		3.00	.		3.00	.
877	2	2.00	.		2.00	.		3.00	0.00
888	3	2.67	1.53		3.50	0.71		3.50	0.71
889	3	4.00	.		3.00	.		3.00	.
899	4	3.00	1.00		3.00	1.00		3.50	0.71
903	3	3.33	0.58		2.67	0.58		3.00	0.00
909	3	2.33	1.15		3.33	0.47		3.50	0.71
921	2	3.00			3.00			3.00	
940	5	2.67	0.38		2.89	0.19		2.42	0.99
941	3	3.67	0.58		3.67	0.58		4.00	0.00
964	3	2.00	.		2.00	.		2.00	.
<i>Grand Mean</i>		2.89	0.64		2.98	0.52		3.02	0.51
<i>n<sub>total</sub></i>	189								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**SCSWs' Ratings of Substitute Adult Role Model (SARM).** SCSWs' ratings of substitute adult role model services can be found in the first pair of columns in Table 44 below. As presented in this table, SCSWs' average rating of this service across agencies was about 2.99. Thirty-seven out of 64 agencies received ratings above this value while 11 out of 64 agencies' ratings fell below the group average. Of the 11 agencies whose average ratings were below the group average, seven agencies' ratings were rather low and included Agency 174 (rated at 1.50) and Agencies 272, 353, 362, 415, 502, and 964 (all rated at 2.00). SCSWs' ratings were not available for 25% of agencies (16 out of 64) rated.

**SCSWs' Transportation Ratings.** With respect to transportation services, SCSWs provided an average rating of 2.95-points across all agencies. Data in the table below indicate that 37 out of 64 agencies' (about 58%) ratings were above the group average while 15 out of 64 agencies' (about 23%) ratings were below this value. Of the 15 agencies whose ratings were less than 2.95-points, four agencies were rated at 2.00 (Agencies 415, 596, 877, and 964); one agency was rated at 2.11 (Agency 34); one agency was rated at 2.22 (Agency 133); two agencies were rated at 2.33 (Agencies 174 and 362); and one agency was rated at 2.44 (Agency 92). Data were not available to determine SCSWs' ratings for 11 out of 64 agencies.

**SCSWs' Emergency Housing Ratings.** The third pair of columns in Table 44 below, summarizes SCSWs' ratings of agencies' emergency housing services, which were rated at 2.83-points across all agencies. Further examination of the data contained in the table indicate that 47% of agencies (30 out of 64) received average ratings above this value while 20% of agencies (13 out of 64) were rated below the group average and consisted of: Agency 174 (rated at 1.67), Agencies 133, 272, 415, 424, 502, 877, and 964 (all rated at 2.00), Agency 92 (rated at 2.06), Agencies 353 and 596 (rated at 2.17), Agency 553 (rated at 2.22), and Agency 165 (rated at 2.42). Ratings were not obtainable for 21% of agencies (14 out of 64) that were rated.

**Table 43. Appendix C. Supervising Children's Social Workers' Services Ratings by Agency<sup>1</sup>**

Agency #	Service Dimensions Descriptors <sup>2</sup>							
	n	Substitute Adult Role Model (SARM)		Transportation		Emergency Housing		
		Mean	SD	Mean	SD	Mean	SD	
34 <sup>3</sup>	3	2.83	0.71	2.11	1.18	3.33		
40	1	.	.	.	.	.	.	
92	7	3.00	0.00	2.44	0.66	2.06	1.18	
95	4	3.50	0.71	3.44	0.58	3.50	0.71	
96	2	3.00	.	2.67	.	2.67	.	
100	2	3.50	0.71	3.50	0.71	3.00	1.41	
124	0	-	-	-	-	-	-	
133	5	3.00	.	2.22	0.38	2.00	.	
165	4	3.00	.	2.56	0.66	2.42	0.55	
171	1	.	.	.	.	.	.	
174	6	1.50	0.71	2.33	1.53	1.67	0.58	
210	3	2.50	0.71	3.00	0.00	2.67	0.58	

Service Dimensions Descriptors <sup>2</sup>									
		Substitute Adult Role Model (SARM)			Transportation			Emergency Housing	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
272	1	2.00	.		3.00	.		2.00	.
277	3	3.00	1.41		3.50	0.71		3.00	1.41
299	2	.	.		3.00	.		3.00	.
314	0	-	-		-	-		-	-
326	3	3.17	0.35		2.67	0.58		2.67	0.94
341	3	3.50	0.71		3.50	0.71		3.33	0.94
353	8	2.00	1.00		2.63	0.74		2.17	0.97
362	2	2.00	.		2.33	0.71		2.50	0.71
385	2	4.00	.		4.00	.		4.00	.
392	3	3.00	.		3.00	.		.	.
407	1	3.00	.		3.00	.		3.00	.
413	1	.	.		3.00	.		3.00	.
415	4	2.00	1.41		2.00	1.41		2.00	1.41
420	1	3.00	.		3.00	.		3.00	.
424	3	3.00	0.00		3.00	0.00		2.00	
425	5	3.00	0.00		3.00	0.00		3.00	0.00
472	5	2.89	0.19		3.17	0.61		2.78	0.38
486	4	3.00	0.00		3.00	0.00		3.00	.
502	2	2.00	.		3.00	.		2.00	.
523	6	3.00	0.00		3.00	0.00		3.08	0.17
543	2	.	.		3.50	0.71		.	.
553	6	2.83	0.24		2.67	0.58		2.22	1.10
583	3	.	.		3.00	.		3.00	.
596	2	3.33	.		2.00	1.41		2.17	1.65
597	3	3.00	0.00		3.00	.		3.00	.
613	8	3.06	0.14		3.12	0.29		3.00	0.00
630	4	3.58	0.55		3.33	0.58		3.67	0.58
683	3	3.50	0.71		3.67	0.58		3.67	0.58
739	3	3.00	.		2.83	0.71		.	.
746	0	-	-		-	-		-	-
753	2	3.50	0.71		3.50	0.71		3.50	0.71
767	0	-	-		-	-		-	-
768	7	3.43	0.56		3.24	0.47		3.00	0.00
774	7	3.00	0.00		3.00	0.00		3.50	0.71
796	2	3.00	.		3.00	0.00		3.00	0.00
815	2	.	.		.	.		.	.
820	1	.	.		.	.		.	.
821	0	-	-		-	-		-	-
823	1	.	.		.	.		.	.

Service Dimensions Descriptors <sup>2</sup>									
		Substitute Adult Role Model (SARM)			Transportation			Emergency Housing	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
825	0	-	-		-	-		-	-
859	4	3.33	0.58		3.28	0.53		3.00	0.00
872	1	3.00	.		3.00	.		3.00	.
877	2	.	.		2.00	.		2.00	.
888	3	4.00	.		3.50	0.71		3.50	0.71
889	3	3.00	.		3.00	.		3.00	.
899	4	3.50	0.71		3.00	1.00		2.67	1.15
903	3	3.00	0.00		3.00	0.00		3.33	0.58
909	3	3.00			3.00	0.00		3.00	.
921	2	3.00	0.00		3.00	0.00		2.50	0.71
940	5	3.00	0.00		2.75	0.50		3.00	0.00
941	3	4.00	0.00		3.67	0.58		4.00	0.00
964	3	2.00	.		2.00	.		2.00	.
<i>Grand Mean</i>		2.99	0.43		2.95	0.54		2.83	0.66
<i>n<sub>total</sub></i>	189								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**SCSWs' Substance Abuse Assessment Ratings.** The survey results summarized in the first pair of columns in Table 45, below, indicate that SCSWs rated agencies' substance abuse assessment services at 2.90-points on average. Approximately 16 agencies' average ratings fell below this value and 10 of these agencies received ratings between 1.56- and 2.44. These agencies included Agency 353 (rated at 1.56), Agencies 133, 272, 362, 877, 909, and 964 (rated at 2.00), Agency 415 (rated at 2.33), Agency 92 (rated at 2.39), and Agency 34 (rated at 2.44). In contrast, 50% of agencies (32 out of 64) received ratings above the group average and data were not available for 25% of agencies (16 out of 64) rated.

**SCSWs' Substance Abuse Treatment Ratings.** With respect to agencies' substance abuse treatment services, SCSWs provided an average rating of 2.88. Thirty-five out of 64 agencies (approximately 55%) received ratings above this value while 16 of the remaining agencies (about 25%) were rated below the group average. Of these 16 agencies, one was rated at 1.72 (Agency 353), one was rated at 1.78 (Agency 415), five were rated at 2.00 (Agencies 133, 272, 413, 877,

and 964), two were rated at 2.33 (Agencies 174 and 909), and one was rated at 2.44 (Agency 34). SCSW survey data were unavailable for 13 of 64 agencies.

**SCSWs' Ratings of Linkages to Other Community Resources.** The third pair of columns in Table 45, below, summarize SCSWs' average ratings with respect to agencies' ability to connect families with other community resources, which SCSWs rated at 3.03-points across agencies. Most agencies (about 66%) received ratings above the group average and 19% of agencies were rated below this value. Eight out of these 19 agencies received rather low ratings and included Agencies 272, 353, 413, 424, and 964 (rated at 2.00), Agency 174 (rated at 2.11), and Agency 415 (rated at 2.33). SCSWs' average ratings were not obtainable for about 16% of agencies rated.

**Table 44. Appendix C. Supervising Children's Social Workers' Services Ratings by Agency.<sup>1</sup>**

Agency #	n	Service Dimensions Descriptors <sup>2</sup>					
		Substance Abuse Assessment		Substance Abuse Treatment		Linkages to Other Community Resources	
		Mean	SD	Mean	SD	Mean	SD
34 <sup>3</sup>	3	2.44	1.28	2.44	1.28	2.78	0.38
40	1	.	.	.	.	.	.
92	7	2.39	0.62	2.56	0.62	3.00	0.00
95	4	3.44	0.66	3.11	0.86	3.50	0.71
96	2	3.00	.	3.00	.	3.00	.
100	2	3.00	1.41	3.00	1.41	3.50	0.71
124	0	-	-	-	-	-	-
133	5	2.00	.	2.00	.	3.00	0.00
165	4	3.00	.	3.00	0.00	2.92	0.17
171	1	.	.	.	.	.	.
174	6	2.58	0.83	2.33	1.15	2.11	0.99
210	3	3.00	0.00	3.00	0.00	3.00	0.00
272	1	2.00	.	2.00	.	2.00	.
277	3	3.00	1.41	3.00	1.41	3.50	0.71
299	2	3.00	.	3.00	.	3.00	0.00
314	0	-	-	-	-	-	-
326	3	2.67	0.58	3.17	0.24	3.33	0.58
341	3	3.67	0.58	3.67	0.58	3.50	0.71
353	8	1.56	0.96	1.72	1.10	2.00	0.93
362	2	2.00	.	2.50	0.71	2.00	.
385	2	4.00	.	4.00	.	4.00	.
392	3	3.00	.	3.00	.	3.00	.
407	1	3.00	.	3.00	.	3.00	.
413	1	.	.	2.00	.	2.00	.
415	4	2.33	1.15	1.78	1.28	2.33	1.15

Service Dimensions Descriptors <sup>2</sup>									
		Substance Abuse Assessment			Substance Abuse Treatment			Linkages to Other Community Resources	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
420	1	.	.		3.00	.		3.00	.
424	3	3.50	0.71		3.11	0.86		2.00	
425	5	3.00	.		3.00	.		3.00	0.00
472	5	3.25	0.50		3.25	0.50		3.33	0.58
486	4	3.00	0.00		3.00	0.00		3.00	0.00
502	2	3.00	.		3.00	.		3.00	.
523	6	3.00	0.00		3.00	0.00		3.00	0.00
543	2	.	.		.	.		3.50	0.71
553	6	2.67	0.58		2.67	0.58		2.53	0.64
583	3	.	.		.	.		3.00	.
596	2	3.00	0.00		3.50	0.71		3.50	0.24
597	3	3.00	.		3.00	.		3.00	.
613	8	3.00	0.00		3.00	0.00		3.00	0.00
630	4	3.50	0.58		3.44	0.58		3.33	0.53
683	3	3.67	0.58		2.67	1.53		3.61	0.62
739	3	2.83	0.71		3.00	.		3.00	.
746	0	-	-		-	-		-	-
753	2	3.50	0.71		3.50	0.71		3.50	0.71
767	0	-	-		-	-		-	-
768	7	3.33	0.51		3.22	0.46		3.55	0.54
774	7	3.22	0.38		3.00	0.00		3.33	0.58
796	2	3.00	.		3.00	.		3.50	0.71
815	2	.	.		.	.		3.00	.
820	1	.	.		.	.		.	.
821	0	-	-		-	-		-	-
823	1	.	.		.	.		.	.
825	0	-	-		-	-		-	-
859	4	3.50	0.58		3.50	0.58		3.25	0.50
872	1	.	.		3.00	.		3.00	.
877	2	2.00	.		2.00	.		3.00	.
888	3	2.67	1.53		2.67	1.53		3.50	0.71
889	3	3.00	.		3.00	.		3.50	0.71
899	4	2.67	1.53		2.56	1.47		3.22	0.38
903	3	3.00	0.00		3.33	0.58		3.00	0.00
909	3	2.00	1.41		2.33	1.15		3.50	0.71
921	2	3.00	.		3.00	.		3.00	0.00
940	5	2.92	0.17		2.92	0.17		2.73	0.48
941	3	3.67	0.58		4.00	0.00		4.00	0.00

Service Dimensions Descriptors <sup>2</sup>									
		Substance Abuse Assessment			Substance Abuse Treatment			Linkages to Other Community Resources	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
964	3	2.00	.		2.00	.		2.00	.
<i>Grand Mean</i>		2.90	0.66		2.88	0.69		3.03	0.44
<i>n<sub>total</sub></i>	189								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

## Appendix D: CSWs' Survey Responses

### *Children's Social Workers' Domain Ratings Disaggregated by Agency*

Table 46 presents data regarding how the Children's Social Workers (CSWs) rated some key aspects of FPS contracted services by agency. These data indicate substantial variation across agencies and across service dimensions, including overall DCFS CSW satisfaction with the agency's provision of FPS ranging from a mean rating of 1.96 to 3.60 (see the second last column in Table 46).

***CSWs' Ratings of Interaction with Families.*** As presented in Table 46, below, CSWs provided an average 3.27-point rating for agencies' quality of interaction with families. Approximately 67% of all agencies (43 out of 64) received ratings above this value while 33% of agencies (21 out of 64) fell below 3.27-points. Of the 21 agencies whose ratings fell below the overall group average, the agency that received the lowest rating with respect to interaction with families was Agency 362 (rated at 2.30-points). Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.

***CSWs' Ratings of Communication and Quality Assurance.*** The information in the second column of Table 46, below, reflects CSWs' ratings of agencies with respect to communication and quality assurance. Data from the table indicates that CSWs provided an average rating of 3.15-points for this sub-domain, which suggests that they agreed with descriptive statements made about the agencies that they were asked to rate. Such statements pertained to the degree to which FP agencies responded to referrals in a timely manner, whether FP services were started quickly once clients were accepted into the program and the like. Approximately 64% of agencies rated (41 out of 64) were rated above the group average while 23 agencies' (about 36%) ratings fell below this value. Two agencies that received the lowest ratings on this sub-domain were Agency 413 (rated at 2.13) and Agency 362 (rated at 2.26).

***CSWs' Ratings of Service Provision.*** Data contained in the third column of Table 46, below, provides a sense of CSWs' perceptions of agencies' performance with respect to service provision. CSWs were asked to share their impressions about various aspects of service provision not limited to: the degree to which agencies contribute to the development of effective case plans for families; their level of involvement in assisting families in setting achievable time frames to meet case plan goals; the extent to which staff at the agency being rated recognize the importance of interaction between families and communities. According to Table 46, CSWs provided an average rating of 3.18 with respect to agencies' service provision. Approximately 19 out of 64 agencies' (about 30%) ratings fell below the group average. However, careful examination of the data indicates that only 16% of agencies (10 out of 64) were rated below 3.00. This suggests that CSWs rated the majority of agencies (84%; 54 out of 64) as having performed satisfactorily in terms of providing services to families that were referred to them. Two agencies that CSWs rated rather low on this dimension included Agency 413 (rated at 2.31) and Agency 362 (rated at 2.38).

***CSWs' Overall Satisfaction Ratings.*** Information contained in the far right column in Table 46 provides an indication of CSWs' overall sense of satisfaction with the agencies that they were

asked to rate. Overall satisfaction was determined by asking CSWs to indicate the extent to which they felt their staff can depend on the FP agency's staff, whether they felt the FP agency's staff had adequate FP-related training and skills, the extent of complaints received about the agency in question, etc. As presented in the table, CSWs had overall positive impressions of the rated agencies. This was evidenced by the 3.14-point average rating they provided across all service providers. Close examination of the data contained in Table 46 below, suggests that about 78% (50 out of 64) of agencies were rated at 3.00 or higher, leaving approximately 30% (14 out of 64) of agencies rating below the group average. Agencies that were rated lowest with respect to overall satisfaction included Agency 362 (rated at 1.96), Agencies 420 and 413 (rated at 2.13), and Agency 124 (rated at 2.44). These average ratings suggest that CSWs tended to strongly disagree or disagree with the applicability of descriptive statements -- such as those mentioned above -- when made about these particular agencies.

**Table 45. Appendix D. Children's Social Workers' Ratings of Client Engagement & Service Delivery Descriptors by Agency.<sup>1</sup>**

<b>Client Engagement &amp; Service Delivery Descriptors<sup>2</sup></b>												
		<b>Interaction with Families</b>			<b>Communication and Quality Assurance</b>			<b>Service Provision</b>			<b>Overall Satisfaction</b>	
<b>Agency #</b>	<b>n</b>	<b>Mean</b>	<b>SD</b>		<b>Mean</b>	<b>SD</b>		<b>Mean</b>	<b>SD</b>		<b>Mean</b>	<b>SD</b>
34	16	2.94	0.77		2.92	0.74		2.89	0.71		2.86	0.70
40	19	3.56	0.55		3.34	0.63		3.34	0.59		3.41	0.52
92	22	3.39	0.54		3.25	0.57		3.32	0.55		3.23	0.68
95	14	3.49	0.59		3.27	0.79		3.27	0.63		3.24	0.68
96	12	3.31	0.50		3.02	0.56		3.19	0.52		3.20	0.49
100	9	3.77	0.56		3.56	0.73		3.64	0.66		3.65	0.67
124 <sup>3</sup>	6	2.97	0.97		2.51	1.15		2.65	1.11		2.44	1.32
133	16	3.19	0.55		3.06	0.66		3.21	0.55		3.20	0.59
165	13	3.38	0.52		3.19	0.55		3.22	0.54		3.10	0.48
171	15	3.44	0.55		3.40	0.55		3.41	0.52		3.24	0.63
174	15	2.72	0.51		2.68	0.61		2.66	0.58		2.52	0.65
210	6	3.28	0.44		3.15	0.33		3.08	0.20		3.23	0.45
272	9	3.33	0.50		3.33	0.57		3.46	0.52		3.27	0.63
277	5	3.37	0.54		3.05	0.68		3.05	0.64		2.99	0.61
299	14	3.33	0.69		3.29	0.66		3.26	0.65		3.07	0.58
314	5	3.13	0.71		3.30	0.88		3.18	0.65		2.72	0.97
326	7	3.10	0.80		2.89	1.00		2.89	0.91		2.81	0.99
341	9	3.32	0.49		3.06	0.78		3.19	0.57		3.19	0.78
353	26	3.34	0.49		3.15	0.66		3.21	0.59		3.13	0.53
362	14	2.30	0.87		2.26	0.87		2.38	0.91		1.96	0.97
385	13	3.55	0.51		3.53	0.55		3.43	0.51		3.53	0.55
392	31	3.42	0.54		3.30	0.59		3.28	0.50		3.35	0.55
407	7	3.29	0.49		3.13	0.42		3.23	0.41		3.28	0.48

Client Engagement & Service Delivery Descriptors <sup>2</sup>												
		Interaction with Families			Communication and Quality Assurance			Service Provision			Overall Satisfaction	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
413	3	2.85	0.50		2.13	0.72		2.31	0.61		2.13	0.72
415	4	3.48	0.58		3.27	0.88		3.26	0.54		3.50	0.58
420	6	2.62	0.60		2.53	0.53		2.50	0.81		2.13	0.87
424	12	3.32	0.67		3.21	0.67		3.23	0.63		3.24	0.64
425	20	3.37	0.51		3.40	0.55		3.28	0.51		3.37	0.49
472	8	3.37	0.51		3.31	0.54		3.34	0.52		3.33	0.49
486	6	3.13	1.07		3.19	0.82		3.02	0.65		2.90	0.89
502	4	2.62	1.15		2.96	0.22		3.00	0.00		2.93	0.12
523	34	3.22	0.71		3.10	0.73		3.14	0.74		3.07	0.80
543	15	3.08	0.43		2.92	0.50		3.12	0.46		3.14	0.54
553	16	3.21	0.61		2.99	0.69		3.22	0.60		3.05	0.64
583	14	3.06	0.62		2.91	0.66		2.96	0.55		2.88	0.80
596	3	3.37	0.51		3.17	0.29		3.24	0.41		3.43	0.60
597	10	3.08	0.53		3.04	0.65		3.04	0.46		3.04	0.67
613	36	3.30	0.67		3.29	0.68		3.31	0.59		3.24	0.71
630	9	3.40	0.72		3.39	0.65		3.28	0.71		3.25	0.75
683	11	3.33	0.76		3.31	0.72		3.28	0.77		3.51	0.59
739	15	3.47	0.68		3.56	0.59		3.44	0.64		3.37	0.72
746	10	3.01	1.11		3.02	1.07		3.09	1.14		3.05	1.16
753	13	3.37	0.58		3.19	0.68		3.24	0.51		3.28	0.59
767	8	3.29	0.54		3.33	0.61		3.33	0.49		3.22	0.49
768	12	3.28	0.46		3.26	0.60		3.19	0.56		3.20	0.46
774	19	3.30	0.56		3.21	0.58		3.26	0.54		3.24	0.58
796	6	3.37	0.56		3.19	0.58		3.44	0.50		3.20	0.43
815	18	3.46	0.54		3.31	0.58		3.37	0.49		3.36	0.56
820	19	3.36	0.68		3.26	0.67		3.40	0.49		3.23	0.61
821	6	3.19	0.52		2.81	0.30		2.94	0.17		2.83	0.35
823	5	3.31	0.80		3.22	0.93		3.35	0.63		3.36	0.72
825	6	3.62	0.54		3.41	0.55		3.36	0.52		3.32	0.44
859	28	3.38	0.83		3.35	0.72		3.35	0.69		3.42	0.71
872	8	3.29	0.64		3.20	0.73		3.32	0.61		3.26	0.70
877	17	3.19	0.80		3.05	0.80		3.04	0.80		3.05	0.82
888	14	3.59	0.69		3.49	0.68		3.44	0.71		3.42	0.69
889	10	3.42	0.86		3.36	0.92		3.37	0.85		3.38	0.90
899	18	3.52	0.51		3.35	0.51		3.44	0.50		3.60	0.50
903	16	2.88	0.74		2.75	0.64		2.72	0.57		2.60	0.78
909	15	3.42	0.52		3.21	0.65		3.29	0.53		3.18	0.60
921	9	3.22	0.45		3.14	0.45		3.18	0.44		3.16	0.44
940	6	3.53	0.55		3.28	0.56		3.27	0.54		3.32	0.49

Client Engagement & Service Delivery Descriptors <sup>2</sup>											
		Interaction with Families		Communication and Quality Assurance		Service Provision		Overall Satisfaction			
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>		
941	9	3.49	0.61	3.23	0.72	3.30	0.60	3.53	0.69		
964	10	3.60	0.50	3.42	0.58	3.43	0.50	3.43	0.52		
<i>Grand Mean</i>		3.27	0.63	3.15	0.65	3.18	0.59	3.14	0.65		
<i>n<sub>total</sub></i>	811										
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>											

### *Children’s Social Workers’ Service Ratings Disaggregated by Agency*

Similar to SCSWs, CSWs were also asked to indicate the extent to which they felt FP agencies’ services were accessible to families, of high quality, and positively impacted family functioning. The 15 services that were rated are below:

- Multi-Disciplinary Case Planning Committee (MCPC)
- In-Home Outreach Counseling (IHOC)
- Child Follow-Up Visits
- Parent Training
- Child Focused Activities
- Teaching & Demonstrating (T&D)
- Counseling - Substance Abuse
- Counseling - Domestic Violence
- Counseling - Other
- Substitute Adult Role Model (SARM)
- Transportation
- Emergency Housing
- Substance Abuse Assessment
- Substance Abuse Treatment
- Linkages to Other Community Resources

As with the SCSW survey data, the average ratings of PF services provided by CSWs will also be presented across five tables -- namely, Tables 47-51, below. These tables will be examined in turn to better understand CSWs’ perceptions of the FP services these agencies offer.

***CSWs’ MCPC Ratings.*** As presented in the first column of Table 47, CSWs rated services related to MCPC as 3.16 overall. This summary score suggests that CSWs generally agree that

MCPC was an accessible, high quality service that positively contributed to families', parents', and youth's functioning. Further examination of MCPC survey data results reveal that 43 of 64 agencies (about 67%) were rated above 3.16 while 8 of 64 agencies' (about 12.5%) ratings were between 3.00 and 3.16. Of the 13 remaining agencies that were rated, two agencies received rather low ratings. These agencies consisted of Agency 362, whose rating was 2.04 and Agency 413, which was rated at 2.44.

**CSWs' IHOC Ratings.** The second pair of columns in Table 47, below, provides a sense of CSWs' perceptions of IHOC appointments. On average, CSWs rated IHOC services at 3.16. As with MCPC ratings, this summary score indicates that CSWs agree that IHOC services were available, of high quality, and had a positive impact on family functioning. Additionally, analyses of CSWs' survey responses suggest that about 66% (42 out of 64) of agencies' ratings were above the group average and 34% (22 out of 64) of agencies' ratings were below this value. However, further examination of results reveals that 17% (11 out of 33) of agencies that were rated below the group average received ratings between 3.00- and 3.16. As such, CSWs agreed that IHOC appointments provided by 83% of all agencies (53 out of 64) were useful. Of the 11 agencies that were rated below 3.00, four received rather low ratings and consisted of Agency 413 (rated at 1.89), Agency 362 (rated at 2.03), Agency 420 (rated at 2.17), and Agency 174 (rated at 2.40). These ratings indicate that SCSWs were concerned about the quality, accessibility, and role that IHOC appointments played with respect to families' well-being when offered by these agencies.

**CSWs' Child Follow-Up Visit Ratings.** The last pair of columns in Table 47 reflects CSWs' perceptions of the child follow-up visits. Similar to IHOC appointments, SCSWs rated child follow-up visits at 3.14 on average and were in consensus that visits provided by approximately 86% (55 out of 64) agencies were useful to families. Two agencies that received rather low ratings included Agency 362 (rated at 1.97) and Agency 420 (rated at 2.20).

**Table 47. Appendix D. Children's Social Workers' Service Ratings by Agency.<sup>1</sup>**

Agency #	Service Dimensions Descriptors <sup>2</sup>							
	<i>n</i>	Multi-Disciplinary Case Planning Committee (MCPC)		In-Home Outreach Counseling (IHOC)		Child Follow-Up Visits		
		<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	
34	16	2.94	0.77	2.98	0.80	2.80	0.68	
40	19	3.44	0.51	3.32	0.48	3.30	0.58	
92	22	3.29	0.61	3.33	0.77	3.25	0.72	
95	14	3.36	0.55	3.37	0.56	3.30	0.56	
96	12	3.17	0.39	3.11	0.40	3.06	0.34	
100	9	3.56	0.73	3.56	0.73	3.59	0.65	
124	6	2.50	1.22	2.53	1.42	2.78	1.15	
133	16	3.17	0.55	3.10	0.51	3.09	0.54	
165	13	3.22	0.54	3.28	0.58	3.23	0.68	

Service Dimensions Descriptors <sup>2</sup>									
		Multi-Disciplinary Case Planning Committee (MCPC)			In-Home Outreach Counseling (IHOC)			Child Follow-Up Visits	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
171	15	3.33	0.54		3.44	0.52		3.43	0.51
174 <sup>3</sup>	15	2.73	0.51		2.40	0.76		2.63	0.74
210	6	3.22	0.44		3.17	0.41		3.17	0.41
272	9	3.33	0.57		3.33	0.57		3.33	0.50
277	5	3.00	0.71		3.20	0.45		3.17	0.61
299	14	3.17	0.49		3.14	0.71		3.07	0.73
314	5	2.78	0.75		2.80	0.84		3.07	0.62
326	7	2.90	0.55		3.00	0.58		2.83	0.41
341	9	3.28	0.64		3.19	0.63		3.04	0.72
353	26	3.25	0.50		3.22	0.54		3.28	0.46
362	14	2.04	0.91		2.03	1.08		1.97	0.91
385	13	3.51	0.52		3.59	0.51		3.47	0.52
392	31	3.20	0.48		3.29	0.51		3.23	0.53
407	7	3.29	0.49		3.33	0.52		3.14	0.38
413	3	2.44	0.77		1.89	0.53		2.50	0.71
415	4	3.22	0.72		3.33	0.66		3.33	0.58
420	6	2.50	0.55		2.17	0.80		2.20	0.84
424	12	3.33	0.62		3.30	0.67		3.31	0.62
425	20	3.22	0.42		3.37	0.49		3.26	0.45
472	8	3.33	0.50		3.46	0.53		3.21	0.52
486	6	3.00	0.94		3.00	1.10		3.17	0.75
502	4	2.89	0.19		2.67	0.58		3.00	0.00
523	34	3.02	0.72		3.13	0.69		3.16	0.62
543	15	3.07	0.47		3.09	0.43		3.15	0.44
553	16	3.11	0.59		3.08	0.53		3.17	0.50
583	14	2.90	0.64		2.85	0.68		3.06	0.60
596	3	3.67	0.58		3.22	0.38		3.00	0.00
597	10	3.07	0.37		3.07	0.55		2.88	0.35
613	36	3.17	0.67		3.24	0.72		3.30	0.49
630	9	3.32	0.77		3.30	0.94		3.00	0.81
683	11	3.31	0.73		3.39	0.76		3.50	0.76
739	15	3.36	0.66		3.31	0.68		3.46	0.66
746	10	2.97	1.11		3.26	1.02		3.29	1.11
753	13	3.20	0.59		3.17	0.57		3.26	0.56
767	8	3.14	0.37		3.13	0.35		3.13	0.35
768	12	3.36	0.50		3.33	0.49		3.40	0.52
774	19	3.30	0.51		3.24	0.58		3.16	0.60

Service Dimensions Descriptors <sup>2</sup>									
		Multi-Disciplinary Case Planning Committee (MCPC)			In-Home Outreach Counseling (IHOC)			Child Follow-Up Visits	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
796	6	3.36	0.53		3.53	0.55		3.33	0.52
815	18	3.33	0.49		3.39	0.57		3.35	0.49
820	19	3.32	0.59		3.31	0.47		3.33	0.48
821	6	2.83	0.41		2.94	0.14		3.00	0.00
823	5	3.44	0.77		3.37	0.65		3.50	0.58
825	6	3.40	0.55		3.40	0.55		3.40	0.55
859	28	3.29	0.69		3.41	0.69		3.35	0.69
872	8	3.29	0.68		3.25	0.71		3.26	0.72
877	17	3.10	0.84		3.06	0.77		3.00	0.85
888	14	3.42	0.66		3.54	0.67		3.47	0.67
889	10	3.28	0.96		3.24	0.95		3.26	0.98
899	18	3.41	0.50		3.52	0.51		3.22	0.43
903	16	2.59	0.77		2.71	0.73		2.82	0.59
909	15	3.26	0.50		3.41	0.51		3.09	0.83
921	9	3.21	0.43		3.25	0.44		3.13	0.63
940	6	3.27	0.48		3.53	0.55		3.20	0.45
941	9	3.33	0.82		3.32	0.81		3.14	0.76
964	10	3.22	0.44		3.40	0.52		3.25	0.46
<i>Grand Mean</i>		3.16	0.61		3.16	0.63		3.14	0.59
<i>n<sub>total</sub></i>	811								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**CSWs' Ratings of Parent Training.** Table 48 presents summary data concerning CSWs' ratings of agencies' performance with respect to parent training. According to the first pair of columns of the table below, CSWs considered parent training offered by 86% of agencies accessible, of high quality, and meaningful to family functioning. Stated another way, 55 out of 64 agencies received ratings of 3.00-points or higher. Three out of nine of the agencies that remain received relatively lower ratings and consisted of Agencies 362 and 413 (both rated at 2.11) and Agency 420 (rated at 2.13).

**CSWs' Ratings of Child Focused Activities.** The middle pair of columns of Table 48 indicates that child focused activities were rated at 3.10 across agencies and about 75% of agencies delivered this service in a satisfactory fashion; that is, 48 out of 64 agencies received a rating of 3.00 or higher. Of the 16 remaining agencies, one received a relatively lower score compared to the group average; namely, Agency 362 (rated at 1.97).

**CSWs' Ratings of Teaching & Demonstrating (T&D).** Table 48, below, also summarizes data pertaining to CSWs' perceptions of agencies' teaching and demonstrating service. Overall, CSWs rated this service at 3.09, indicating that they agree this service has been accessible, of high quality, and positively impacts family functioning. Forty agencies received ratings greater than the group average while 24 agencies were rated below this value. Further examination of this summary data indicates that 10 of 24 agencies rated below 3.09 received 3.00 ratings. As such, approximately 78% of agencies were rated 3.00 or higher with respect to the quality and accessibility of their teaching and demonstrating services. Four agencies that received ratings below 2.50 included Agency 413 (rated at 2.00), Agency 362 (rated at 2.13), Agency 420 (rated at 2.40), and Agency 174 (rated at 2.43).

**Table 48. Appendix D. Children's Social Workers' Service Ratings by Agency.<sup>1</sup>**

Agency #	Service Dimensions Descriptors <sup>2</sup>							
	n	Parent Training		Child Focused Activities		Teaching & Demonstrating (T&D)		
		Mean	SD	Mean	SD	Mean	SD	
34	16	2.98	0.77	2.82	0.67	2.85	0.70	
40	19	3.36	0.49	3.22	0.75	3.40	0.50	
92	22	3.26	0.70	3.34	0.69	3.22	0.74	
95	14	3.53	0.53	3.35	0.67	3.16	1.04	
96	12	3.03	0.40	2.97	0.50	3.03	0.60	
100	9	3.56	0.65	3.48	0.66	3.42	0.67	
124	6	3.00	1.41	2.53	1.24	2.80	1.10	
133	16	3.11	0.54	3.15	0.55	3.09	0.54	
165	13	3.07	0.57	3.32	0.57	3.17	0.49	
171	15	3.36	0.63	3.28	0.52	3.00	0.77	
174 <sup>3</sup>	15	2.63	0.56	2.50	0.71	2.43	0.70	
210	6	3.17	0.41	3.17	0.41	3.17	0.41	
272	9	3.30	0.56	3.38	0.52	3.43	0.53	
277	5	3.20	0.45	2.80	0.84	3.07	0.62	
299	14	3.16	0.81	3.31	0.48	3.08	0.78	
314	5	2.80	0.84	3.00	0.82	2.80	1.30	
326	7	2.67	0.52	2.70	0.50	2.72	0.60	
341	9	3.20	0.51	3.15	0.69	3.14	0.68	
353	26	3.13	0.46	3.22	0.50	3.08	0.64	
362	14	2.11	0.82	1.97	0.92	2.13	0.92	
385	13	3.33	0.49	3.21	0.43	3.25	0.45	

Service Dimensions Descriptors <sup>2</sup>									
		Parent Training			Child Focused Activities			Teaching & Demonstrating (T&D)	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
392	31	3.21	0.49		3.23	0.47		3.14	0.47
407	7	3.17	0.41		3.00	0.00		3.25	0.50
413	3	2.11	0.53		3.00	1.41		2.00	0.00
415	4	3.22	0.72		3.42	0.70		3.22	0.38
420	6	2.13	0.79		2.50	0.93		2.40	0.89
424	12	3.37	0.51		3.07	0.76		2.89	0.33
425	20	3.31	0.48		3.32	0.48		3.28	0.46
472	8	3.50	0.53		3.25	0.46		3.14	0.69
486	6	3.06	0.67		3.00	0.63		3.17	0.75
502	4	2.67	0.58		2.67	0.58		3.00	0.00
523	34	3.00	0.72		2.99	0.71		3.01	0.69
543	15	3.08	0.49		3.11	0.46		3.07	0.47
553	16	3.00	0.60		2.95	0.66		3.00	0.64
583	14	3.00	0.71		2.89	0.63		2.81	0.75
596	3	3.00	0.00		3.00	0.00		3.50	0.71
597	10	3.20	0.42		3.00	0.50		3.13	0.35
613	36	3.26	0.47		3.19	0.49		3.12	0.65
630	9	3.25	0.89		3.08	0.83		3.19	0.82
683	11	3.41	0.78		3.50	0.84		3.40	0.74
739	15	3.10	0.77		3.21	0.63		3.23	0.83
746	10	3.15	1.21		3.38	1.06		3.25	1.04
753	13	3.33	0.49		3.23	0.60		3.13	0.67
767	8	3.13	0.35		3.05	0.51		3.11	0.48
768	12	3.27	0.47		3.09	0.54		3.27	0.47
774	19	3.17	0.62		3.27	0.50		3.22	0.47
796	6	3.38	0.54		3.43	0.56		3.25	0.50
815	18	3.41	0.51		3.22	0.57		3.26	0.54
820	19	3.26	0.49		3.29	0.47		3.21	0.51
821	6	3.00	0.00		2.77	0.46		2.94	0.14
823	5	3.50	0.58		3.50	0.58		3.42	0.55
825	6	3.20	0.45		3.25	0.50		3.20	0.45
859	28	3.34	0.69		3.27	0.67		3.36	0.70
872	8	3.25	0.71		3.13	0.64		3.14	0.69
877	17	3.23	0.93		2.90	0.94		3.08	0.90
888	14	3.49	0.67		3.54	0.72		3.62	0.51
889	10	3.21	0.95		3.22	0.97		3.26	0.98
899	18	3.41	0.51		3.26	0.58		3.33	0.49
903	16	2.61	0.74		2.54	0.78		2.67	0.49

Service Dimensions Descriptors <sup>2</sup>									
		Parent Training			Child Focused Activities			Teaching & Demonstrating (T&D)	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
909	15	3.31	0.48		3.22	0.50		3.17	0.62
921	9	3.25	0.46		2.86	0.38		2.88	0.35
940	6	3.13	0.53		3.20	0.45		3.33	0.51
941	9	3.13	0.75		3.14	0.69		2.90	0.93
964	10	3.23	0.45		3.20	0.42		3.11	0.33
<i>Grand Mean</i>		3.13	0.60		3.10	0.62		3.09	0.61
<i>n<sub>total</sub></i>	811								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**CSWs' Substance Abuse Counseling Ratings.** Table 49, below, summarizes CSWs' perceptions of agencies' performance with respect to substance abuse counseling. In general, CSWs appeared to agree that agencies' substance abuse counseling services are delivered as intended; namely, that they are accessible and of the desired quality. This is suggested by CSWs' overall rating of the service, which averaged approximately 3.07. Closer examination of the summary data indicates that 35 out of 64 agencies were rated above this value while 29 agencies' ratings fell below the group average. Additionally, four of the 29 agencies that received rather low ratings included Agency 413 (rated at 1.78), Agency 362 (rated at 2.05), Agency 420 (rated at 2.20), and Agency 903 (rated at 2.45).

**CSWs' Domestic Violence Counseling Ratings.** As presented in the middle pair of columns in Table 49, CSWs' ratings of agencies' domestic violence counseling services were slightly similar to those of substance abuse counseling overall (rated at 3.06). Approximately 39 out of 64 agencies (about 61%) were rated above this value while 18 out of 64 agencies (about 39%) received ratings below the group average. Of the 25 agencies that were rated below 3.06, six agencies received rather low ratings and consisted of Agency 420 (rated at 2.00), Agency 362 (rated at 2.10), Agency 413 (rated at 2.17), Agency 415 (rated at 2.33), Agency 903 (rated at 2.36), and Agency 326 (rated at 2.40).

**CSWs' Other Counseling Ratings.** With respect to other counseling services, CSWs rated about 59% of agencies (38 out of 64) above the group average (3.08) and about 41% of agencies (26 out of 64) below this value. Of the 26 agencies that received lower ratings, three were rated as follows: Agency 413 -- 1.44 -- and Agencies 362 and 420 -- 2.00.

**Table 40. Appendix D. Children's Social Workers' Service Ratings by Agency.<sup>1</sup>**

Agency #	Service Dimensions Descriptors <sup>2</sup>							
	n	Counseling - Substance Abuse		Counseling - Domestic Violence		Counseling - Other		
		Mean	SD	Mean	SD	Mean	SD	
34	16	2.82	0.75	2.67	0.78	2.85	0.78	
40	19	3.26	0.58	3.25	0.57	3.28	0.57	
92	22	3.33	0.54	3.29	0.51	3.16	0.68	
95	14	3.43	0.53	3.38	0.52	3.32	0.57	
96	12	3.00	0.53	2.83	0.39	3.17	0.47	
100	9	3.13	0.97	3.33	1.03	3.48	0.66	
124	6	2.67	1.53	2.50	2.12	3.00	1.22	
133	16	3.00	0.58	3.10	0.57	3.13	0.53	
165	13	3.17	0.66	3.11	0.66	3.15	0.71	
171	15	3.10	0.57	3.33	0.49	3.33	0.54	
174	15	2.85	0.46	2.88	0.35	2.75	0.45	
210	6	3.17	0.41	3.17	0.41	3.20	0.45	
272	9	3.50	0.55	3.44	0.64	3.19	0.71	
277	5	2.80	0.84	3.00	0.71	3.00	0.71	
299	14	3.30	0.67	3.17	0.61	3.27	0.46	
314	5	3.33	0.58	3.33	0.58	2.92	0.96	
326 <sup>3</sup>	7	2.50	0.84	2.40	0.89	2.80	0.45	
341	9	3.44	0.54	3.04	0.69	3.21	0.69	
353	26	3.03	0.26	3.12	0.50	3.07	0.67	
362	14	2.05	0.92	2.10	0.91	2.00	0.97	
385	13	3.39	0.53	3.38	0.59	3.25	0.59	
392	31	3.11	0.51	3.22	0.54	3.17	0.55	
407	7	3.00	0.00	2.93	0.15	3.00	0.00	
413	3	1.78	0.86	2.17	0.71	1.44	0.58	
415	4	3.00	1.00	2.33	0.47	3.25	0.96	
420	6	2.20	0.84	2.00	1.00	2.00	1.00	
424	12	2.83	0.41	2.88	0.35	2.86	0.38	
425	20	3.31	0.49	3.29	0.47	3.28	0.46	
472	8	3.38	0.54	3.35	0.51	3.43	0.53	
486	6	2.87	0.53	2.75	0.50	2.94	0.67	
502	4	3.00	0.00	2.89	0.19	3.00	0.00	
523	34	3.04	0.73	3.04	0.77	3.02	0.73	
543	15	3.15	0.37	3.08	0.51	3.00	0.55	
553	16	3.11	0.48	3.04	0.59	2.90	0.67	

Service Dimensions Descriptors <sup>2</sup>									
		Counseling - Substance Abuse			Counseling - Domestic Violence			Counseling - Other	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
583	14	2.90	0.74		2.81	0.61		2.85	0.69
596	3	3.67	0.58		3.33	0.58		3.50	0.71
597	10	3.00	0.53		2.89	0.33		3.00	0.47
613	36	3.02	0.66		3.20	0.53		3.09	0.61
630	9	3.10	0.87		3.17	0.85		3.00	0.76
683	11	3.39	0.82		3.44	0.83		3.33	0.73
739	15	2.90	0.57		3.00	0.64		3.08	0.79
746	10	3.43	1.13		3.40	1.16		3.29	0.94
753	13	3.15	0.62		3.11	0.59		3.18	0.52
767	8	3.00	0.63		3.00	0.63		3.00	0.63
768	12	3.12	0.34		3.17	0.39		3.30	0.48
774	19	3.21	0.54		3.28	0.52		3.31	0.52
796	6	3.25	0.50		3.33	0.53		3.40	0.55
815	18	3.26	0.47		3.25	0.71		3.26	0.59
820	19	3.11	0.55		3.26	0.51		3.31	0.63
821	6	2.92	0.17		2.87	0.30		2.83	0.31
823	5	3.00	.		3.78	0.38		3.50	0.58
825	6	3.50	0.58		3.25	0.50		3.25	0.50
859	28	3.33	0.70		3.30	0.70		3.28	0.71
872	8	3.50	0.58		3.60	0.55		3.43	0.53
877	17	2.92	0.99		3.20	1.03		3.03	0.91
888	14	2.96	0.88		3.00	0.91		3.25	0.92
889	10	3.00	1.00		3.08	0.95		3.11	0.93
899	18	3.33	0.73		3.36	0.50		3.38	0.50
903	16	2.45	0.82		2.36	0.81		2.69	0.63
909	15	2.89	0.93		3.18	0.40		3.09	1.15
921	9	3.07	0.38		3.02	0.32		3.06	0.14
940	6	3.40	0.55		3.20	0.45		3.13	0.57
941	9	3.22	0.67		3.22	0.67		2.93	0.81
964	10	3.14	0.38		3.17	0.41		3.38	0.52
<i>Grand Mean</i>		3.07	0.63		3.06	0.62		3.08	0.63
<i>n<sub>total</sub></i>	811								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**CSWs' Ratings of Substitute Adult Role Model (SARM).** CSWs' ratings of substitute adult role model services can be found in the first pair of columns in Table 50, below. As presented in this table, CSWs' average rating of this service across agencies was about 2.99. Forty out of 64 agencies received ratings above this value while 24 out of 64 agencies' ratings fell below the group average. Of the 24 agencies whose average ratings were below the group average, five agencies' ratings were rather low and included Agency 124 (rated at 1.00-points), Agency 362 (rated at 1.94), Agency 413 (rated at 2.00), Agency 420 (rated at 2.25), and Agency 909 (rated at 2.33).

**CSWs' Transportation Ratings.** With respect to transportation services, CSWs provided an average rating of 3.07 across all agencies. Data in the table below indicate that 33 out of 64 agencies' (about 52%) ratings were above the group average while 31 out of 64 agencies (about 48%) ratings were below this value. Of the 31 agencies whose ratings were less than 3.07, four agencies' ratings fell below 2.50; namely, Agencies 413, 420, 502, and 596, which were rated at 2.33.

**CSWs' Emergency Housing Ratings.** The third pair of columns in Table 50, below, summarizes CSWs' ratings of agencies' emergency housing services, which were rated at 2.79-points across all agencies. Further examination of the data contained in the table indicates that 55% of agencies (35 out of 64) received average ratings above this value while 44% of agencies (28 out of 64) were rated below the group average. Fourteen of these 28 agencies received relatively lower ratings and included: Agency 362 (rated at 1.89), Agencies 124, 420, 486, 502, 596, 823, and 903 (all rated at 2.00), Agency 909 (rated at 2.13), Agency 165 (rated at 2.17), Agency 326 (rated at 2.25), Agency 353 (rated at 2.26), Agency 174 (rated at 2.47), and Agency 299 (rated at 2.48). CSWs' ratings were not available for two of the 64 agencies rated (about 1%).

**Table 41. Appendix D. Children's Social Workers' Service Ratings by Agency.<sup>1</sup>**

		Service Dimensions Descriptors <sup>2</sup>					
		Substitute Adult Role Model (SARM)		Transportation		Emergency Housing	
Agency #	n	Mean	SD	Mean	SD	Mean	SD
34	16	2.73	0.65	2.97	0.68	2.67	0.71
40	19	3.15	0.80	3.38	0.66	3.15	0.86
92	22	3.42	0.53	3.00	0.83	3.08	0.64
95	14	2.60	1.14	3.32	0.77	3.20	0.84
96	12	2.80	0.45	3.12	0.56	2.82	0.78
100	9	3.29	0.84	3.17	0.79	2.61	1.14
124 <sup>3</sup>	6	1.00	0.00	2.72	1.16	2.00	1.73
133	16	3.00	0.00	3.09	1.02	2.72	1.35
165	13	3.11	0.19	2.67	1.19	2.17	1.65
171	15	3.29	0.76	3.08	0.76	3.00	0.83
174	15	2.80	0.45	3.00	0.77	2.47	0.55

Service Dimensions Descriptors <sup>2</sup>									
		Substitute Adult Role Model (SARM)			Transportation			Emergency Housing	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
210	6	3.20	0.45		3.30	0.49		2.83	0.33
272	9	3.43	0.53		3.67	0.52		3.75	0.50
277	5	2.67	0.58		3.40	0.55		2.67	0.58
299	14	3.22	0.44		2.82	0.98		2.48	0.85
314	5	3.33	0.58		3.75	0.50		3.50	0.71
326	7	2.80	0.45		3.00	0.82		2.25	0.96
341	9	3.24	0.73		3.00	0.76		3.05	0.77
353	26	2.89	0.53		2.80	0.71		2.26	0.91
362	14	1.94	1.03		2.56	0.82		1.89	0.95
385	13	3.04	0.57		3.30	0.48		3.00	0.63
392	31	3.14	0.53		3.33	0.55		3.12	0.57
407	7	3.00	0.00		3.00	0.00		3.00	0.00
413	3	2.00	.		2.33	0.38		2.50	0.71
415	4	3.33	0.58		3.33	0.58		3.00	0.00
420	6	2.25	0.96		2.33	0.82		2.00	1.00
424	12	3.00	0.00		2.80	0.84		3.00	0.00
425	20	3.22	0.43		3.27	0.59		3.36	0.50
472	8	3.40	0.55		3.25	0.46		3.31	0.55
486	6	2.75	0.50		2.75	0.50		2.00	1.41
502	4	3.00	0.00		2.33	1.15		2.00	1.00
523	34	2.98	0.95		2.80	0.91		2.80	0.89
543	15	3.00	0.50		3.00	0.45		2.95	0.69
553	16	2.71	0.76		2.90	0.56		2.67	0.82
583	14	2.70	0.95		3.06	0.58		2.50	0.85
596	3	3.00	0.00		2.33	0.58		2.00	.
597	10	3.00	0.00		3.11	0.33		2.71	0.49
613	36	3.31	0.47		3.19	0.49		3.05	0.83
630	9	3.29	0.90		3.04	0.78		3.25	0.96
683	11	3.44	0.83		3.56	0.73		2.86	0.90
739	15	2.94	1.12		3.25	0.62		2.67	0.77
746	10	2.75	1.26		3.00	1.00		2.60	1.14
753	13	3.17	0.58		3.09	0.67		3.20	0.57
767	8	2.75	0.50		2.82	0.78		3.17	0.90
768	12	3.00	0.47		3.00	0.71		2.78	0.67
774	19	3.27	0.47		3.13	0.51		3.27	0.67
796	6	3.50	0.71		3.27	0.48		.	.
815	18	3.25	0.71		3.30	0.47		3.00	0.71
820	19	3.22	0.44		3.37	0.54		3.13	0.36
821	6	2.81	0.36		2.83	0.41		2.75	0.50

Service Dimensions Descriptors <sup>2</sup>									
		Substitute Adult Role Model (SARM)			Transportation			Emergency Housing	
Agency #	n	Mean	SD		Mean	SD		Mean	SD
823	5	3.67	.		3.00	0.00		2.00	1.41
825	6	3.00	0.00		3.20	0.45		3.33	0.58
859	28	3.45	0.85		3.19	0.68		3.03	0.88
872	8	3.50	0.58		3.60	0.55		3.40	0.55
877	17	2.86	1.07		3.07	0.74		2.71	1.25
888	14	3.56	0.73		3.17	1.04		2.79	1.06
889	10	3.10	1.05		3.38	1.06		2.50	1.29
899	18	3.30	0.67		3.40	0.63		3.19	0.71
903	16	2.57	0.79		2.92	0.68		2.00	0.76
909	15	2.33	1.32		2.83	1.11		2.13	1.25
921	9	2.67	0.75		3.14	0.38		2.80	1.10
940	6	3.25	0.50		3.47	0.55		3.00	.
941	9	2.67	1.19		3.05	0.61		3.13	0.83
964	10	3.33	0.52		3.00	0.71		3.50	0.71
<i>Grand Mean</i>		2.99	0.60		3.07	0.66		2.79	0.81
<i>n<sub>total</sub></i>	811								
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

**CSWs' Substance Abuse Assessment Ratings.** The survey results summarized in the first pair of columns in Table 51, below, indicate that CSWs rated agencies' substance abuse assessment services at 2.97-points on average. Approximately 23 agencies' average ratings fell below this value and six of these agencies received ratings between 1.50- and 2.40. These agencies included Agency 413 (rated at 1.50), Agency 124 (rated at 1.67), Agency 420 (rated at 2.00), Agency 362 (rated at 2.17), Agency 903 (rated at 2.33), and Agency 326 (rated at 2.40). In contrast, 64% of agencies (41 out of 64) received ratings above the group average.

**CSWs' Substance Abuse Treatment Ratings.** The second pair of columns in Table 51, below, summarizes CSWs' average ratings with respect to agencies' substance abuse treatment services, which they rated at 2.98-points across agencies. Most agencies (about 66%) received ratings above the group average and 34% of agencies were rated below this value. Four out of these 22 agencies received rather low ratings and included Agency 413 (rated at 1.78), Agency 124 (rated at 1.83), Agency 420 (rated at 2.00), and Agency 362 (rated at 2.17).

**CSWs' Ratings of Linkages to Other Community Resources.** With respect to agencies' ability to connect families with other community resources, CSWs provided an average rating of 3.10. Thirty-nine out of 64 agencies (approximately 61%) received ratings above this value while 25 of the remaining agencies (about 39%) were rated below the group average. Of these 25 agencies, four were rated as follows: Agency 362 (rated at 2.30), Agency 420 (rated at 2.33), Agency 903 (rated at 2.42), and Agency 326 (rated at 2.47).

**Table 42. Appendix D. Children's Social Workers' Service Ratings by Agency.<sup>1</sup>**

Agency #	Service Dimensions Descriptors <sup>2</sup>							
	n	Substance Abuse Assessment		Substance Abuse Treatment		Linkages to Other Community Resources		
		Mean	SD	Mean	SD	Mean	SD	
34	16	2.68	0.70	2.80	0.79	3.05	0.83	
40	19	3.13	0.80	3.08	0.77	3.26	0.56	
92	22	3.21	0.62	3.13	0.59	3.08	0.63	
95	14	3.50	0.55	3.47	0.55	3.29	0.54	
96	12	2.67	0.52	2.83	0.41	3.06	0.35	
100	9	2.96	0.87	2.89	0.71	3.41	0.84	
124 <sup>3</sup>	6	1.67	1.41	1.83	0.90	2.50	1.22	
133	16	3.00	0.71	3.20	0.45	3.08	0.76	
165	13	3.33	0.53	3.17	0.19	2.81	0.49	
171	15	3.11	0.60	3.10	0.57	3.29	0.47	
174	15	2.88	0.35	2.88	0.35	2.68	0.49	
210	6	3.00	0.00	3.00	0.00	3.17	0.41	
272	9	3.75	0.50	3.60	0.55	3.22	0.67	
277	5	3.00	0.82	2.67	0.58	3.00	0.71	
299	14	3.13	0.64	3.00	0.53	3.18	0.40	
314	5	3.50	0.71	3.50	0.71	3.00	0.82	
326	7	2.40	0.89	2.50	0.84	2.47	0.86	
341	9	3.40	0.55	3.17	0.75	3.12	0.61	
353	26	3.05	0.18	3.03	0.32	3.06	0.50	
362	14	2.17	0.98	2.17	0.98	2.30	1.06	
385	13	2.89	0.48	3.17	0.41	3.39	0.51	
392	31	3.11	0.53	3.11	0.53	3.21	0.44	
407	7	3.00	0.00	3.00	0.00	3.40	0.55	
413	3	1.50	0.71	1.78	0.86	2.56	0.58	
415	4	3.22	0.72	3.00	1.00	3.50	0.58	
420	6	2.00	1.00	2.00	1.00	2.33	0.88	
424	12	2.75	0.50	2.75	0.50	3.00	0.71	
425	20	3.33	0.50	3.22	0.67	3.22	0.43	
472	8	3.50	0.58	3.40	0.55	3.26	0.47	
486	6	2.67	0.58	2.67	0.58	2.83	0.41	

Service Dimensions Descriptors <sup>2</sup>									
		Substance Abuse Assessment			Substance Abuse Treatment			Linkages to Other Community Resources	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
502	4	3.00	0.00		2.83	0.24		3.00	0.38
523	34	2.84	0.80		2.91	0.67		3.14	0.76
543	15	3.00	0.50		3.00	0.50		3.13	0.41
553	16	3.10	0.44		3.13	0.53		3.11	0.54
583	14	2.78	0.67		2.78	0.67		2.85	0.69
596	3	2.67	0.58		3.00	0.00		3.00	0.00
597	10	2.75	0.46		2.75	0.46		3.11	0.33
613	36	3.10	0.72		3.10	0.71		3.22	0.64
630	9	3.04	0.78		3.07	0.76		3.30	0.91
683	11	3.00	0.89		3.00	0.89		3.27	0.74
739	15	2.96	0.60		3.00	0.63		3.28	0.57
746	10	3.00	1.22		3.00	1.22		2.86	1.07
753	13	3.33	0.52		3.29	0.49		3.28	0.47
767	8	3.00	0.82		3.00	0.71		3.20	0.45
768	12	3.13	0.35		3.11	0.33		3.18	0.60
774	19	3.17	0.58		3.17	0.58		3.22	0.47
796	6	3.00	0.00		3.00	0.00		3.23	0.48
815	18	3.17	0.41		3.17	0.41		3.31	0.63
820	19	3.17	0.39		3.16	0.38		3.31	0.55
821	6	2.75	0.50		2.75	0.50		3.00	0.00
823	5	3.00	.		3.00	.		3.47	0.55
825	6	3.25	0.50		3.50	0.58		3.40	0.55
859	28	3.27	0.70		3.29	0.72		3.37	0.70
872	8	3.50	0.58		3.44	0.58		3.25	0.71
877	17	3.00	1.22		3.00	1.22		3.02	0.84
888	14	2.83	1.24		2.92	0.99		3.31	0.69
889	10	2.80	1.10		2.80	1.10		3.29	1.04
899	18	3.20	0.99		3.44	0.58		3.25	0.49
903	16	2.33	0.71		2.56	0.73		2.42	0.74
909	15	2.88	0.99		2.69	1.19		3.00	0.47
921	9	2.93	0.15		2.93	0.15		3.00	0.00
940	6	3.20	0.45		3.25	0.50		3.20	0.45
941	9	3.00	1.10		3.00	1.00		3.33	0.50
964	10	3.50	0.58		3.25	0.50		3.50	0.55
<i>Grand Mean</i>		2.97	0.64		2.98	0.61		3.10	0.59
<i>n<sub>total</sub></i>	811								

Service Dimensions Descriptors <sup>2</sup>									
		Substance Abuse Assessment			Substance Abuse Treatment			Linkages to Other Community Resources	
Agency #	<i>n</i>	<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>		<i>Mean</i>	<i>SD</i>
<p><i>Note 1:</i> Cells containing "." indicate raters provided "don't know" responses or responses were collected from one rater only. Cells containing "-" indicate the agency was not rated.</p> <p><i>Note 2:</i> Agencies that received relatively low ratings are highlighted by domain.</p> <p><i>Note 3:</i> Note that shaded cells in the tables indicate that the data for the agency or cell were used as an example in the findings text.</p>									

## **Appendix E. Some Data Highlights about Alternative Response and Up Front Assessment Provided by DCFS Staff**

This section provides some basic data on outcomes achieved by FPS agencies providing Alternative Response Services (ARS) and Up Front Assessment (UFA) service components. This limited set of data, prepared by DCFS staff members Alan Weisbart and Naftali Sampson, add to the primary focus of this report on the DCFS FPS program by illustrating other service modalities developed and/or implemented by the FPS agencies. Over the years since the inception of LA's Family Preservation Program, the network of FPS agencies that serve families across LA County have partnered with their local DCFS regional offices to address new or evolving issues. Both ARS and UFA are examples of the evolution of the FPS network of services, where the FPS agencies have worked with DCFS to come up with new approaches to meet emerging needs.

- **Alternative Response Services (ARS):** allows Emergency Response (ER) families with at least one prior DCFS referral whose ER referrals have inconclusive or substantiated findings to have access to short-term services (90 day maximum).
- **Up Front Assessment (UFA):** assists Children's Social Workers (CSWs) by providing more in-depth clinical assessments as needed in cases with complex substance abuse, mental health and domestic violence issues. As noted earlier, the UFA service component was added to Family Preservation in 2008-09.

### **Alternative Response Services**

ARS cases, which originate from ER referrals with inconclusive or substantiated findings where no DCFS case is opened, may be provided for a maximum of 90 days. Families referred to ARS should have at least one previous DCFS referral, a SDM risk level rating of low to moderate risk, and they should volunteer to participate in preventive services. All of the DCFS FPS lead agencies also provided ARS services during the study period, although a few did not provide ARS for each of the five years.

Between July 1, 2005 and June 30, 2010, 5,955 families with 12,682 children received ARS services. Of these 12,682 children whose families were served, 9,392 (74.1%) completed ARS and 3,290 (25.9%) who did not complete services were assigned to the comparison group for this analysis.<sup>15</sup>

- Children whose families received a new referral while receiving ARS
  - Completed ARS – 11.5% (1,084/9,392)

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<sup>15</sup> Comparison group include families that were referred for ARS and did not complete ARS for the following termination reason types: Child AWOL; Child Detained/Arrest; Family moved from the Area; Case Closed for Administrative Reasons; and, Case Closed within 30 Days.

- Comparison Group – 15.8% (521/3,290)
- Children whose families received a new referral within 12 months of ARS closing
  - Completed ARS – 22.6% (2,123/9,392)
  - Comparison Group – 29.4% (968/3,290)
- Children whose families received a new referral with a substantiated allegation while receiving ARS
  - Completed ARS – 2.5% (234/9,392)
  - Comparison Group – 9.6% (315/3,290)
- Children whose families received a new referral with a substantiated allegation within 12 months of ARS closing
  - Completed ARS – 7.0% (659/9,392)
  - Comparison Group – 10.2% (335/3,290)
- Of the 12,682 children whose family received ARS were subsequently removed within 12 months of ARS closing
  - Completed ARS – 1.9% (183/9,392)
  - Comparison Group – 3.5% (116/3,290)
- Of the 12,682 children whose family received ARS and had a subsequent DCFS case opened 12 months after ARS was terminated
  - Completed ARS – 2.8% (263/9,392)
  - Comparison Group – 4.2% (138/3,290)

### **Up-Front Assessment**

Created as part of the reform package initiated by Point of Engagement (POE), UFA relies on licensed clinicians or Masters level assessors under the supervision of a licensed clinician to assess adult parental caretaker capacity during a face-to-face visit. Services are requested by a CSW who suspects that children may face additional risk if they remain at home due to parental issues related to mental health, substance abuse and domestic violence. Assessors use the Behavioral Severity Assessment Program screening tool to assess risk and communicate results quickly to the CSW in order to assure timely case recommendations and decisions. Beginning in 2009, FPS agencies were trained to provide UFA assessments during the daytime on request from the ER section in regional offices; during the nighttime, agencies respond to requests from the Emergency Response Command Post (ERPC).

Between July 1, 2007 and June 30, 2010, 9,089 families with 17,733 children<sup>16</sup> received UFAs. Of these 17,733 children whose families were served, 7,217 (40.7%) were promoted to a case and 10,516 (59.3%) did not have a case opened. Overall the data show that the UFA-served families *were less likely than non-UFA families* to enter the child welfare system, and if they did their length of service in the DCFS system was shorter.

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<sup>16</sup> Number of children whose families received an UFA slightly differs from previously presented data due to the dates of data input and extraction

A large proportion of UFA children 74.1% (5,350/7,217) were part of families that received Family Maintenance (FM) Services. Outcomes are summarized below:

- Of the cases that received (FM) services, 31.9% (1,707/5,350) received a new referral for child abuse with 6 months of previous referral
- Of the cases that received a new referral, 7.6% (409/5,350) of the referrals were substantiated
- Of the cases that received FM services, 2.1% (113/5,350) had a case re-opened within 6 months of case closure
- Of the cases that received FM services, 0.67% (36/5,350) was removed from the home of their parent (s) within 6 months of the case opening
- Of the cases that received FM services, the average length of DCFS service was 323 days
- Of the cases that received FM services and were subsequently removed from their home, the average length of stay in DCFS foster care was 108 days

Over 1 in 4 UFA children (25.9% (1,867/7,217)) were part of families that received Family Reunification (FR) Services. Outcomes are listed below:

- Of the cases that received FR services, 37.8% (706/1,867) received a new referral for child abuse with 6 months of previous referral
- Of the FR cases that received a new referral, 5.6% (105/1,867) of the referrals were substantiated
- Of the cases that received FR services, 1.0% (19/1,867) had a case re-opened within 6 months of case closure
- Of the cases that received FR services, 0.48% (9/1,867) was removed from the home of their parent (s) within 6 months of the case opening
- Of the cases that received FR services, the average length of DCFS service was 415 days
- Of the cases that received FR services and were subsequently removed from their home, the average length of stay in DCFS foster care was 211 days

Of the children whose families received an UFA, the majority -- 59.3% (10,516/17,773) -- did not have cases opened by DCFS.

- Of the cases that were not opened, 12.9% (1,352/10,516) received a new referral for child abuse with 6 months of previous referral. Of these cases that received a new referral, 6.6% (696/10,516) of the referrals were substantiated.
- Of the cases that were not opened, 3.6% (380/10,516) had a case re-opened within 6 months of referral closure.
- Of the cases that that were not opened, 1.1% (116/10,516) was removed from the home of their parent (s) within 6 months of referral closure.

Probation Placement Data for Los Angeles County

FY 2006/07 - 2009/10	Jun-06	Sep-06	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Sep-09	Dec-09	Mar-10	Jun-10
*Average Length of Stay	375				361				364							290
Youth Placed Out of Home	1,408	1,520	1,481	1,582	1,684	1,378	1,321	1,163	1,206	1,336	1,346	1,203	1,233	1,156	1,166	1,040
Youth Placed in Group Home	1,322	1,435	1,398	1,496	1,611	1,308	1,255	1,095	1,140	1,287	1,297	1,148	1,177	1,122	1,131	1,008

FY 2010/11 - 2011/12	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13
*Average Length of Stay				293				261				289	
Youth Placed Out of Home	962	842	931	975	969	997	961	906	912	926	956	1,014	992
Youth Placed in Group Home	920	787	853	888	890	917	886	831	827	821	846	884	845

Data Source:

**Title IV-E Waiver County Capped Allocation Expenditures (Incl. Probaon and Welfare)**

	CFL 07/08-56	CFL 09/10-09	CFL 11/12-03&36	CFL 10/11-47&73	CFL 11/12-18	CFL 12/13-19	CFL 13/14-26
	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>Administraon Allocation</b>							
Federal	\$225,954,159	\$230,473,242	\$235,082,707	\$239,784,361	\$244,580,049	\$249,471,650	\$254,461,083
<b>Title XX transfer</b>	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000
State Waiver Base	\$169,243,752	\$172,628,627	\$176,081,200	\$179,602,824	\$183,194,880	\$186,858,777	\$190,595,953
<b>Title XX transfer</b>	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)
State Non-Base Waiver	\$26,737,238	\$31,683,241	\$19,504,111	\$18,310,768	\$21,490,667	\$21,495,529	\$21,495,529
County	\$150,287,485	\$150,287,488	\$150,287,488	\$150,287,488	\$150,287,488	\$150,287,488	\$150,287,488
<b>10% Reduction</b>	\$0	\$0	(\$3,529,000)	(\$3,376,560)	(\$2,835,138)	(\$2,840,000)	(\$2,840,000)
Sub Total	\$572,222,634	\$585,072,598	\$577,426,506	\$584,608,881	\$596,717,946	\$605,273,444	\$614,000,053

**Assistance Allocation**

(Incl. Title XX transfer)

Federal	\$148,489,083	\$151,458,865	\$154,488,042	\$157,577,803	\$160,729,359	\$163,943,946	\$167,222,825
<b>Title XX transfer</b>	\$14,135,000	\$14,135,000	\$15,787,000	\$18,286,000	\$18,230,000	\$18,230,000	\$18,230,000
State	\$121,961,332	\$121,961,332	\$130,543,332	\$135,694,332	\$136,542,332	\$136,542,332	\$136,542,332
<b>Title XX transfer</b>	(\$14,135,000)	(\$14,135,000)	(\$15,787,000)	(\$18,286,000)	(\$18,230,000)	(\$18,230,000)	(\$18,230,000)
County	\$181,578,036	\$181,578,036	\$181,578,036	\$181,578,036	\$181,578,036	\$181,578,036	\$181,578,036
Sub total	\$452,028,451	\$454,998,233	\$466,609,410	\$474,850,171	\$478,849,727	\$482,064,314	\$485,343,193
<b>Total</b>	\$1,024,251,085	\$1,040,070,831	\$1,044,035,916	\$1,059,459,052	\$1,075,567,673	\$1,087,337,758	\$1,099,343,246

**Administraon Expenditures**

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Federal	\$222,635,576	\$236,474,293	\$258,194,251	\$285,863,597	\$282,933,380	\$325,623,402	\$58,649,984
Federal Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,000	\$21,857,000	\$5,464,250
State (Including non-base Waiver)	\$171,396,230	\$188,584,043	\$208,468,679	\$217,947,850	\$222,589,607	\$213,690,799	\$37,646,955
<b>State Title XX transfer</b>	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,000)	(\$21,857,000)	(\$5,464,250)
County	\$205,162,087	\$213,848,464	\$236,097,351	\$238,159,111	\$238,799,845	\$225,459,118	\$44,549,265
Sub Total	\$599,193,893	\$638,906,800	\$702,760,281	\$741,970,558	\$744,322,832	\$764,773,319	\$140,846,204

Assistance Expenditures

Federal	\$140,511,912	\$119,753,916	\$131,376,501	\$122,794,319	\$119,280,174	\$133,879,997	\$55,730,064
Federal Title XX transfer	\$14,135,000	\$14,135,000	\$14,135,000	\$18,285,393	\$18,230,000	\$18,230,000	\$0
State	\$136,497,286	\$119,753,916	\$114,130,964	\$122,332,319	\$133,738,379	\$116,264,206	\$48,397,162
State Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$14,135,000)	(\$18,285,393)	(\$18,230,000)	(\$18,230,000)	\$0
County	\$124,453,408	\$102,646,214	\$99,403,275	\$105,252,273	\$108,436,524	\$102,171,574	\$42,530,839
Sub Total	\$401,462,606	\$342,154,046	\$344,910,740	\$350,378,911	\$361,455,077	\$352,315,777	\$146,658,065

<b>Total</b>	<b>\$1,000,656,499</b>	<b>\$981,060,846</b>	<b>\$1,047,671,021</b>	<b>\$1,092,349,469</b>	<b>\$1,105,777,909</b>	<b>\$1,117,089,096</b>	<b>\$287,504,269</b>
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Revenues

<u>Administrative Revenue</u>							
Federal	\$244,493,183	\$258,331,900	\$280,051,858	\$307,721,204	\$304,790,380	\$330,763,616	\$64,114,234
State	\$149,538,623	\$166,726,436	\$186,611,072	\$196,090,243	\$200,732,607	\$203,364,176	\$32,182,705
County	\$205,162,087	\$213,848,464	\$236,097,351	\$238,159,111	\$238,799,845	\$230,645,527	\$44,549,265
Sub Total	\$599,193,893	\$638,906,800	\$702,760,281	\$741,970,558	\$744,322,832	\$764,773,319	\$140,846,204

Assistance Revenue

Federal	\$154,646,912	\$133,888,916	\$145,511,501	\$141,079,712	\$137,510,174	\$152,109,997	\$55,730,064
State	\$122,362,286	\$105,618,916	\$99,995,964	\$104,046,926	\$115,508,379	\$98,034,206	\$48,397,162
County	\$124,453,408	\$102,646,214	\$99,403,275	\$105,252,273	\$108,436,524	\$102,171,574	\$42,530,839
Sub Total	\$401,462,606	\$342,154,046	\$344,910,740	\$350,378,911	\$361,455,077	\$352,315,777	\$146,658,065

Surplus/Deficit (excl. carryover to ens)	23,594,586	59,009,985	(3,635,105)	(32,890,417)	(30,210,236)	(29,751,338)	811,838,977
Cudlave Surplus	23,594,586	82,604,571	78,969,466	46,079,049	15,868,813	(13,882,525)	797,956,452

**Title IV-E Waiver County Welfare Capped Allocaon Expenditures**

	CFL 07/08-56 FY 07/08	CFL 09/10-09 FY 08/09	CFL 11/12-36 FY 09/10	CFL 10/11-47&73 FY 10/11	CFL 11/12-18 FY 11/12	CFL 12/13-19 FY 12/13	CFL 13/14-26 FY 13/14
<b>Administraon Allocaon</b>							
Federal	\$174,845,159	\$176,053,722	\$170,483,388	\$175,989,735	\$176,622,782	\$179,315,388	\$185,388,868
Title XX transfer	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000	\$21,857,000
State Waiver Base	\$167,566,752	\$170,361,147	\$173,765,519	\$177,224,450	\$180,704,797	\$184,259,382	\$188,066,800
Title XX transfer	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)	(\$21,857,000)
State Non-Base Waiver	\$26,002,701	\$30,948,520	\$18,769,390	\$17,576,047	\$20,755,946	\$20,760,808	\$20,760,808
County	\$96,656,485	\$96,656,488	\$96,656,488	\$96,656,488	\$95,325,838	\$109,471,092	\$96,656,488
10% Reducon		(\$3,223,960)		(\$3,065,250)	(\$2,518,572)	(\$2,518,572)	(\$2,513,613)
Sub Total	\$465,071,097	\$474,019,877	\$456,450,825	\$464,381,470	\$470,890,791	\$491,288,098	\$488,359,351

**Assistance Allocaon (based on CDSS' request, the Probaon Assistance is excluded even though it is paid by DCFS Assistance)**

(incl. Title XX transfer)							
Federal	\$129,670,304	\$120,148,251	\$123,143,328	\$123,820,108	\$126,141,122	\$132,057,631	\$135,154,041
Title XX transfer	\$14,135,000	\$14,135,000	\$15,787,000	\$18,286,000	\$18,230,000	\$18,230,000	\$18,230,000
State	\$94,774,406	\$91,545,307	\$99,198,618	\$106,367,944	\$101,954,095	\$100,791,009	\$108,693,125
Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$15,787,000)	(\$18,286,000)	(\$18,230,000)	(\$18,230,000)	(\$18,230,000)
County	\$140,797,647	\$153,845,777	\$154,711,139	\$156,035,983	\$151,930,977	\$152,590,477	\$157,104,490
Sub total	\$365,242,357	\$365,539,335	\$377,053,085	\$386,224,035	\$380,026,194	\$385,439,117	\$400,951,656
<b>Total</b>	\$830,313,454	\$839,559,212	\$833,503,910	\$850,605,505	\$850,916,985	\$876,727,215	\$889,311,007

**Administraon Expenditures**

Federal	\$171,526,576	\$182,497,874	\$193,868,427	\$221,985,063	\$221,523,531	\$244,739,294	\$42,694,875
Federal Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,000	\$21,857,000	\$5,464,250
State (Including non-base Waiver)	\$169,266,690	\$185,138,741	\$205,449,822	\$215,537,340	\$220,272,252	\$210,069,122	\$37,077,129
State Title XX transfer	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,000)	(\$21,857,000)	(\$5,464,250)
County	\$151,923,539	\$156,426,740	\$182,687,721	\$183,922,620	\$186,659,403	\$189,242,352	\$32,582,933
Sub Total	\$492,716,805	\$524,063,355	\$582,005,970	\$621,445,023	\$628,455,186	\$644,050,768	\$112,354,937

**Assistance Expenditures (based on CDSS' request, the Probaon Assistance is excluded even though it is paid by DCFS Assistance)**

Federal	\$109,201,298	\$88,409,202	\$97,618,806	\$88,206,082	\$87,393,859	\$101,811,213	\$43,118,994
Federal Title XX transfer	\$14,135,000	\$14,135,000	\$14,135,000	\$18,285,393	\$18,230,000	\$18,230,000	\$0
State	\$106,081,261	\$88,409,202	\$84,804,576	\$87,744,082	\$97,987,056	\$88,414,999	\$37,445,443

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)

State Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$14,135,000)	(\$18,285,393)	(\$18,230,000)	(\$18,230,000)	(\$18,230,000)	\$0
County	\$96,721,149	\$75,779,317	\$73,861,222	\$75,605,214	\$79,448,965	\$77,698,028	\$32,906,601	
Sub Total	\$312,003,708	\$252,597,721	\$256,284,604	\$251,555,378	\$264,829,880	\$267,924,240	\$113,471,038	

(k) Probaon assistance costs does not include June 2013 claim.

\* County - SB163 Waiver uncalculated costs. FY1

	\$2,711,942	\$2,630,245	\$2,599,602	\$2,233,297	\$1,937,708	\$2,173,527	\$662,246	
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Total	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
<b>Revenues</b>							
DCFS - Administrative Revenue							
Federal	\$193,384,183	\$204,355,481	\$215,726,034	\$243,842,670	\$243,380,531	\$253,488,679	\$48,159,125
State	\$147,409,083	\$163,281,134	\$183,592,215	\$193,679,733	\$198,415,252	\$199,742,499	\$31,612,879
County	\$151,923,539	\$156,426,740	\$182,687,721	\$183,922,620	\$186,659,403	\$190,819,590	\$32,582,933
Sub Total	\$492,716,805	\$524,063,355	\$582,005,970	\$621,445,023	\$628,455,186	\$644,050,768	\$112,354,937
<b>Total</b>	<b>\$804,720,513</b>	<b>\$776,661,076</b>	<b>\$838,290,574</b>	<b>\$873,000,401</b>	<b>\$893,285,066</b>	<b>\$911,975,008</b>	<b>\$225,825,975</b>

DCFS - Assistance Revenue (based on CDSS' request, the Probaon Assistance is excluded even though it is collected in DCFS)

Federal	\$123,336,298	\$102,544,202	\$111,753,806	\$106,491,475	\$105,623,859	\$120,041,213	\$43,118,994
State	\$91,946,261	\$74,274,202	\$70,669,576	\$69,458,689	\$79,757,056	\$70,184,999	\$37,445,443
County	\$96,721,149	\$75,779,317	\$73,861,222	\$75,605,214	\$79,448,965	\$77,698,028	\$32,906,601
Sub Total	\$312,003,708	\$252,597,721	\$256,284,604	\$251,555,378	\$264,829,880	\$267,924,240	\$113,471,038

Admin Allocaon - Admin Expenditure

Surplus/Decit (excl. carryover to ensure the con	(27,645,708)	(50,043,478)	(125,555,145)	(157,063,553)	(157,564,395)	(152,762,670)	376,004,414
Cumulave Surplus - DCFS Admin.	(27,645,708)	(77,689,186)	(203,244,331)	(360,307,884)	(517,872,279)	(670,634,949)	(294,630,535)

Assistance Allocaon - Assistance Expenditure (FY only - Probaon is excluded. The allocaon/Exp are on DCFS budget)

Surplus/Decit (excl. carryover to ensure the con	53,238,649	112,941,614	120,768,481	134,668,657	115,196,314	117,514,877	287,480,618
Cumulave Surplus - FY (DCFS children only)	53,238,649	166,180,263	286,948,744	421,617,401	536,813,715	654,328,592	941,809,210

**Investments Above Year One Costs (To Include Waiver Investments)**

Child Welfare Programs

**(B) Investments above FY 2007-08 Costs**

List Programs claimed in PC#701

Team Decision Making (TDM) / Permanency Pla	\$787,554	\$2,139,327	\$3,531,108	\$3,513,466	\$3,348,856	\$3,610,133	\$286,218
Youth Permanency (YP) Units	\$538,227	\$1,678,870	\$2,874,875	\$2,949,484	\$2,851,711	\$2,843,698	\$236,499
Upfront Assessments (UFA)	\$0	\$5,508	\$416,346	\$491,150	\$525,933	\$493,170	\$42,820
ER/Hub stang					\$972,699	\$688,686	\$37,537
ED & Mentoring - Stang						\$28,430	\$36,251

County Progress Report for 7/1/07 to 6/30/13

Fiscal Workbook - Child Welfare Summary

Attachment V  
LA - DCFS

UFA-Contracts with Family Preservaon Agencies	\$113,781	\$72,450	\$1,548,473	\$8,043,352	\$8,788,219	\$8,344,654	\$1,047,198
PIDP Contracted Services with Community-base	\$0	\$0	\$0	\$3,140,144	\$2,038,980	\$2,407,744	\$688,174
Youth Development Services	\$0	\$0	\$356,785	\$694,147	\$2,251,706	\$2,442,621	
PIP	\$0	\$0	\$0	\$0	\$182,761	\$0	
Child Abuse					\$284,549	\$613,654	\$15,018
In House Legal Services					\$479,990	\$2,588,950	
Time Limited Reunicao / Adopon Promoon and Support Srv					\$927,969	\$701,950	
Coaching / Mentoring					\$89,849		
Wraparound					\$5,990,914	\$19,260,958	
Project Safe					\$0	\$70,000	
Enhanced Specialized FC					\$0	\$558,723	
County Youth & Family Collaborave (CYFC)	\$0	\$0	\$0	\$0	\$0	\$91,263	\$114,725
<b>Total Investment Expenditures</b>	<b>\$1,439,562</b>	<b>\$3,896,155</b>	<b>\$8,727,587</b>	<b>\$18,831,743</b>	<b>\$28,734,136</b>	<b>\$44,744,634</b>	<b>\$2,504,440</b>

(B) Informaon only. Those are pin code #701 expenditures which does not include all the costs. Staring FY10-11, we track the costs with pcf#701.

Cumulative Available Reinvestment Funds

**Title IV-E Waiver Probation Capped Allocation Expenditures**

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Administraon Agreed Amount - Allocation							
Federal	\$51,109,000	\$54,419,520	\$64,599,319	\$63,794,626	\$67,957,267	\$70,156,262	\$69,072,215
State Waiver Base	\$1,677,000	\$2,267,480	\$2,315,681	\$2,378,374	\$2,490,083	\$2,599,395	\$2,529,153
State Non-Base Waiver	\$734,537	\$734,721	\$734,721	\$734,721	\$734,721	\$734,721	\$734,721
County	\$53,631,000	\$53,631,000	\$53,631,000	\$53,631,000	\$54,961,650	\$40,816,396	\$53,631,000
10% Reducon	\$0	\$0	(\$305,040)	(\$311,310)	(\$316,566)	(\$321,428)	(\$326,387)
Subtotal	\$107,151,537	\$111,052,721	\$120,975,681	\$120,227,411	\$125,827,155	\$113,985,346	\$125,640,702

**Assistance (paid out of DCFS Assistance)**

\*Using the previous year amount

	FY0607 actual	FY0708 actual	FY0809 actual	FY0910 actual	FY1011 actual	FY1112 actual	FY1213 actual
Federal	\$18,818,779	\$31,310,614	\$31,344,714	\$33,757,695	\$34,588,237	\$31,886,315	\$32,068,784
State	\$27,186,926	\$30,416,025	\$31,344,714	\$29,326,388	\$34,588,237	\$35,751,323	\$27,849,207
County	\$40,780,389	\$27,732,259	\$26,866,897	\$25,542,053	\$29,647,059	\$28,987,559	\$24,473,546
Sub total	\$86,786,094	\$89,458,898	\$89,556,325	\$88,626,136	\$98,823,533	\$96,625,197	\$84,391,537
<b>Total</b>	<b>\$193,937,631</b>	<b>\$200,511,619</b>	<b>\$210,532,006</b>	<b>\$208,853,547</b>	<b>\$224,650,688</b>	<b>\$210,610,543</b>	<b>\$210,032,239</b>

**Administraon Expenditures**

	as of 2nd qtr adj.		1st qtr only
Federal	\$51,109,000	\$53,976,419	\$63,878,534
State (Including non-base Waiver)	\$2,129,540	\$3,445,302	\$2,410,510
County	\$53,238,548	\$57,421,724	\$54,236,491
Sub Total	\$106,477,088	\$114,843,445	\$120,525,535
* Probation Cost not in the claim	\$12,342,639	\$1,229,637	\$1,612,854

**Assistance Expenditures <sup>(M)</sup> (paid out of DCFS Assistance)**

Federal	\$31,310,614	\$31,344,714	\$33,757,695	\$34,588,237	\$31,886,315	\$32,068,784	\$12,611,070
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Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)

California Department of Social Services (CDSS)

State	\$30,416,025	\$31,344,714	\$29,326,388	\$34,588,237	\$35,751,323	\$27,849,207	\$10,951,719
County	\$27,732,259	\$26,866,897	\$25,542,053	\$29,647,059	\$28,987,559	\$24,473,546	\$9,624,238
Sub Total	\$89,458,898	\$89,556,325	\$88,626,136	\$98,823,533	\$96,625,197	\$84,391,537	\$33,187,027

(x) Probation assistance costs does not include May and June Wraparound costs and June 2013 claim.

Total	208,278,625	205,629,407	210,993,301	219,349,068	212,492,843	205,114,088	61,678,294
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Revenues	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
PROBATION - Administrative Revenue							
Federal	\$51,109,000	\$53,976,419	\$64,325,824	\$63,878,534	\$61,409,849	\$77,274,937	\$15,955,109
State	\$2,129,540	\$3,445,302	\$3,018,857	\$2,410,510	\$2,317,355	\$3,621,677	\$569,826
County	\$53,238,548	\$57,421,724	\$53,409,630	\$54,236,491	\$52,140,442	\$39,825,937	\$11,966,332
Sub Total	\$106,477,088	\$114,843,445	\$120,754,311	\$120,525,535	\$115,867,646	\$120,722,551	\$28,491,267

PROBATION - Assistance Revenue (Collected in DCFS Assistance)	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Federal	\$31,310,614	\$31,344,714	\$33,757,695	\$34,588,237	\$31,886,315	\$32,068,784	\$12,611,070
State	\$30,416,025	\$31,344,714	\$29,326,388	\$34,588,237	\$35,751,323	\$27,849,207	\$10,951,719
County	\$27,732,259	\$26,866,897	\$25,542,053	\$29,647,059	\$28,987,559	\$24,473,546	\$9,624,238
Sub Total	\$89,458,898	\$89,556,325	\$88,626,136	\$98,823,533	\$96,625,197	\$84,391,537	\$33,187,027

(exclude the Probation Cost not in the Claim) - Admin Allocation - Admin Expenditure	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Surplus/Decit (excl. carryover to ensure the cc	674,449	(3,790,724)	221,370	(298,124)	9,959,509	(6,737,205)	97,149,435
Cumulative Surplus - Probation Admin.	674,449	(3,116,275)	(2,894,905)	(3,193,029)	6,766,480	29,275	97,178,710

Assistance Allocation - Assistance Expenditure (FY only. The allocation/Exp are on DCFS budget)	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Surplus/Decit (excl. carryover to ensure the cc	(2,672,804)	(97,427)	930,189	(10,197,397)	2,198,336	12,233,660	51,204,510
Cumulative Surplus - FYI (Probation children)	(2,672,804)	(2,770,231)	(1,840,042)	(12,037,439)	(9,839,103)	2,394,557	53,599,067

Expenditures Above Year One (May Include Waiver Investments)	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Probation Programs							

IV-E WAIVER - REINVESTMENT	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
- FFT ADMIN *	82,030	90,380		209,890	226,272	246,013	61,918
- FFT ADMIN **		31,269	135,316				
- PROBATION FFT/FFP *				4,474,092	5,730,898	5,178,711	1,143,102

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)

- PROBATION FFT/FFP **	30,223	504,962	4,147,194	1,238,892		
- CSA *				337,000	112,706	10,463
- CSA **		193,850	333,268			
- PAUR *				413,892	505,037	84,847
- PAUR **			146,291			
<b>IV-E WAIVER - REINVESTMENT INITIATIVES</b>						
- CWS/CMS INTERFACE *					602	46,890
- LEADER INTERFACE *					80,447	511,873
- EXPAND FFP SUPERVISION OPERATION *					12,504	525,018
- EXPAND GROUP HOME MONITORING *					9,201	570,651
- EXPAND 241.1 UNIT *						1,554,639
- SUBSTANCE ABUSE TREATMENT SERVICES *					202,950	48,216
- YOUTH DEVELOPMENT SERVICES *					269,486	31,984
- AFTERCARE SERVICES*					30,462	9,236
- FOSTER YOUTH EDUCATION PROGRAM*					46,319	27,324
<b>CWSOIP</b>						
- MST *				28,833	56,071	2,327
- DMH FFT *				108,562	121,194	3,558
- DMH FFT **		156,458	87,170			
- PROBATION FFT/FFP TRAINING **			9,571			
- EVIDENCE BASED INTERVENTION*					14,167	36,084
- FOSTER YOUTH ID THEFT PREVENTION *					10,478	180
- EXTERNSHIP *					75,157	12,000

\* Included in above expenditure

\*\* Not included in above expenditures

Cumulative Cost of Idened Investments  
Cumulative Available Reinvestment Funds

Los Angeles County DCFSS Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BYZ	Budgeted Amount	SFY 13/14 Qtr. 1 Actual	SFY 13/14 Qtr. 2 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use 0 to 10 to rate)	Specify Phase II Status State Continuing, Descended, or Terminated in the Initial County Waiver Extension Plan
<b>Improved Safety</b>												
Upfront Assessments (UFA) Prevention Initiative Demonstration Project (PIDP)	O	2,400,000	688,174		1,090,018			42,820		1,047,198	6	WILL FUND THROUGH PSSFCAPIT REDESIGN. START DATE IS SCHEDULED FOR 2014
Emergency Response (ER) staffing	O		37,537		37,537			37,537		688,174	7	FUNDING DURING THE 2ND BRIDGE YEAR FUNDING WAS FOR TEMPORARY POSITIONS
Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT)	O		15,018		15,018					15,018	3	WAS BUDGETED FOR FY11-12 AND 12-13 ONLY.
In-House Legal Services	O	2,400,000	0		0						8	FUNDING DURING THE 2ND BRIDGE YEAR
Project Safe	O		0		0						2	ONE-TIME ONLY REINVESTMENT FUNDING
Increased Permanency Team Decision Making (TDM)/Permanency Planning Conferences	O		286,218		286,218			286,218			7	FUNDING DURING THE 2ND BRIDGE YEAR
Youth Permanency (YP) Units	O		236,499		236,499			236,499			5	FUNDING DURING THE 2ND BRIDGE YEAR
Enhanced Specialized FC	O		0		0			0			5	FUNDING DURING THE 2ND BRIDGE YEAR
Enhanced Self-Sufficiency	O		0		0			0				
ED & Mentoring Countywide Foster Youth Education Project	O	2,371,000	36,251		36,251			36,251		114,725	6	LOCATED ALTERNATIVE FUNDING SOURCE FUNDING DURING THE 2ND BRIDGE YEAR
<b>Total Expenditures</b>		<b>7,171,000</b>	<b>2,504,440</b>	<b>0</b>	<b>1,816,266</b>	<b>0</b>	<b>0</b>	<b>639,325</b>	<b>0</b>	<b>1,965,115</b>		
<b>Percent of Total Expenditures</b>												

SINCE 4TH QUARTER DATA IS NOT AVAILABLE WE ARE UNABLE TO INCLUDE THE PERCENT OF THE TOTAL EXPENDITURES

Los Angeles County Project Listing for the reporting period of July 1, 2013 through September 30, 2013

Attachment VIII

Los Angeles County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BY2	Budgeted Amount	SFY 13/14 Qtr. 1 Actual	SFY 13/14 Qtr. 2 Actual	Total Actual	Total Amount Claimed to Code 702	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use 0 to 10 to rate)	Specify Phase II Status State Continuing, Descended, or Terminated in the Initial County Waiver Extension Plan
<b>INCREASED PLACEMENT STABILITY</b>												
Expand Group Home Monitoring	O	953,000	152,962		152,962	152,962	800,038	152,962			5	Continuing
<b>INCREASED PERMANENCY</b>												
Functional Family Therapy (FFT) - Administration Cost	O	135,000	61,918		61,918	61,918	73,082	61,918			4	Continuing
Probation FFT/FFP Services for Probation Youth	O	5,896,486	1,143,102		1,143,102	1,143,102	4,753,384	1,143,102			8	Continuing
Prospective Authorization and Utilization Review (PAUR) Unit	O	423,000	84,847		84,847	84,847	338,153	84,847			8	Continuing
Expand FFP Supervision Operation	O	633,000	166,830		166,830	166,830	466,170	166,830			8	Continuing
Expand 241.1 Unit	O	1,752,000	471,664		471,664	471,664	1,280,336	471,664			6	Continuing
Substance Abuse Treatment Services	O	300,000	48,216		48,216	48,216	251,784			48,216	3	Terminated
Group Home Aftercare Services	O	400,000	9,236		9,236	9,236	390,764			9,236	6	Continuing
Multisystemic Therapy (MST)	O	150,000	2,327		2,327	2,327	150,000			2,327	6	Continuing
DMH FFT Services for Probation Youth	O	200,000	3,558		3,558	3,558	200,000			3,558	7	Continuing
FFT Externship - CIMH	O	105,000	12,000		12,000	12,000	105,000		12,000		6	Continuing
Evidence Based Intervention Consultants - CIMH	O	192,000	15,667		15,667	15,667	192,000		15,667		7	Continuing
<b>ENHANCED SELF-SUFFICIENCY</b>												
Youth Development Services - Life Skills		500,000	31,984		31,984	31,984	468,016			31,984	5	Descended
Foster Youth Education Program	O	462,000	27,324		27,324	27,324	434,676			27,324	6	Continuing

