

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	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10
*Average Length of Stay	375				361				364				341				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	1,121	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	1,071	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
*Average Length of Stay				293				261			
Youth Placed Out of Home	962	842	931	975	969	997	961	906	912	926	956
Youth Placed in Group Home	920	787	853	888	890	917	886	831	827	821	846

Data Source: DCFS Datamart 7/10/2013

APPENDIX B-II for August 23, 2013-CDSS Title IV-E Waiver Annual Progress Report 7/1/12 to 6/30/13

Title IV-E Waiver Probation Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY12/13
Administration Agreed Amount - Allocation Federal	\$51,109,000	\$54,419,520	\$64,599,319	\$63,794,626	\$67,957,267	\$70,156,262
State Waiver Base	\$1,677,000	\$2,267,480	\$2,315,681	\$2,378,374	\$2,490,083	\$2,599,395
State Non-Base Waiver	\$734,537	\$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
10% Reduction	\$0	\$0	(\$305,040)	(\$311,310)	(\$316,566)	(\$321,428)
Subtotal	\$107,151,537	\$111,052,721	\$120,975,681	\$120,227,411	\$125,827,155	\$113,985,346

Assistance (paid out of DCFS Assistance)

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

Administration Expenditures (does not include 4th quarter)

						1st-3rd qtrs
Federal	\$51,109,000	\$53,976,419	\$64,325,824	\$63,878,534	\$61,409,849	\$60,271,674
State (Including non-base Waiver)	\$2,129,540	\$3,445,302	\$3,018,857	\$2,410,510	\$2,317,355	\$2,698,734
County	\$53,238,548	\$57,421,724	\$53,409,630	\$54,236,491	\$52,140,442	\$26,987,314
Sub Total	\$106,477,088	\$114,843,445	\$120,754,311	\$120,525,535	\$115,867,646	\$89,957,722
* Probation Cost not in the claim	\$12,342,639	\$1,229,637	\$1,612,854			

Assistance Expenditures^(x) (paid out of DCFS Assistance)

Federal	\$31,310,614	\$31,344,714	\$33,757,695	\$34,588,237	\$31,886,315	\$26,296,336
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State	\$30,416,025	\$31,344,714	\$29,326,388	\$34,588,237	\$35,751,323	\$25,441,555
County	\$27,732,259	\$26,866,897	\$25,542,053	\$29,647,059	\$28,987,559	\$25,357,729
Sub Total	<u>\$89,458,898</u>	<u>\$89,556,325</u>	<u>\$88,626,136</u>	<u>\$98,823,533</u>	<u>\$96,625,197</u>	<u>\$77,095,620</u>

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

Total	<u>208,278,625</u>	<u>205,629,407</u>	<u>210,993,301</u>	<u>219,349,068</u>	<u>212,492,843</u>	<u>167,053,342</u>
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<u>Revenues</u>	<u>FY 07/08</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
PROBATION - Administrative Revenue						
Federal	\$51,109,000	\$53,976,419	\$64,325,824	\$63,878,534	\$61,409,849	\$60,271,674
State	\$2,129,540	\$3,445,302	\$3,018,857	\$2,410,510	\$2,317,355	\$2,698,734
County	\$53,238,548	\$57,421,724	\$53,409,630	\$54,236,491	\$52,140,442	\$26,987,314
Sub Total	<u>\$106,477,088</u>	<u>\$114,843,445</u>	<u>\$120,754,311</u>	<u>\$120,525,535</u>	<u>\$115,867,646</u>	<u>\$89,957,722</u>

PROBATION - Assistance Revenue (Collected in DCFS Assistance)						
Federal	\$31,310,614	\$31,344,714	\$33,757,695	\$34,588,237	\$31,886,315	\$26,296,336
State	\$30,416,025	\$31,344,714	\$29,326,388	\$34,588,237	\$35,751,323	\$25,441,555
County	\$27,732,259	\$26,866,897	\$25,542,053	\$29,647,059	\$28,987,559	\$25,357,729
Sub Total	<u>\$89,458,898</u>	<u>\$89,556,325</u>	<u>\$88,626,136</u>	<u>\$98,823,533</u>	<u>\$96,625,197</u>	<u>\$77,095,620</u>

(exclude the Probation Cost not in the Claim) - Admin Allocation - Admin Expenditure						
Surplus/Deficit (excl. carryover to ensure the c	674,449	(3,790,724)	221,370	(298,124)	9,959,509	24,027,624
Cumulative Surplus - Probation Admin.	674,449	(3,116,275)	(2,894,905)	(3,193,029)	6,766,480	30,794,104

Assistance Allocation - Assistance Expenditure (FYI only. The allocation/Exp are on DCFS budget)						
Surplus/Deficit (excl. carryover to ensure the c	(2,672,804)	(97,427)	930,189	(10,197,397)	2,198,336	19,529,577
Cumulative Surplus - FYI (Probation children)	(2,672,804)	(2,770,231)	(1,840,042)	(12,037,439)	(9,839,103)	9,690,474

Expenditures Above Year One (May Include Waiver Investments)

Probation Programs

IV-E WAIVER - REINVESTMENT

- FFT ADMIN *	82,030	90,380		209,890	226,272	181,079
- FFT ADMIN **		31,269	135,316			
- PROBATION FFT/FFP *				4,474,092	5,730,898	3,990,594

- 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	361,898
- PAUR **			146,291			

IV-E WAIVER - REINVESTMENT INITIATIVES

- CWS/CMS INTERFACE *					602	29,889
- LEADER INTERFACE *					80,447	351,392
- EXPAND FFP SUPERVISION OPERATION *					12,504	357,478
- EXPAND GROUP HOME MONITORING *					9,201	410,762
- EXPAND 241.1 UNIT *						1,087,138
- SUBSTANCE ABUSE TREATMENT SERVICES *						125,899
- YOUTH DEVELOPMENT SERVICES *						111,366
- AFTERCARE SERVICES*						2,379

CWSOIP

- MST *				32,288	52,616	40,168
-DMH FFT *				108,562	121,194	80,544
-DMH FFT **		156,458	87,170			
- PROBATION FFT/FFP TRAINING **			9,571			
- EVIDENCE BASED INTERVENTION*					14,167	34,167
- FOSTER YOUTH ID THEFT PREVENTION *						6,767
- EXTERNSHIP *						75,157

* Included in above expenditure

** Not included in above expenditures

Cumulative Cost of Identified Investments

Cumulative Available Reinvestment Funds

Title IV-E Waiver County Welfare Capped Allocation 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
Administration Allocation						
Federal	\$174,845,159	\$176,053,722	\$170,483,388	\$175,989,735	\$176,622,782	\$179,315,388
Title XX transfer	\$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
Title XX transfer	(\$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
County	\$96,656,485	\$96,656,488	\$96,656,488	\$96,656,488	\$95,325,838	\$109,471,092
10% Reduction			(\$3,223,960)	(\$3,065,250)	(\$2,518,572)	(\$2,518,572)
Sub Total	\$465,071,097	\$474,019,877	\$456,450,825	\$464,381,470	\$470,890,791	\$491,288,098

**Assistance Allocation (based on CDSS' request, the Probation 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
Title XX transfer	\$14,135,000	\$14,135,000	\$15,787,000	\$18,286,000	\$18,230,000	\$14,135,000
State	\$94,774,406	\$91,545,307	\$99,198,618	\$106,367,944	\$101,954,095	\$100,791,009
Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$15,787,000)	(\$18,286,000)	(\$18,230,000)	(\$14,135,000)
County	\$140,797,647	\$153,845,777	\$154,711,139	\$156,035,983	\$151,930,977	\$152,590,477
Sub total	\$365,242,357	\$365,539,335	\$377,053,085	\$386,224,035	\$380,026,194	\$385,439,117
Total	\$830,313,454	\$839,559,212	\$833,503,910	\$850,605,505	\$850,916,985	\$876,727,215

Administration Expenditures (does not include 4th quarter)

Federal	\$171,526,576	\$182,497,874	\$193,868,427	\$221,985,063	\$221,523,531	\$170,975,472
Federal Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,000	\$21,857,000
State (Including non-base Waiver)	\$169,266,690	\$185,138,741	\$205,449,822	\$215,537,340	\$220,272,252	\$148,478,699
State Title XX transfer	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,000)	(\$21,857,000)
County	\$151,923,539	\$156,426,740	\$182,687,721	\$183,922,620	\$186,659,403	\$130,481,277
Sub Total	\$492,716,805	\$524,063,355	\$582,005,970	\$621,445,023	\$628,455,186	\$449,935,448

Assistance Expenditures (based on CDSS' request, the Probation 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	\$95,541,844
Federal Title XX transfer	\$14,135,000	\$14,135,000	\$14,135,000	\$18,285,393	\$18,230,000	\$14,135,000

State	\$106,081,261	\$88,409,202	\$84,804,576	\$87,744,082	\$97,987,056	\$80,365,283
State Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$14,135,000)	(\$18,285,393)	(\$18,230,000)	(\$14,135,000)
County	\$96,721,149	\$75,779,317	\$73,861,222	\$75,605,214	\$79,448,965	\$67,624,038
Sub Total	\$312,003,708	\$252,597,721	\$256,284,604	\$251,555,378	\$264,829,880	\$243,531,165

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

* County - SB163 Waiver uncalculated costs. FYI.	\$2,711,942	\$2,630,245	\$2,599,602	\$2,233,297	\$1,937,708	\$902,769
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Total	\$804,720,513	\$776,661,076	\$838,290,574	\$873,000,401	\$893,285,066	\$693,466,613
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<u>Revenues</u>	<u>FY 07/08</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
DCFS - Administrative Revenue						
Federal	\$193,384,183	\$204,355,481	\$215,726,034	\$243,842,670	\$243,380,531	\$192,832,472
State	\$147,409,083	\$163,281,134	\$183,592,215	\$193,679,733	\$198,415,252	\$126,621,699
County	\$151,923,539	\$156,426,740	\$182,687,721	\$183,922,620	\$186,659,403	\$130,481,277
Sub Total	\$492,716,805	\$524,063,355	\$582,005,970	\$621,445,023	\$628,455,186	\$449,935,448

DCFS - Assistance Revenue (based on CDSS' request, the Probation 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	\$109,676,844
State	\$91,946,261	\$74,274,202	\$70,669,576	\$69,458,689	\$79,757,056	\$66,230,283
County	\$96,721,149	\$75,779,317	\$73,861,222	\$75,605,214	\$79,448,965	\$67,624,038
Sub Total	\$312,003,708	\$252,597,721	\$256,284,604	\$251,555,378	\$264,829,880	\$243,531,165

Admin Allocation - Admin Expenditure

Surplus/Deficit (excl. carryover to ensure the co	(27,645,708)	(50,043,478)	(125,555,145)	(157,063,553)	(157,564,395)	41,352,650
Cumulative Surplus - DCFS Admin.	(27,645,708)	(77,689,186)	(203,244,331)	(360,307,884)	(517,872,279)	(476,519,629)

Assistance Allocation - Assistance Expenditure (FYI only - Probation is excluded. The allocation/Exp are on DCFS budget)

Surplus/Deficit (excl. carryover to ensure the co	53,238,649	112,941,614	120,768,481	134,668,657	115,196,314	141,907,952
Cumulative Surplus - FYI (DCFS children only)	53,238,649	166,180,263	286,948,744	421,617,401	536,813,715	678,721,667

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	\$2,732,557
Youth Permanency (YP) Units	\$538,227	\$1,678,870	\$2,874,875	\$2,949,484	\$2,851,711	\$2,081,800
Upfront Assessments (UFA)	\$0	\$5,508	\$416,346	\$491,150	\$525,933	\$365,791

ER/Hub staffing					\$972,699	\$569,683
UFA-Contracts with Family Preservation Agency	\$113,781	\$72,450	\$1,548,473	\$8,043,352	\$8,788,219	\$5,901,556
PIDP Contracted Services with Community-base	\$0	\$0	\$0	\$3,140,144	\$2,038,980	\$1,756,488
Youth Development Services	\$0	\$0	\$356,785	\$694,147	\$2,251,706	\$1,635,499
PIP	\$0	\$0	\$0	\$0	\$182,761	\$0
Child Abuse					\$284,549	\$142,876
In House Legal Services					\$479,990	
Time Limited Reunification / Adoption Promotion and Support Srv					\$927,969	\$155,811
Coaching / Mentoring					\$89,849	
Wraparound					\$5,990,914	\$12,722,000
Project Safe					\$0	\$70,000
Enhanced Specialized FC					\$0	\$399,721
County Youth & Family Collaborative (CYFC)	\$0	\$0	\$0	\$0	\$0	\$22,549
Total Investment Expenditures	\$1,439,562	\$3,896,155	\$8,727,587	\$18,831,743	\$28,734,136	\$28,556,331

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

Cumulative Available Reinvestment Funds

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

	CFL 07/08-56 FY 07/08	CFL 09/10-09 FY 08/09	CFL 11/12-03&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
Administration Allocation						
Federal	\$225,954,159	\$230,473,242	\$235,082,707	\$239,784,361	\$244,580,049	\$249,471,650
Title XX transfer	\$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
Title XX transfer	(\$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
County	\$150,287,485	\$150,287,488	\$150,287,488	\$150,287,488	\$150,287,488	\$150,287,488
10% Reduction	\$0	\$0	(\$3,529,000)	(\$3,376,560)	(\$2,835,138)	(\$2,840,000)
Sub Total	\$572,222,634	\$585,072,598	\$577,426,506	\$584,608,881	\$596,717,946	\$605,273,444

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
Title XX transfer	\$14,135,000	\$14,135,000	\$15,787,000	\$18,286,000	\$18,230,000	\$14,135,000
State	\$121,961,332	\$121,961,332	\$130,543,332	\$135,694,332	\$136,542,332	\$136,542,332
Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$15,787,000)	(\$18,286,000)	(\$18,230,000)	(\$14,135,000)
County	\$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

Total

	\$1,024,251,085	\$1,040,070,831	\$1,044,035,916	\$1,059,459,052	\$1,075,567,673	\$1,087,337,758
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Administration Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Federal	\$222,635,576	\$236,474,293	\$258,194,251	\$285,863,597	\$282,933,380	\$231,247,146
Federal Title XX transfer	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,607	\$21,857,000	\$21,857,000
State (Including non-base Waiver)	\$171,396,230	\$188,584,043	\$208,468,679	\$217,947,850	\$222,589,607	\$151,177,433
State Title XX transfer	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,607)	(\$21,857,000)	(\$21,857,000)
County	\$205,162,087	\$213,848,464	\$236,097,351	\$238,159,111	\$238,799,845	\$157,468,591
Sub Total	\$599,193,893	\$638,906,800	\$702,760,281	\$741,970,558	\$744,322,832	\$539,893,170

Assistance Expenditures

Federal	\$140,511,912	\$119,753,916	\$131,376,501	\$122,794,319	\$119,280,174	\$121,838,180
Federal Title XX transfer	\$14,135,000	\$14,135,000	\$14,135,000	\$18,285,393	\$18,230,000	\$14,135,000
State	\$136,497,286	\$119,753,916	\$114,130,964	\$122,332,319	\$133,738,379	\$105,806,838

State Title XX transfer	(\$14,135,000)	(\$14,135,000)	(\$14,135,000)	(\$18,285,393)	(\$18,230,000)	(\$14,135,000)
County	\$124,453,408	\$102,646,214	\$99,403,275	\$105,252,273	\$108,436,524	\$92,981,767
Sub Total	\$401,462,606	\$342,154,046	\$344,910,740	\$350,378,911	\$361,455,077	\$320,626,785

Total	\$1,000,656,499	\$981,060,846	\$1,047,671,021	\$1,092,349,469	\$1,105,777,909	\$860,519,955
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Revenues	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Administrative Revenue						
Federal	\$244,493,183	\$258,331,900	\$280,051,858	\$307,721,204	\$304,790,380	\$253,104,146
State	\$149,538,623	\$166,726,436	\$186,611,072	\$196,090,243	\$200,732,607	\$129,320,433
County	\$205,162,087	\$213,848,464	\$236,097,351	\$238,159,111	\$238,799,845	\$157,468,591
Sub Total	\$599,193,893	\$638,906,800	\$702,760,281	\$741,970,558	\$744,322,832	\$539,893,170

Assistance Revenue						
Federal	\$154,646,912	\$133,888,916	\$145,511,501	\$141,079,712	\$137,510,174	\$135,973,180
State	\$122,362,286	\$105,618,916	\$99,995,964	\$104,046,926	\$115,508,379	\$91,671,838
County	\$124,453,408	\$102,646,214	\$99,403,275	\$105,252,273	\$108,436,524	\$92,981,767
Sub Total	\$401,462,606	\$342,154,046	\$344,910,740	\$350,378,911	\$361,455,077	\$320,626,785

Surplus/Deficit (excl. carryover to er	23,594,586	59,009,985	(3,635,105)	(32,890,417)	(30,210,236)	226,817,803
Cumulative Surplus	23,594,586	82,604,571	78,969,466	46,079,049	15,868,813	242,686,616

Los Angeles County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	C or N Rating	Budgeted Amount	SFY 12/13 Qtr. 1 Actual	SFY 12/13 Qtr. 2 Actual	SFY 12/13 Qtr. 3 Actual	SFY 12/13 Qtr. 4 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use rating scale of 0 to 10)	Status Under Waiver Extension (Specify planning and funding decisions to date for each listed waiver initiative)
Improved Safety														
Upfront Assessments (UFA)	C	14,745,000	1,879,186	2,300,367	2,087,795		6,267,348	6,267,348	8,477,652	365,792		5,901,556	6	WILL FUND THROUGH PSSF/CAPIT REDESIGN. START DATE IS SCHEDULED FOR 2014
Prevention Initiative Demonstration Project (PIDP)	C	2,500,000	712,102	514,400	529,986		1,756,488	1,756,488	743,512			1,756,488	8	FUNDING DURING THE 2ND BRIDGE YEAR
Emergency Response (ER) staffing	C	1,500,000	31,165	359,748	178,771		569,684	569,684	930,316	569,683			7	FUNDING WAS FOR TEMPORARY POSITIONS
Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT)	C	515,000	92	12,522	130,262		142,876	142,876	372,124			142,876	3	WAS BUDGETED FOR FY11-12 AND12-13 ONLY.
In-House Legal Services	C	2,400,000					0	0	2,400,000				8	FUNDING DURING THE 2ND BRIDGE YEAR
Project Safe	C		70,000				70,000	70,000				70,000	2	ONE-TIME ONLY REINVESTMENT FUNDING
Increased Permanency														
Team Decision Making (TDM)/Permanency Planning Conferences	C	4,358,000	902,648	905,958	923,951		2,732,557	2,732,557	1,625,443	2,732,557			7	FUNDING DURING THE 2ND BRIDGE YEAR
Youth Permanency (YP) Units	C	2,857,000	656,154	668,566	757,080		2,081,800	2,081,800	775,200	2,081,800			5	FUNDING DURING THE 2ND BRIDGE YEAR
Enhanced Specialized FC	C	575,000	61,820	179,189	158,712		399,721	399,721	175,279			399,721	5	FUNDING DURING THE 2ND BRIDGE YEAR
Wraparound Services	N	20,183,616	3,167,005	4,702,495	4,852,500		12,722,000	12,722,000	20,651,000			12,722,000	8	ONE TIME REINVESTMENT FUNDING
Enhanced Self-Sufficiency														
Youth Development Services	C	1,000,000	314,091	582,137	739,271		1,635,499	1,635,499			1,635,499		6	LOCATED ALTERNATIVE FUNDING SOURCE
CountyWide Foster Youth Education Project	C	2,371,000			22,549		22,549	22,549				22,549	5	FUNDING DURING THE 2ND BRIDGE YEAR
Total Expenditures		50,633,616	7,794,263	10,225,382	10,358,328	0	28,377,973	28,377,973						
Percent of Total Expenditures														ARE UNABLE TO INCLUDE THE PERCENT OF THE TOTAL EXPENDITURES

Los Angeles County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	C or N Rating	Budgeted Amount	SFY 12/13 Qtr. 1 Actual	SFY 12/13 Qtr. 2 Actual	SFY 12/13 Qtr. 3 Actual	SFY 12/13 Qtr. 4 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use rating scale of 0 to 10)	Status Under Waiver Extension (Specify planning and funding decisions to date for each listed waiver initiative)
Increased Placement Stability														
Enhanced Cross-Systems Case Assessment and Case Planning (CSA)	C	0	10,463	0	0		10463	10463				10,463	1	This initiative has already been phased out of the Waiver plan.
Expand Group Home Monitoring	N	953,000	113,105	143,660	153,997		410,762	410,762	542,238	410,762			5	Probation will not continue to fund this initiative in a Waiver extension. The Department will identify other funds to cover these positions moving forward.
Increased Permanency														
Probation Functional Family Therapy (FFT)/Functional Family Probation (FFP) Services for Probation Youth	C	5,896,486	1,407,049	1,322,550	1,260,995		3,990,593	3,990,593	1,905,893	3,990,593			8	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
Prospective Authorization and														Probation will continue to fund this initiative through the

Utilization Review (PAUR) Unit	C	423,000	119,819	117,261	124,818		361,898	361,898	61,102	361,898		8	next bridge year. Probation will evaluate the efficacy of
Multisystemic Therapy (MST)	C	150,000	7,473		32,695		40,168	0	109,832		40,168	5	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of
Functional Family Therapy (FFT) - Administrative Cost	C	135,000	60,259	58,902	61,918		181,078	181,078	-46,078	181,078		2	Probation will not continue to fund this initiative through the next bridge period or in a Waiver extension.
CWS/CMS Interface	N	250,000	0	11,542	18,347		29,889	29,889	220,111	29,889		1	Probation will not continue to fund this initiative through the next bridge period or in a Waiver extension.
PCMS Enhancements	N	250,000	0	0	0		0	0	250,000	0		0	Probation will not continue to fund this initiative through the next bridge period or in a Waiver extension.
LEADER Interface	N	150,000	79,619	135,143	136,630		351,392	351,392	-201,392	351,392		2	Probation will not continue to fund this initiative through the next bridge period or in a Waiver extension.
DMH FFT Services for Probation Youth	C	200,000	7,995	0	72,549		80,545	0	119,455		80,545	6	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
Group Home Aftercare Services	C	400,000	0	0	2,379		2,379	2,379	397,621		2,379	4	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
Substance Abuse Prevention Council	C	300,000	26,727	30,995	68,117		125,899	125,899	174,101		125,899	5	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
Expansion of FFP Operation	N	633,000	75,658	116,578	165,242		357,478	357,478	275,522	357,478		8	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
CIMH - Evidence Based Intervention Consultants	C	192,000	17,583	6,917	9,667		34,167	0	157,883		34,167	5	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
FFT Externship - CIMH	C	105,000	0	0	75,157		75,157	0	29,843		75,157	6	Probation will continue to fund this initiative through the next bridge year. Probation will evaluate the efficacy of this intervention to determine whether or not it will include it in a Waiver extension.
Expansion of 241.1 Dual Supervision Unit	N	1,752,000	295,079	363,084	428,975		1,087,138	1,087,138	664,862	1,087,138		7	Probation will not continue to fund this initiative in a Waiver extension. The Department will identify other funds to cover these positions moving forward.
Enhanced Self-Sufficiency													
Youth Development Services - Increase Life Skills	C	500,000	0	13,948	97,418		111,366	111,366	388,634		111,366	6	Probation will not continue to fund this initiative in a Waiver extension. The Department will identify other funds to cover these positions moving forward.
Foster Youth Education Project	C	462,000	0	0	0		0	0	462,000		0	1	Probation will not continue to fund this initiative in a Waiver extension. The Department will identify other funds to cover these positions moving forward.
Foster Youth ID Theft Prevention	C	52,000	0	5,542	1,225		6,767	0	45,233		6,767	1	
Total Expenditures		12,803,486	2,220,829	2,326,122	2,710,189		7,257,139	7,020,335	5,546,347	6,770,228	109,324	377,587	
Percent of Total Expenditures													ARE UNABLE TO INCLUDE THE PERCENT OF THE TOTAL EXPENDITURES

Los Angeles County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	C or N Rating	Budgeted Amount	SFY 12/13 Qtr. 1 Actual	SFY 12/13 Qtr. 2 Actual	SFY 12/13 Qtr. 3 Actual	SFY 12/13 Qtr. 4 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use rating scale of 0 to 10)	Status Under Waiver Extension (Specify planning and funding decisions to date for each listed waiver initiative)
Improved Safety														
Upfront Assessments (UFA)		14,745,000	1,879,186	2,300,367	2,087,795		6,267,348	6,267,348	8,477,652	365,792		5,901,556		
Prevention Initiative Demonstration Project (PIDP)		2,500,000	712,102	514,400	529,986		1,756,488	1,756,488	743,512			1,756,488		
Emergency Response (ER) staffing		1,500,000	31,165	359,748	178,771		569,684	569,684	930,316	569,683				
Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT)		515,000	92	12,522	130,262		142,876	142,876	372,124			142,876		
In-House Legal Services		2,400,000					0	0	2,400,000					
Project Safe			70,000				70,000	70,000				70,000		
Increased Permanency														
Team Decision Making (TDM)/Permanency Planning Conferences		4,358,000	902,648	905,958	923,951		2,732,557	2,732,557	1,625,443	2,732,557				
Youth Permanency (YP) Units		2,857,000	656,154	668,566	757,080		2,081,800	2,081,800	775,200	2,081,800				
Enhanced Specialized FC		575,000	61,820	179,189	158,712		399,721	399,721	175,279			399,721		
Wraparound Services		20,183,616	3,167,005	4,702,495	4,852,500		12,722,000	12,722,000	20,651,000			12,722,000		
Enhanced Self-Sufficiency														
Youth Development Services		1,000,000	314,091	582,137	739,271		1,635,499	1,635,499			1,635,499			
CountyWide Foster Youth Education Project		2,371,000			22,549		22,549	22,549				22,549		
Total Expenditures		50,633,616	7,794,263	10,225,382	10,358,328	0	28,377,973	28,377,973						
Percent of Total Expenditures														

Los Angeles County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	C or N Rating	Budgeted Amount	SFY 12/13 Qtr. 1 Actual	SFY 12/13 Qtr. 2 Actual	SFY 12/13 Qtr. 3 Actual	SFY 12/13 Qtr. 4 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use rating scale of 0 to 10)	Status Under Waiver Extension (Specify planning and funding decisions to date for each listed waiver initiative)
Increased Placement Stability														
Enhanced Cross-Systems Case Assessment and Case Planning (CSA)	C	0	10,463	0	0		10,463	10,463				10,463	1	This initiative has already been phased out of the Waiver plan.
Expand Group Home Monitoring	N	953,000	113,105	143,660	153,997		410,762	410,762	542,238	410,762			5	Probation will not continue to fund this initiative in a Waiver extension. The Department will identify other funds to cover these positions moving forward.
Increased Permanency														



County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

PHILIP L. BROWNING
Director

Board of Supervisors
GLORIA MOLINA
First District
MARK RIDLEY-THOMAS
Second District
ZEV YAROSLAVSKY
Third District
DON KNABE
Fourth District
MICHAEL D. ANTONOVICH
Fifth District

October 23, 2012

Gregory Rose, Deputy Director
Children and Family Services Division
California Department of Social Services
744 P Street
Sacramento, CA 95814

Dear Mr. Rose:

Please find enclosed the Los Angeles County's Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) County Evaluation Report to be submitted the Administration for Children and Families with the Final Waiver Evaluation for the period July 1, 2007 through June 30, 2012.

We appreciate the opportunity to participate in this important effort to use flexible Title IV-E funds to test the effect of innovative strategies to accelerate efforts to improve outcomes for children and families in Los Angeles County. These efforts will build upon system improvements already underway among the Departments and their community partners.

If you have any further questions, please contact Alan Weisbart, Children's Services Administrator II, at (213) 351-5740.

Sincerely,

Handwritten signature of Philip L. Browning.

PHILIP L. BROWNING,
Director
Department of Children and Family
Services

Handwritten signature of Jerry E. Powers.
JERRY E. POWERS,
Chief Probation Officer
Probation Department

PLB:RRS:aw

c: Will Lightbourne, Director

Enclosure

Los Angeles County's Fiscal Years (FY) 2007 – 2012 Title IV-E Waiver Capped Allocation Demonstration Project (Waiver) – Final Evaluation Report

Los Angeles County's FY 2007-12 Waiver demonstration project was designed to determine whether the flexibility of title IV-E funding would support changes in the county's service delivery model, maintain cost neutrality to the federal government, increase safety, improve permanency and well-being outcomes and increase self-sufficiency. California's Independent evaluator, Charlie Ferguson, Ph.D. of San Jose State University tested the following two theories:

1. Eliminating the "open entitlement" approach to funding foster care will reduce the fiscal incentives to place children in out-of-home care.
2. Eliminating the categorical nature of eligibility and allowed reimbursements (i.e. board and care) will provide the authority and the funds (through cost savings) necessary to reorient the service structure to focus on prevention, early intervention and permanency including reunification and aftercare efforts, and ultimately lead to improved outcomes for children and families.

Los Angeles County has significant evidence from its evaluation of data from both Waiver Initiatives and Federal Indicators that these theories were validated. Unlike other state Waivers approved by the Administration for Children and Families (ACF), California's project did not contain the measurement of a Waiver group and a control/comparison group. The State evaluator used an interrupted, time-series design to guide data collection activities. The time-series design is a quasi-experimental method that accounts for a number of risks to internal validity. However, as it is not a true random design, it does not allow for causality. Rather, the measurement of success was the comparison of child and family outcomes before and throughout the Waiver period, as well as maintaining cost neutrality over the five years with a capped allocation of title IV-E foster care funds.

Consistent with the Terms and Conditions of the Waiver, Los Angeles County has successfully demonstrated that the Waiver has been cost neutral to the federal government and has ensured that savings from the demonstration have been used to further the provision of child welfare services. Fiscal analysis for FY 2011-12 reflects that the Waiver is more than cost neutral since the federal funds added to the Waiver beyond traditional IV-E funding requirements have generated higher cost avoidance/savings through the flexible use of funding for its enhanced and expanded Waiver strategies. This projected cost avoidance/savings trend will continue to grow if the flexible use of Waiver funds would be retained to sustain the prevention, early intervention, post-permanency services that have already been developed and implemented. Any savings will continue to be invested in child welfare services that include prevention, early intervention, post-permanency services and other service strategies as outlined in the Terms and Conditions of the waiver.

The fiscal cost neutrality analysis is based on the premise that, in the absence of the waiver, expenditures on traditional IV-E services such as out-of-home care payments, would have been \$104 million higher in federal funds in Los Angeles County in FY 2011-12 than the actual expenditure level for these services. However, the cumulative cost avoidance and savings

that have been generated from the Waiver strategies is estimated at \$141 million, which is \$37 million, or 35.52%, higher than the \$104 million possible federal revenue loss under the opt-out scenario. In other words, each additional federal dollar invested into the Waiver enhanced strategies generates \$1.35 in cost avoidance/savings (see Attachment I). The \$141 million cost avoidance/savings consists of the components:

1. \$83 million in cost avoidance by diverting potential out-of-home placements to in-home services through intensive Family Maintenance Strategies;
2. \$35 million in cost avoidance by reducing the length of stay in out-of-home care through the use of Waiver Strategies; and
3. \$23 million in cost saving by using the Waiver capped allocations to absorb the federal share of the Group Home and Foster Family Home rate increases.

While noteworthy progress has been made, the benefit of the Waiver for Los Angeles County cannot be completely achieved in five years. The initial Waiver years required some investments in changing the infrastructure of the service delivery system, which took time to come to fruition and see the full benefits of flexible funding. By extending California's Waiver, Los Angeles will be in a position to apply lessons learned during the initial Waiver period to the extension, and focus future flexible funding benefits on increasing the capacity, utilization, and effectiveness of family engagement and family-centered practice and interventions, improving social-emotional well-being and expanding child welfare practice, program and systems improvement.

Los Angeles' goals for the Waiver were to enhance the array of current programs and services for all County youth identified as at risk for out-of-home care, while increasing safety, improving timelines to permanency, improving child and family well-being and improving the array of services and engagement of families with a more individualized approach to serving children. The Waiver has provided the Department of Children and Family Services (DCFS) and the Probation Department (Probation) with the opportunity to make critical system changes in the provision of child welfare services. It enables both improved outcomes for children and families; and enhanced social work practice and performance.

Charlie Ferguson, Ph.D. has provided findings as part of the independent evaluation required by the federal Terms and Conditions. In addition, semi-annual progress reports submitted to the State throughout the Waiver period have looked at the progress of our initiatives, goals and theories, and has documented how the Waiver has given Los Angeles County the financial flexibility to make strategic investments in structural and programmatic reforms that are needed to better serve children and families in a cost neutral manner.

DCFS has been successful in its efforts to reduce its out-of-home care population and the number of youth in group homes during this Waiver period (July 1, 2007 to June 30, 2012). DCFS has decreased both its out-of-home care population by 25.3% (from 20,708 to 15,478) and group home population by 36.8% (from 1,471 to 961) since the two-year baseline period (7/1/05 to 6/30/07). In addition, the average length of stay in care has decreased by 38.5% (from 1,329 days to 817 days) and increased the number of children who received in-home services by 35.5% (from 10,598 to 14,413) since the two-year baseline period.¹

¹ Data source: DCFS Fact Sheet August 13, 2012.

Probation has also been successful in its efforts to reduce its out-of-home care population and the number of youth in group homes during this Waiver period. Probation has decreased its out-of-home population by 35.7% (from 1,407 to 906) and group home population by 37.1% (from 1,322 to 831) since the two year baseline period. In addition, Probation’s average length of stay in care decreased by 30.4% (from 375 days to 261days) since the two year baseline period.²

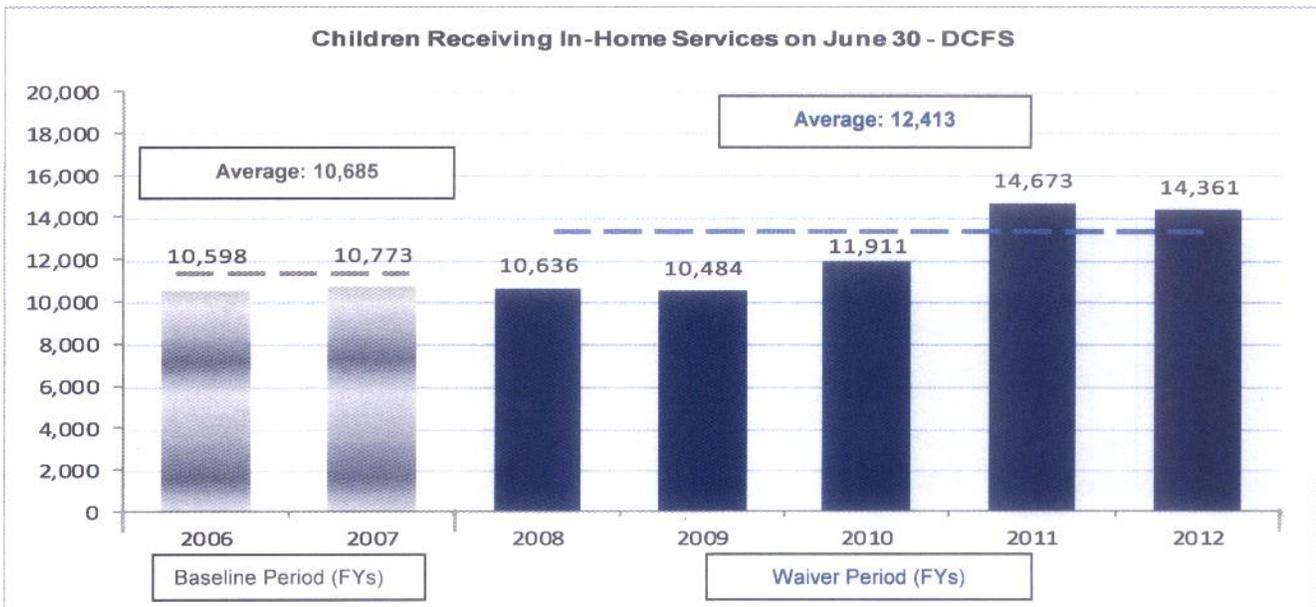
KEY EVALUATION FINDINGS

Los Angeles’ Waiver has demonstrated the effectiveness of the State’s test theories, with a reduction in out-of-home care and increased safety and improved permanency and well-being.

Theory 1: Eliminating the “open entitlement” approach to funding foster care will reduce the fiscal incentives to place children in out-of-home care.

DCFS

The Waiver gave Los Angeles County the flexibility to provide an array of services, allowing children to safely remain in their homes. In California, only the Waiver Counties, Los Angeles and Alameda have increased the number of children who received in-home services. The chart below shows the 35.5% increase in the number of children able to receive services in their own homes in the five-year Waiver period compared to the two-year baseline period.³



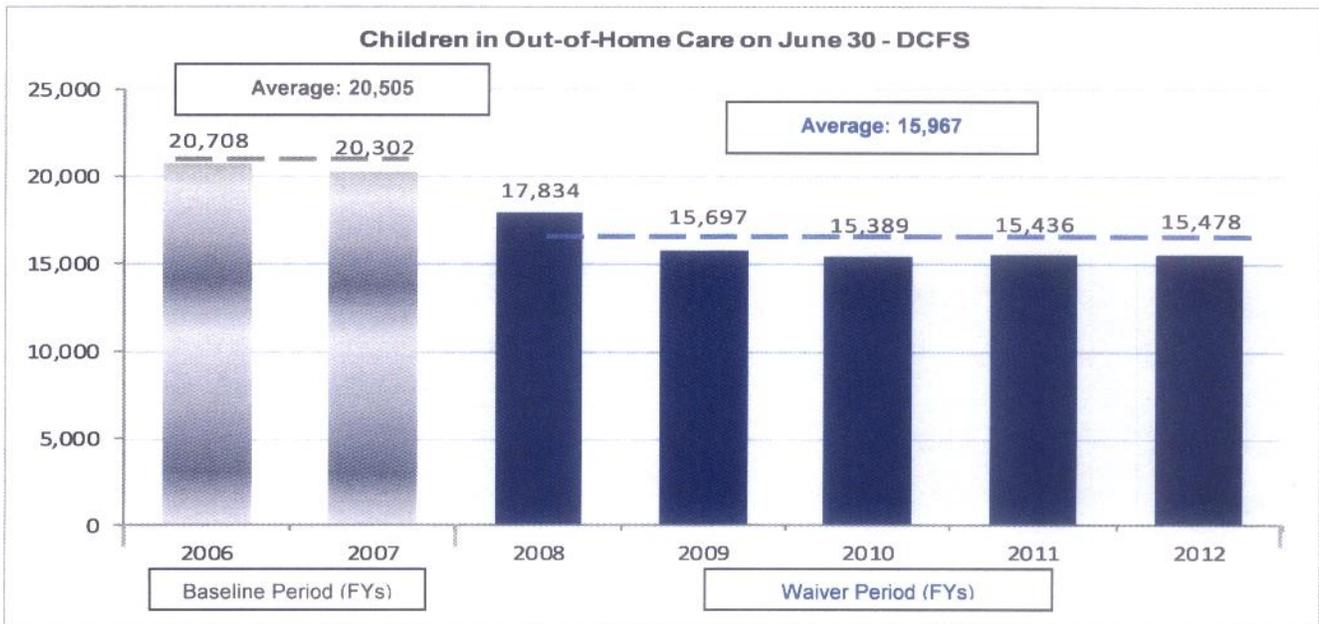
The increase in the number of children able to remain in their own home, resulted in a significant reduction in the number of children in out-of-home care in the five-year Waiver period, compared to the two-year baseline period. The chart below shows the 25.3% decrease

² Data source: DCFS Datamart October 12, 2012.

³ Data source: DCFS Fact Sheet August 13, 2012.

(4,741) in the number of children in out-of-home care.⁴ However, Assembly Bill (AB) 12, Extended Foster Care has impacted the number of youth in out-of-home care. Since the implementation of the Extended Foster Care Bill on January 1, 2012, the number of youth in out-of-home care has increased 1.8% (from 15,204 to 15,478).

Based on the three-year trend from FY 2010-12, there was \$83 million in cost avoidance in the Federal sharing ratio by safely diverting would be out-of-home placements to in-home services through intensive Family Maintenance strategies. The cost avoidance is 50% of the diversion cost for the Federal Eligibility based on the project cost avoidance. The projected cost avoidance was determined by the variance between the average number of children receiving in home services for the baseline period and the actual number for the three-year trend, multiplied by the baseline average days in days in care and then multiplied by the daily actual average cost per cases (see Attachment I).

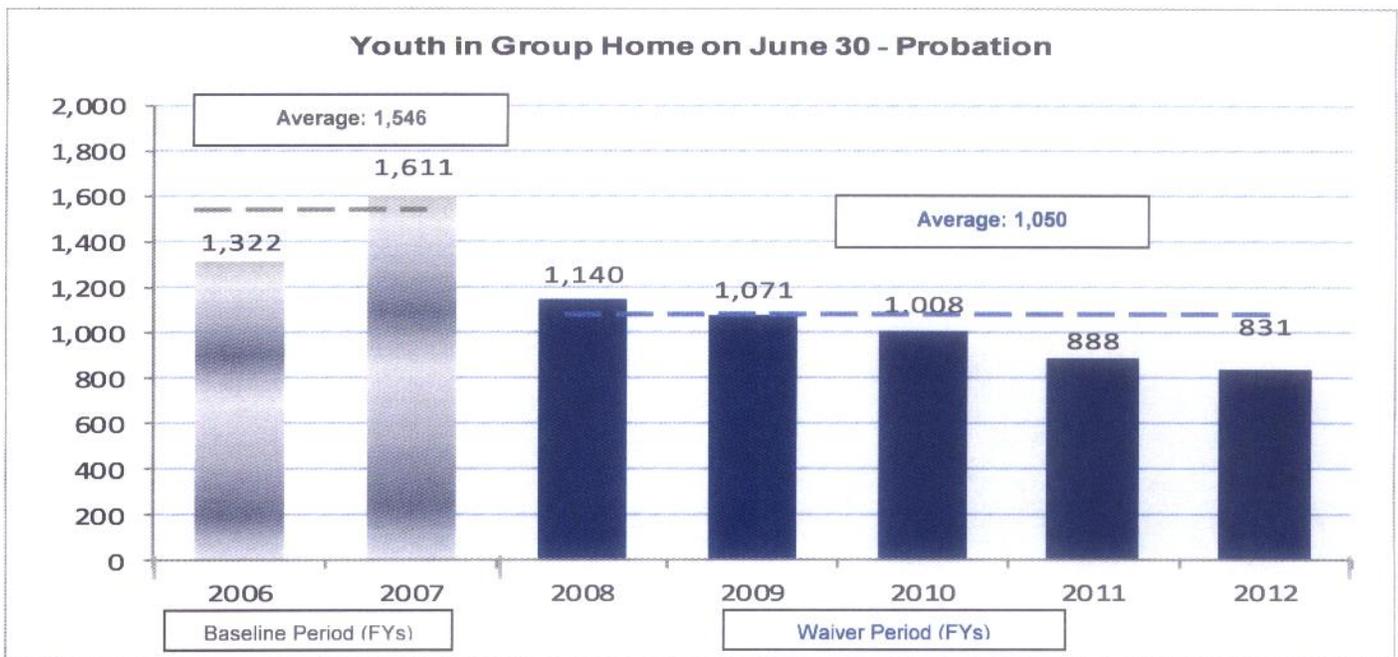


Probation

During the five-year Waiver period, Probation focused most of its efforts on the creation of aftercare services. Probation sought to decrease the length of stay in out-of-home care in favor of in-home aftercare services, which resulted in a significant reduction of youth in out-of-home care. The chart below shows the 35.7% decrease (502) in the number of youth in out-of home care.⁵

⁴ Data source: DCFS Fact Sheet August 13, 2012.

⁵ Data Source: DCFS Datamart October 12, 2012.



Theory 2: Eliminating the categorical nature of eligibility and allowed reimbursements (i.e. board and care) will provide the authority and the funds (through cost savings) necessary to reorient the service structure to focus on prevention, early intervention and permanency including reunification and aftercare efforts, and ultimately lead to improved outcomes for children and families.

A. Improved Safety

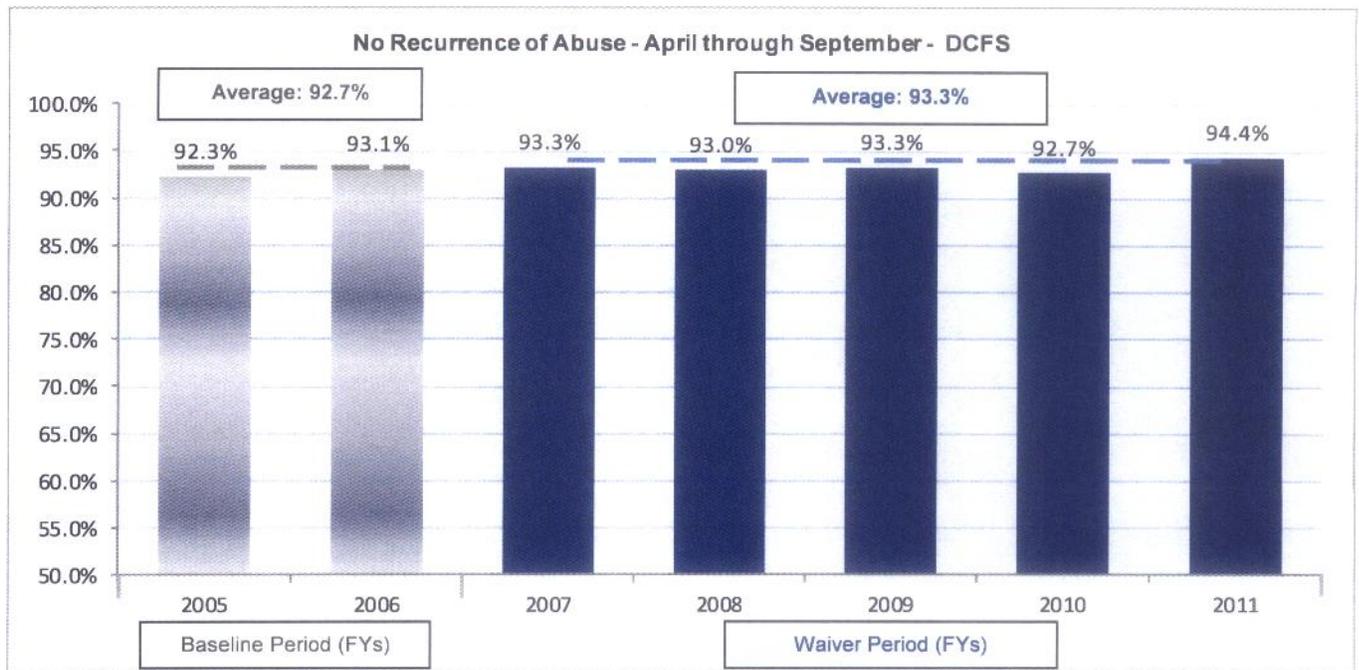
The Waiver has allowed Los Angeles the flexibility to provide a broader array of services to increase safety for children. The improvement in safety can be seen in both the improvement in the rate of no recurrence of maltreatment and the innovative initiatives that allowed children to remain safely in their own homes while receiving preventative services.

DCFS

1. No Recurrence of Maltreatment

The following chart shows how the percent of no recurrence of maltreatment improved during the Waiver period.⁶ The decrease in performance in the 4th year of the Waiver is believed to be due to the intense media coverage of child fatalities in Los Angeles County. Staff expressed heightened anxiety and risk aversion in regards to leaving children in their homes during child abuse investigations, especially when there was a subsequent allegation. Another challenge for DCFS involved departmental leadership changes; four individuals oversaw the Department between December 2010 and December 2011, which impacted long-term planning and service delivery.

⁶ Data Source: C.D.S.S./U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System 8/1/12.



2. **Children Remain Safely in Their Own Homes.** As previously stated, there was a significant increase (35.5%) in the number of children able to safely receive services in their own homes during the five-year Waiver period compared to the two-year baseline period.
3. **Strong Focus on Preventative Services.** DCFS implemented the Prevention Initiative Demonstration Project (PIDP) to address the spectrum of child abuse prevention, including primary prevention approaches directed to the whole community as well as secondary and tertiary approaches directed to families already referred to or engaged with DCFS.

The PIDP networks worked to prevent child maltreatment through the implementation of three core strategies:

- Building social networks through community organizing, such as Neighborhood Action Councils (NAC);
- Increasing economic opportunities and development, such as Volunteer Income Tax Assistance sites; and
- Increasing access to beneficial services activities, resources and supports like parent advocates and Family Resource and Visitation Centers.

Below are the results of a PIDP evaluation for FY 2009-10 that compared a group of families that received PIDP services to a group of families that did not.⁷ The study showed that PIDP families who received an initial referral were more likely to receive a subsequent substantiated referral than the comparison group, while the comparison group was more likely to receive a substantiated subsequent referral on an existing case. However, while

⁷ Data Source: Prevention Initiative Demonstration Project (PIDP) Year Two Evaluation Report: Executive Summary – Casey Family Programs.

the PIDP group was more likely to have a case opened and remain in their own homes, the comparison group was more likely to have the children removed.

SUBSEQUENT REFERRAL ON PIDP REFERRALS VS. COMPARISON GROUP

	Subsequent Referral	Substantiated Referral	Case Opening	Child Removed
PIDP Group				
New Referral	18%	7%	4%	3%
Referral on Existing Case	23%	5%	3%	5%
Comparison Group				
New Referral	12%	4%	0%	4%
Referral on Existing Case	51%	16%	3%	5%

- 4. Upfront Assessments for Mental Health, Substance Abuse and Domestic Violence for High Risk Cases, with Expanded Family Preservation Services (UFA).** Through the use of an existing County contracted Family Preservation agency, DCFS established an upfront assessment program to serve families better by obtaining a thorough assessment of their needs. By utilizing experts in the areas of mental health, substance abuse and domestic violence to provide comprehensive assessments and, when appropriate, connecting families to treatment and ancillary services in their community rather than taking children into care (see Attachment II).

During the Waiver period, (July 1, 2007 – June 30, 2012), 16,952 families with 33,350 children received UFAs, and of these 33,350 children, 13,361 (39.5%) were promoted to a cases and 10,282 (78.1%) were able to safely remain in their home with DCFS in-home services. The remaining 20,189 (60.5%) children did not have a safety and risk issue warranting a case to be opened,

Probation

- 1. Cross-Systems Assessment and Case Planning (CSA)/Placement Assessment Centers (PACs).** To ensure that a youth’s risks and needs are identified through a joint assessment process prior to placement, Probation in consultation with the Department of Mental Health (DMH) and the group home provider community, created the CSA. The CSA is a comprehensive and collaborative method of assessing youth in care that have a new Suitable Placement order; ensuring targeted treatment based on the identified risk and needs in the CSA. The CSA was also designed to reduce replacements to congregate care by ensuring that youth are matched with appropriately level of care and service provider. There were approximately 2,800 CSA’s completed between September 2009 and September 2011.

The need to shift staffing resources to mandated functions within Probation decreased the ability to retain staff for the CSA process. This led to the expansion and greater utilization of PACs. Newly placed youth are assigned to one of the PACs for 30-45 days to receive extensive educational, psycho-social, substance abuse and criminogenic risk assessments facilitated by Licensed Clinical Social Workers. Probation’s goal is that 75-80% of all

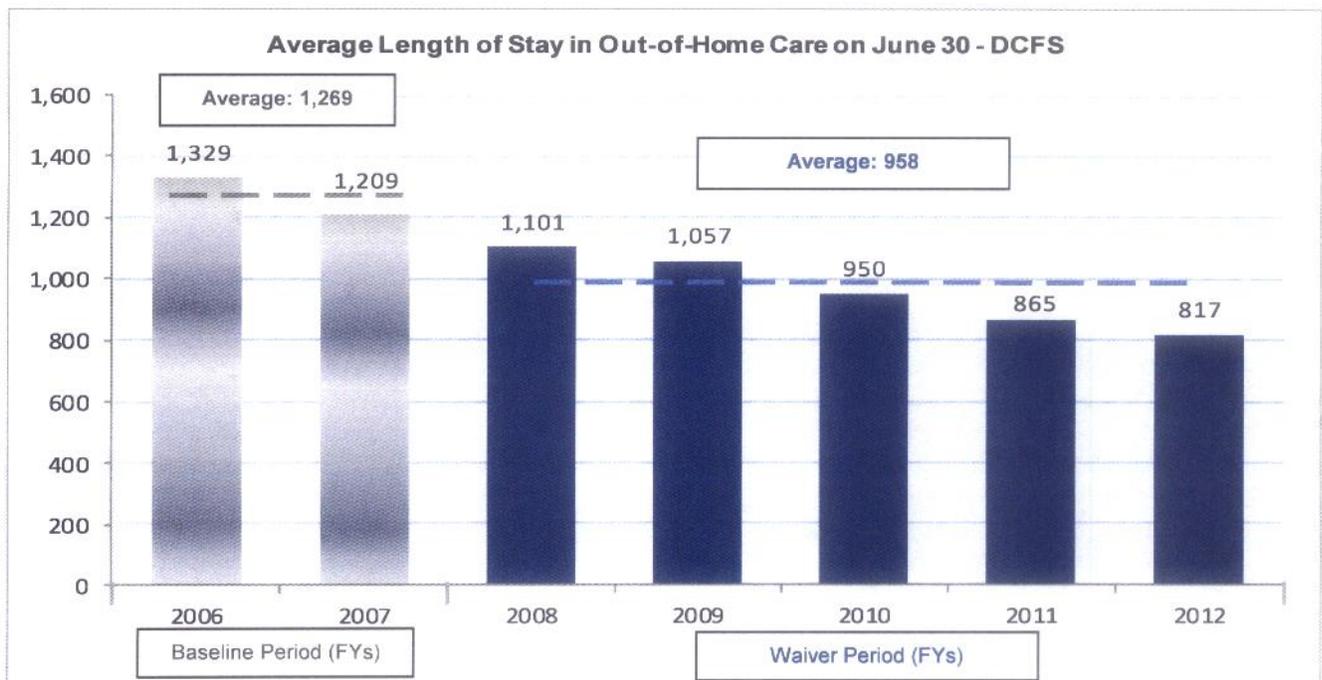
Placement youth receive this quality assessment. Since September 2011, approximately 615 PAC assessments have been completed.

B. Increased Permanency

The flexibility of the Waiver has allowed Los Angeles County to provide a broader array of services to achieve permanency for the youth in our care. While there was a fluctuation in the ability to achieve timely permanency, the number of children who achieved permanency remained relatively stable despite decreasing out-of-home care caseloads.

1. Average Length of Stay in Care

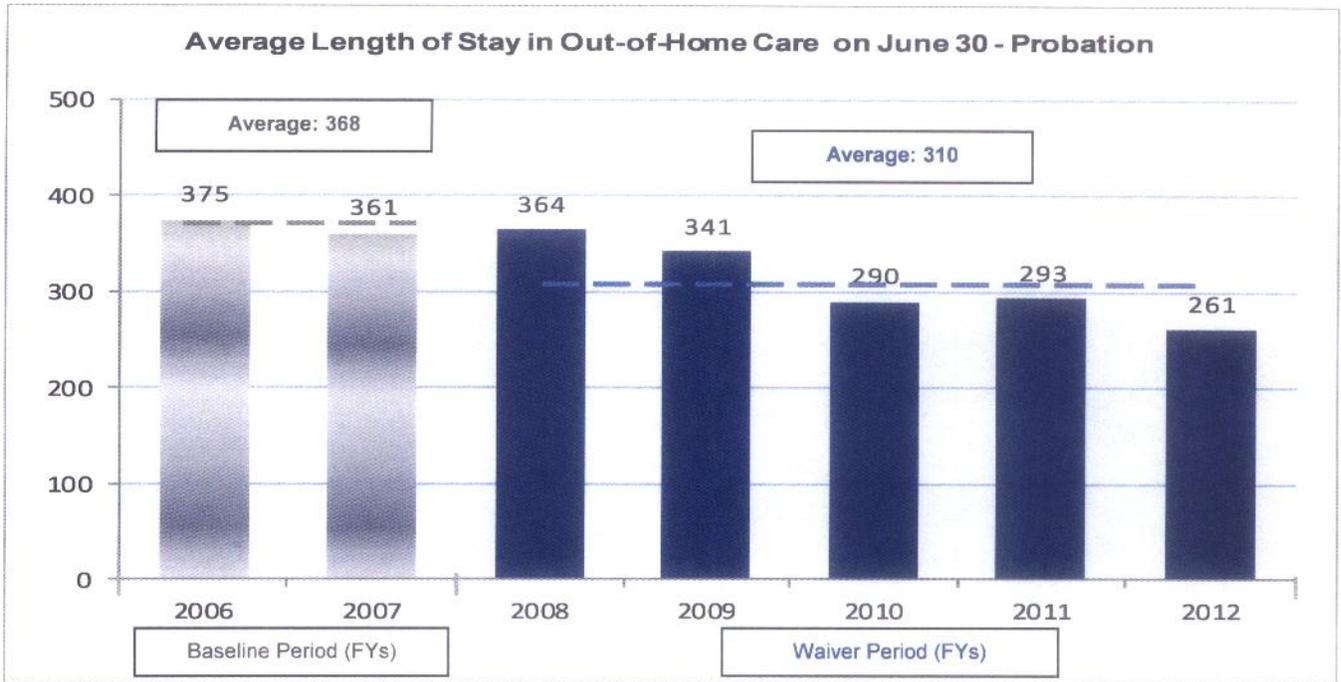
- a. The following chart shows how average length of stay in DCFS foster care has decreased during the Waiver period by 311 days or 38.5% compared to the baseline period.⁸ This reduction in the average days in care produced \$35.3 million in cost avoidance in the Federal Sharing Ratio by utilizing the innovative Waiver strategies that improve timelines to permanency. However; due to the loss of a State lawsuit, \$22.8 million in cost savings was used by DCFS to absorb the federal share of the Group Home and Foster Family Home rate increase (see Attachment I).



- b. The following chart shows how average length of stay in Probation's foster care has decreased during the Waiver period by 114 days or 30.4% compared to the baseline period.⁹

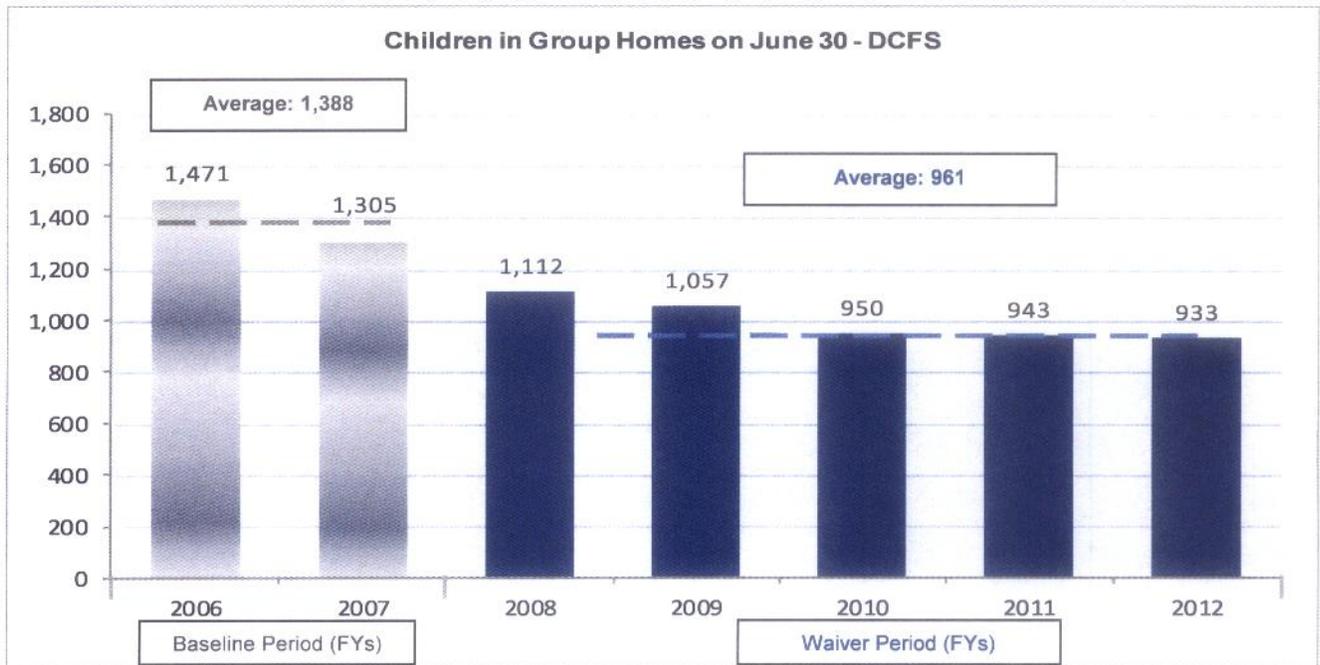
⁸ Data Source: DCFS Datamart – The Site, August 10, 2012.

⁹ Data Source: DCFS Datamart October 12, 2012.



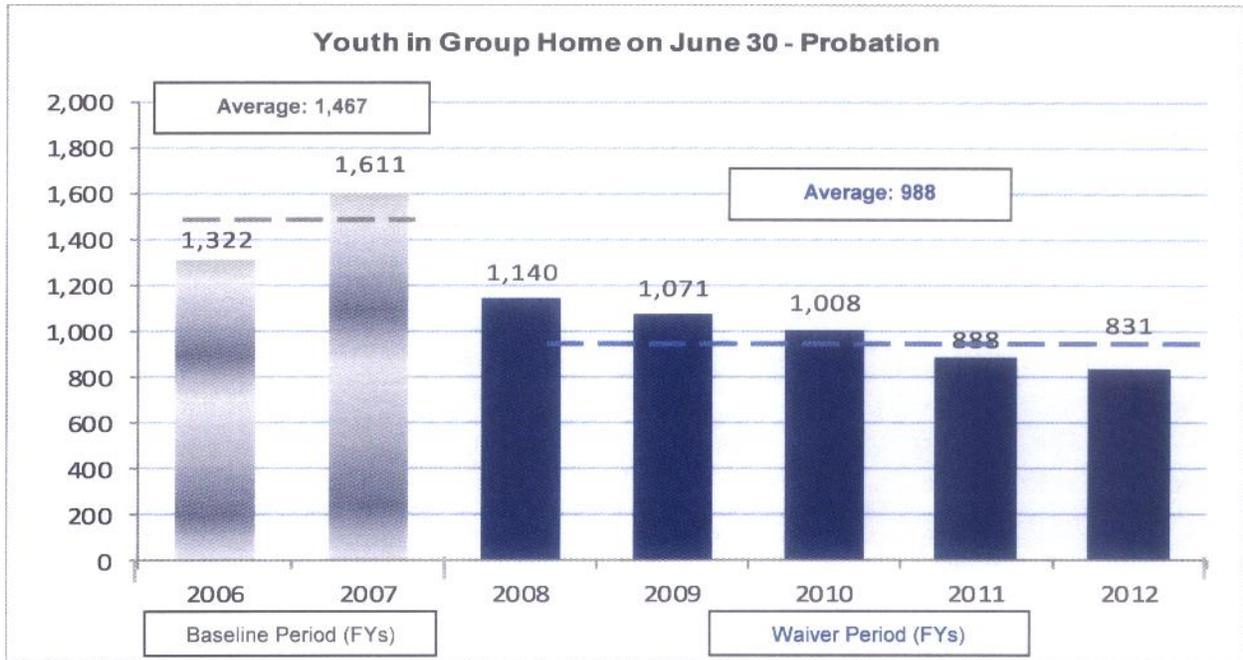
2. Group Home Population

- a. The following chart shows the 36.8% decrease in the number of DCFS children placed in group homes during Waiver period, compared to the baseline period.¹⁰



¹⁰ Data Source: DCFS Datamart – The Site, August 10, 2012.

b. The following chart shows the 37.1% decrease in the number of Probation youth placed in group homes during Waiver period, compared to the baseline period.¹¹



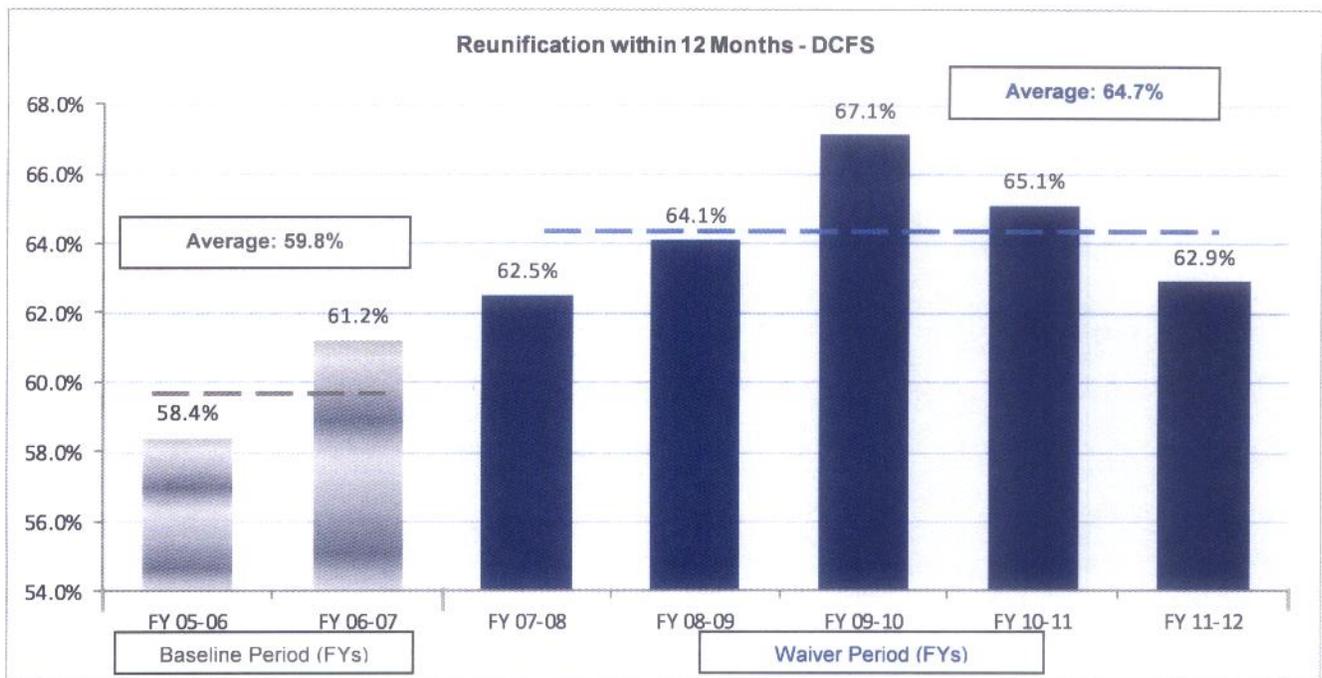
DCFS

3. Reunification within 12 months

The following chart shows how reunification within 12 months has improved during the Waiver period compared to the baseline period.¹² The decrease in the percentage in years four and five of the Waiver is believed to be due to efforts to gain permanency for our older youth through the implementation of the Youth Permanency (YP) units and Permanency Planning Conferences (PPC). Reunification within 12 months is an area where additional improvement is needed during the requested five-year extension of the Waiver.

¹¹ Data Source: DCFS Datamart October 12, 2012.

¹² Data Source: C.D.S.S./U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System 8/1/12.



4. Expansion of Team Decision Making Conferences: DCFS expanded the use of Team Decision Making conferences (TDM) to meet the needs of youth who are high risk of aging out of care without permanency through the use of Permanency Planning Conferences (PPC). PPCs are held for all youth in group homes every six months and every four months group home youth age 12 and under until the youth is moved to a lower level of care. During the Waiver period, 1,000 youth received a PPC. Sixty-nine percent of these youth moved to a lower level of care or emancipated, and included the following outcomes:

- Returned to home of parent, adoption or legal guardianship – 168 youth (16.8%);
- Transitioned to a family-based setting, including relative placement, placement with a non-related extended family member, Foster Family Home, or Foster Family Agency foster home – 246 youth (24.6%);
- Transition to a lower level of care, including lower Rate Classification Level (RCL) group home setting, Intensive Treatment Foster Care (ITFC) or D-Rate Foster Home – 35 youth (3.5%);
- Maintenance in current level of care – 255 youth (25.5%);
- Termination of jurisdiction or emancipation – 232 youth (23.2%);
- Transition to a Regional Center placement – 9 youth (0.9%);
- Transition to higher level of care – 42 youth (4.2%);
- Transition to Extended Foster Care – 1 youth (0.1%); and
- AWOL – 12 youth (1.2%).

5. Focused Family Finding and Engagement through Specialized Permanency Units at Three Regional Offices: The Youth Permanency (YP) units serve the most challenging youth identified as high-need, who may have the following characteristics: no or limited family connections, multiple recent replacements, heavy substance abuse, recent psychiatric hospitalizations and repeat runaways. YP unit social workers continue to receive training and support that assist in connecting or reconnecting youth to siblings,

parents, extended family members and adult members. Focused efforts also foster stability and permanency for these youth. In addition, the three YP units work closely with our Permanency Partners Program (P3) who provides intensive family finding and engagement. During the Waiver period, the three YP units served 645 youth with the following outcomes:

- Home of Parent – 52 youth (8.1%);
- Moving towards Adoption – 30 youth (4.6%);
- Adoption – 17 youth (2.6%);
- Legal Guardianship – 43 youth (6.7%);
- Moving towards Legal Guardianship – 32 youth (5.0%);
- Replacement from high-level residential group home care to a reduced level of care – 77 youth (11.9%); and
- Emancipation with connections – 134 youth (20.8%).

An additional 120 youth (21.7%) served in YP units found increased connectedness in that they have new or increased contact with extended family members, siblings or other committed adults. One hundred and twenty youth (21.7%) had no change in status and continue to receive specialized services in an YP unit.

Although achieving connections without legal permanency is not ideal, YP unit social workers report seeing vast improvements in the emotional and behavioral health of these youth after they become connected to family or important others (see Attachment III).

- 6. Treatment Foster Care:** The Treatment Foster Care (TFC) Program provides intensive services in the community for children and youth ages 6 -17 with serious emotional and behavioral problems. Intensive Treatment Foster Care (ITFC) is a trauma-informed program using Trauma Focused-Cognitive Behavioral Therapy as the preferred treatment intervention and is overseen by the Los Angeles County Department of Mental Health (DMH) and the California Institute for Mental Health (CIMH). It allows for placement of one severely emotionally disturbed youth in a specially trained foster home under the supervision of a Foster Family Agency (FFA) team that provides 24/7 access to crisis intervention and support. A second option offered under the TFC Program is Multi-dimensional Treatment Foster Care (MTFC), which is available for DCFS youth ages 12 - 17 who are in a group home, or children ages 6-11 who meet the eligibility requirements for an RCL 9 facility or higher, and who have an identified caregiver who would provide a permanent home were it not for the child's severe behavioral problems (see Attachment IV).

Since implementing TFC in FY 2007-08, the percentage of youth exiting TFC through successful graduation increased 94% (from 36% in FY 2007-08 to 70% in FY 2011-12). The percentage of youth who returned to higher levels of care decreased 53% (from 64% in FY 2007-08 to 30% in FY 2011-12). The numbers below are the aggregate for all fiscal years from FY 2007-08 through FY 2011-12.

- Total Number of All Intakes - 201 youths
- Average Length of Stay - 8.6 months

- Total Number of Graduates - 74 youths
 - Average Length of Stay - 10 months
 - Graduation Destination:
 - 60% reunited with parents or legal guardians;
 - 15% to relatives/non-related extended family members;
 - 24% to restrictive out-of-home placements; and
 - 1% emancipated / self-sufficiency.
- Total Number of Disenrolled - 53 youths
 - Average Length of Stay - 6.9 months
 - Disenrollment Destination:
 - 62% returned to congregate care;
 - 23% to psychiatric hospitals;
 - 11% AWOL; and
 - 4% entered juvenile justice system with 602 status.

Probation

1. **Expansion of Functional Family Therapy (FFT), Functional Family Probation (FFP), and Multi-systemic Therapy (MST)** – The Waiver allowed Probation to build internal and external capacity to provide FFT and MST, two evidence-based programs designed to treat youth and families. In June 2008, the Department trained 15 Deputy Probation Officers (DPO) as FFT interventionists. The Department also collaborated with DMH to contract with two provider agencies increase capacity for this program. The two Probation and three contracted teams enrolled 1,525 families in FFT during the Waiver period.

Probation evaluated outcomes for youth and families who received services from the FFT teams. Six hundred and twenty-seven cases were included in the analysis and the majority of these cases were received aftercare services. The table below shows the recidivism rate for those who graduated FFT (16%) was lower than for those who did not complete the program (41%).

	Disenrolled Aftercare ^a (N=184)		Graduated Aftercare (N=289)	
	n	%	n	%
Recidivism overall	75	41%	47	16%
New Arrests or Violations- Group Home	29	16%	12	4%
New Arrests or Violations-Camp	42	23%	34	12%
New Arrests or Violations-DJJ	4	2%	1	0%

^aYouth who moved out of county were excluded from this analysis as there was no guarantee they could be located in time for this analysis.

In January 2009, Probation partnered with CIMH to train 14 additional staff in FFP, an evidence-based supervision model based on FFT principles. The combined 15 FFT and 14 FFP staff became Placement Community Transitional Services (PCTS), which provided aftercare services to Placement youth, allowing Probation to reunify youth quicker and

reducing the average length of stay in group home care and reentry into foster care. The continued success of these programs has reduced out-of-home care caseloads. Probation was able to transfer nine additional Probation Officers to FFP in November 2010, enabling the Department to focus on cases where youth at imminent risk of entering foster care. During the Waiver, FFP has served 985 youth and their families.

- 2. Prospective Authorization and Utilization Review (PAUR) Unit** – Probation established the PAUR unit to assist with matching youth and families to the appropriate services. This unit improves the consistency of service utilization; pre-approving referrals to services based on the needs of the youth and family. On August 1, 2010, the PAUR unit assumed referral and utilization responsibilities for FFT, FFP and MST. The PAUR unit processes referrals for youth who are considered at-risk of entering out-of-home care as well as referrals for those youth transitioning from placement back to the community and ensures that these programs are at full capacity. During the Waiver, the PAUR unit processed 2,712 referrals

WHAT NEEDS IMPROVEMENT

Although we acknowledge the major progress made in many areas of child welfare in Los Angeles County, we also know that we need to continue to focus several areas on during the next Waiver period. The Waiver gave Los Angeles the financial flexibility to make strategic investments in structural and programmatic reforms that were needed to better serve children and families in a cost neutral manner. However, for these changes to continue to be effective, the child welfare system must be able to meet the multiple needs of children and families through the responsible use of the full spectrum of available government services and community supports.

The focus of the Waiver's improved outcomes aligned with the Child and Family Service Review (CFSR) outcomes that addressed increased safety, improved timelines to permanency, improved child and family well-being, and improved array of services and engagement of families with a more individualized approach. Our findings demonstrate that Los Angeles has made great progress in the last five years and assist in identifying that there are areas that require additional attention in the next phase of the Waiver.

While during the Waiver period, Los Angeles County has reduced caseloads and the number of youth in out-of-home care, including congregate care; and improved several permanency indicators, performance on important safety indicators signal the need for continued focus on strategies targeted to increase safety. While we have seen success in an increased percentage of children without a recurrence of maltreatment, improvement is needed in the rate of children who were not removed from their home that had a previously substantiated disposition who had another substantiated allegation within 12 months and the percent of no maltreatment in foster care.

Another area that we must continue to improve is re-entry into foster care. While we have decreased the percent of children that re-enter, we still have considerable improvement needed to substantially reduce the rate of re-entry. The flexibility afforded by an additional Waiver period will allow us to continue to develop prevention and aftercare supports for our families that will assist in reducing our rate of re-entry. We will expand the use of visitation

centers, including those provided by our community and faith based partners, along with the use of Resource Centers to prevent entry and re-entry into the Child Welfare system, as well as aftercare support.

With the implementation of our Shared Core Practice Model and Coaching and Mentoring Department wide, DCFS will improve family engagement and family-centered practice and interventions. We need to provide evidence-based, evidence-informed interventions that are outcome oriented and culturally responsive. We have made great progress in establishing family-centered practice; however, social workers must be encouraged to further support involvement and participation of parents and children in case decision-making and case planning. We need to develop and implement a new Policy Manual that distinguishes policy from procedure and best practice, and also reduces the volume of polices, while ensuring that it is in compliance with all federal and state regulations. We will establish an educational program that delivers a foundational experience for each new hire and develop ongoing training curriculum for front line workers; programmatic and administrative staff; supervisors and managers; and providers. These improvements will help lower caseloads and improve outcomes for children and families.

Finally, we need to continue to implement practices that improve the social-emotional well-being of our children. We need to increase the access and quality of mental health services; reduce recidivism rates; and continue to reduce the length of stay in foster care. We need to fully implement the County's self-sufficiency plan, coordinating DCFS' efforts to better serve Transitional Age Youth (TAY) with the wide array of programs and services implemented by other County Departments. We need to expand our Treatment Foster Care program and placement capacity, especially for high-need youth. These practices should be evidence-based, trauma focused, and individualized to families' specific needs and the physical, emotional and developmental needs of the children.

Cost Neutrality

The terms and conditions for the title IV-E waiver require that the demonstration be cost neutral to the federal government. The capped allocation for federal funds was negotiated between the State and the Administration for Children and Families, so that the use of federal foster care funds in accordance with the terms and conditions is, by definition cost neutral.

The waiver terms and conditions also require that any savings from the demonstration be used for the further provision of child welfare services. Fiscal analysis shows that, in the absence of the waiver, expenditures of federal foster care funds would have been \$104 million higher in FY 11-12 than the actual experience. This is because the out-of-home care expenditure reductions would have not occurred in the absence of the waiver. This constitutes a savings which, in accordance with the terms and conditions has been used to further the provision of more effective child welfare services through prevention, early intervention and increased permanency, including reunification and aftercare.

The Waiver is cost neutral in that the federal funds will be fully spent before the Waiver is either extended or renewed. In fact the implementation of Waiver has generated savings.

The fiscal analysis for FY 11-12 reflects that the Waiver has produced financial benefits beyond cost neutrality through more effective utilization of resources since the additional federal funds injected into the Waiver beyond that of traditional IV-E funding requirements have generated higher cost avoidance/savings through the flexible use of funding for enhanced strategies. This projected cost avoidance/savings trend will continue to grow if the flexible use of Waiver funds would be retained to sustain the prevention, early intervention, post-permanency services that have already developed and implemented.

The fiscal cost neutrality analysis is based on the premise that, in the absence of the waiver, expenditures on traditional IV-E services such as out-of-home care payments, would have been \$104 million higher in federal funds in Los Angeles County in FY 11-12 than the actual expenditure level for these services.. However, the cumulative cost avoidance and savings that have been generated from the Waiver strategies is estimated at \$141 million, which is \$37 million, or 35.52%, higher than the \$104 million possible federal revenue loss under the opt-out scenario. In other words, for each additional federal dollar invested into the Waiver enhanced strategies, it generates \$1.35 in cost avoidance/savings.

The \$141 million cost avoidance/savings consist of the following:

- \$83 million in cost avoidance by diverting would-be out-of-home foster home placements to in-home services through intensive Family Maintenance Strategies. The chart below shows the 3-year trend (2010 – 2012) of cost avoidance in this category:

Baseline Year	2006	2007	Total	Average
Actual Number of Family Maintenance (FM)	10,598	10,773	21,371	10,686
Average Length of Stay	1,329	1,209	2,538	1,269

	2010	2011	2012
Actual Number of FM	11,911	14,673	14,361
Baseline Number for FM	10,686	10,686	10,686
Variance	1,226	3,988	3,676
Avg. Days of Stay in Baseline Years	1,269	1,269	1,269
Monthly Actual Average Cost Per Case	\$ 2,103	\$ 2,354	\$ 2,452
Daily Actual Average Cost per Case	\$ 70	\$ 78	\$ 82
Projected Gross Cost Avoidance	\$ 109,016,681	\$ 397,052,123	\$ 381,221,390

Discounted to federal Eligible Cases Only

Federal Eligibility Ratio	47%	49%	47%
Costs Avoided from Diversion	\$ 51,660,770	\$ 193,492,135	\$ 177,880,378
50% Federal Sharing Ratio	\$ 24,480,980	\$ 94,292,926	\$ 83,000,141

- \$35.3 million in cost avoidance by reducing the length of out-of-home stay in the Foster Care System through Waiver Strategies. The chart below shows the 3-year trend (2010 – 2012) of cost avoidance in this category:

2. Cost Avoidance for Children in the Foster Care System

	2010	2011	2012
Actual Average Days of Stay	950	865	817
Avg. Days of Stay in Baseline Years	1,269	1,269	1,269
Variance	(319)	(404)	(452)
% of Reduction	25.1%	31.8%	35.6%
Actual Number of Annual Cases	15,389	15,436	15,478
Monthly Actual Average Cost Per Case	\$ 2,103	\$ 2,354	\$ 2,452
Annual Actual Cost per Case	\$ 25,236	\$ 28,248	\$ 29,424
Projected Gross Annual Cost Avoidance	\$ 388,356,804	\$ 436,036,128	\$ 455,424,672

Discounted to federal Eligible Cases Only

Savings due to Reduced Days (with % reduction)	\$ 97,624,760	\$ 138,816,860	\$ 162,215,880
Federal Eligibility Ratio	47%	49%	47%
Costs Avoided from Diversion	\$ 46,262,372	\$ 67,648,475	\$ 75,690,984
50% Federal Sharing Ratio	\$ 21,922,790	\$ 32,966,573	\$ 35,317,905

- \$22.8 million in cost saving by using the Waiver capped allocations to absorb federal share of the Group Home and Foster Family Home rate increases. The chart below shows the three year trend (2010 – 2012) of cost avoidance.

3. Cost Savings from Absorbing Federal Share of Rate Increases with capped Allocations

Group Home	\$ 8,020,364	\$ 16,099,636	\$ 15,906,545
Foster Family Homes		\$ 8,020,364	\$ 6,892,364
Total Savings from 1 & 2	\$ 8,020,364	\$ 24,120,000	\$ 22,798,909

REGIONAL OFFICE CASE STORY: DCFS AND SHIELDS WORKING TOGETHER¹

The six children of two young parents were removed by DCFS when the mother gave birth to her sixth child and she and the baby both tested positive for drugs. The mother participated in an assessment with SHIELDS that was a real eye-opener to her. "I really didn't think I had a problem, but a lady asked me all these questions and it made me realize, 'Oh my God, I do have a problem.'"

Both parents did an assessment with SHIELDS and received substance abuse services. In the mother's case, the assessment also indicated depression, and she was treated for that as well. The parents participated in TDMs with their DCFS social worker, their SHIELDS counselors and family members. They set goals to improve their lives and reunify their family. They received family preservation services, counseling for the oldest children, and finally came together again as a family in a three-bedroom apartment in a SHIELDS-run complex.

When asked now what would have happened without the support from both DCFS and SHIELDS, the mother said: "I remember a period in my life when we were staying in one room with four kids. We were both totally involved with drugs. We couldn't function as parents or as human beings." The father had a good job before the couple's involvement with drugs. They had cars and a nice place to live. But as the mother put it: "Everything all dried up." At one point she tried to get help: "I remember going through the Yellow Pages and calling places for help. Everything cost \$300 or \$400 for every visit. And they recommended 10 visits. I was thinking, we're going to die drug addicts."

The couple realizes their family is stable now because of the collaboration between DCFS and SHIELDS. Without the assessment, they wouldn't have gotten the right services so quickly or so cheaply. Without the services, they wouldn't have been able to reunify their growing family. The parents got their high school diplomas while in SHIELDS' programs. She wants to be a counselor. He trained to work as a welder and in fiber optics and also wants to counsel others. "My family is great; my kids are great," the young mother says now. "I want to give back so much of what's been given to me."

¹ From "Stories of Practice Change: What Flexible Funding Means to the Children and Families of Los Angeles County" submitted to Casey Family Programs by Joanne Edgar

Damaris, a 13-year-old in Los Angeles County, has spent almost her whole life in the system. Her teenage mother was in the foster care system when she was born, and there was domestic violence in the home. As a baby, Damaris was placed with various family members in the Los Angeles area, some of whom expressed interest in adoption, but none of these placements was successful.

At the point the Pomona Permanency Unit got the case, Damaris had “graduated” to a Level 12 group home, and there was a court order for no contact whatsoever with any of her biological family members. That did not stop the Permanency Unit from doing a search, however, and they found her maternal grandmother, who lives in Florida. After ascertaining that the grandmother was not a part of the abuse, DCFS requested and received permission from the court to establish contact.

The grandmother flew to California to meet Damaris. In a four-day trip, the two got to know each other and went to therapy together every day. They also did the grandparent thing: the aquarium, the mall, a picnic in the park. Over the summer, Damaris went to Florida for a visit. A member of her wraparound services team went with her and provided therapy there.

The grandmother wants to adopt. She had been looking for her grandchild for years. Damaris is her family, she told DCFS, and she wants to take care of her, regardless of her problems. DCFS researched group homes in Florida for a possible transfer there, and by the fall of 2010 they had started the adoption process and scheduled four more trips to Florida. They are now hoping a group home will not be necessary.

There are no guarantees in the life of a child with a history of trauma, rejection and multiple placements. It is no surprise that Damaris’ anxiety levels have increased since she met her grandmother, no surprise that she may be afraid of rejection once again. Yet DCFS went to court for this child to give her the chance to establish a relationship with her grandmother. All involved are hopeful that a permanent home in Florida with her grandmother will mark the end of this story and the beginning of a new life for Damaris.

Finding a Permanent Connection and a Grandmother’s Love

Treatment Foster Care (TFC) Success Story: Chris (14)

Chris came to the attention of DCFS due to his mother's inability to handle his behaviors. She had great difficulty in following the case plan for reunification. His mother had difficulties managing her own mental health, as well as her addiction to drugs. She also struggled with separating from Chris' father who had battered her for years. Chris responded to these life experiences with very disruptive and assaultive behaviors.

Chris had been in foster care for three years and had had eleven prior placements before entering the ITFC program. He had trouble in foster homes and group homes: he ran away, was defiant, used drugs, and had poor school performance. Chris also had a history of getting into fights with his peers. Despite these problems, Chris came into the ITFC program with tremendous strengths. He enjoyed using the RAZR scooter, scuba diving and was an amateur mechanic.

Through the ITFC program, Chris worked with an individual in-home therapist that helped him express his needs and feelings. He began increasing his level of activity in the program. In addition to the ITFC therapist he met with the ITFC Skills Coach to help him with learning community-based skills. The skills coach would also help him increase his activity level by participating in school activities and learning how to make a pro-social friend that would help him towards his goals. His ITFC foster parents worked closely with him and the ITFC team. He felt that the foster parents supported him and even let him use a punching bag in the home to appropriately get out his anger. The Skills Coach introduced Chris to the local Boys and Girls Club where he became very active and even joined the LIT (Leaders In Training). After six months in the program, Chris received straight A's in school, and excelled in sports including football and basketball. He was able to utilize anger management skills and his self-esteem greatly improved. He wanted to reunify with his mother.

While Chris was improving, his mother relapsed and became homeless. This affected Chris' outlook on reunification. He began to act out his frustrations and anger, and would punch walls and injure his hands. As the ITFC team continued their work with Chris, they also assisted his mother with links to support services. She attended a 30-day crisis stabilization house, completed court requirements of drug testing, attended a Domestic Violence Group through the ITFC provider. She also was eligible to receive a grant from the same ITFC provider to help with a deposit for her own apartment.

The county social worker was amazed at how Chris was motivated by ITFC the point and level system and demonstrated increased responsibility. The county social worker also realized that both Chris and mother were very motivated to reunify. Gradually their visits became liberalized as his mother progressed through her program. Soon Chris was able to have weekend overnight visits in his mother's home.

Dependency Court finally granted reunification, and he was reunited with his mom and sister. He was so excited the day that he was moving home, he could not believe that he made it back to where he "always belonged." Chris and his mom continued with ITFC after care supportive services to maintain the family, and are one step closer to being "out of the system" and having their DCFS case closed.