County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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April 11, 2007

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

REQUEST AUTHORIZATION TO SUBMIT A TITLE IV-E CHILD WELFARE WAIVER CAPPED ALLOCATION DEMONSTRATION PROJECT PLAN TO THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
(ALL SUPERVISORIAL DISTRICTS)
(3 VOTES)

JOINT RECOMMENDATION WITH THE CHIEF PROBATION OFFICER THAT YOUR BOARD:

Approve and delegate authority to the Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer authorizing submission of the Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) Five-Year Plan (Attachment) to the California Department of Social Services (CDSS or State) to participate in the five-year demonstration project to test the effect of a flexible funding strategy on Child Welfare Outcomes.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

The purpose of the recommended action is to obtain approval to submit the Title IV-E Child Welfare Waiver Capped Allocation Demonstration Project (CADP) Five-Year Plan to the State to participate in the five-year demonstration project that will enable testing the effect of a flexible funding strategy on Child Welfare Outcomes. By moving forward and participating in the Title IV-E Waiver, Los Angeles County has the opportunity to make critical changes in the way child welfare services are provided to children and families in our County – this is an excellent opportunity to test the advantages of a capped allocation strategy with increased flexibility in the use of Title IV-E funds by implementing a redesign of child welfare strategies at the organization, process and service delivery levels.

FISCAL IMPACT/FINANCING

Currently, federal Title IV-E funding is uncapped and the alloction increases with more children in out-of-home care, but use of the funding is restricted. State Title IV-E matching funding is

currently capped for administrative expenditures, but open ended for foster care maintenance payments. The Title IV-E Waiver will provide for flexible use of the State and federal funding capped allocations. The federal cap is based on the three-year average of actual foster care and administrative expenditures for federal fiscal years (FFYs) 2003 through 2005 excluding training, licensing, and Statewide Automated Child Welfare Information System (SACWIS) expenditures. The federal cap will include 2% growth each federal fiscal year through the term of the Waiver. Funding for training, licensing and SACWIS will be handled outside of the Waiver.

The State cap is based on actual foster care maintenance payments for State Fiscal Year (SFY) 2005/06 with no growth and the SFY 2006/07 Child Welfare Services (CWS) allocation (excluding the Services Outcome Improvement Project Augmentation) plus 2% growth each fiscal year beginning in SFY 2007/08. There will be no impact on NCC. Sufficient NCC is currently budgeted to meet the match requirement for the Waiver funding.

The chart below reflects the projected expenditures that will be covered by the Waiver funding as well as the projected flexible funding that will be available.

EXPENDITURE ESTIMATES					REVENUE & NET COUNTY COST AVAILABLE	AVAILABLE FLEXIBLE FUNDING
Fiscal Year	DCFS	Probation	Foster Care Payments	Total		
2007-08	$ 463,142,000	$105,573,000	$ 394,912,000	$ 963,627,000	$ 995,776,000	$ 32,149,000
2008-09	$ 496,432,000	$113,374,000	$ 380,099,000	$ 989,905,000	$1,006,687,000	$ 16,782,000
2009-10	$ 520,313,000	$121,846,000	$ 366,324,000	$1,008,483,000	$1,017,815,000	$ 9,332,000
2010-11	$ 544,361,000	$131,049,000	$ 349,483,000	$1,024,893,000	$1,029,167,000	$ 4,274,000
2011-12	$ 569,425,000	$137,083,000	$ 334,228,000	$1,040,736,000	$1,040,745,000	$ 9,000
Total	$2,593,673,000	$608,925,000	$1,825,046,000	$5,027,644,000	$5,090,190,000	$ 62,546,000
Yearly Avg.	$ 518,735,000	$121,785,000	$ 365,009,000	$1,005,529,000	$1,018,038,000	$ 12,509,000

Please note that the above figures do not reflect a potential $17.1 million reduction in the federal revenue base line as the result of a Relative Placement disallowance imposed on the State for failing to comply with relative approval assessment standards in FYs 2002-03 and 2003-04. The CDSS was successful in working with the federal Department of Health and Human Services (DHHS) to reverse the decision to exclude the $17.1 million from the federal revenue base line because the State has already repaid the funds and the most recent federal reviews have shown the State to be in compliance. DHHS subsequently reduced the federal funding base by $11.2 million to reflect the fact that Hotline costs had been included in the federal revenue base line, although, Hotline costs are no longer funded by Title IV-E funds. Therefore, both the Hotline costs and revenue have been eliminated from the current calculation.

It is important to note that the above figures do not reflect additional flexible funding that may be achieved as a result of implementation of the various Waiver initiatives and strategies. Also, these figures reflect only the level of NCC that is currently budgeted for activities.

Increased costs are based on the following assumptions:

- 9.3 percent increase in 2007-08 and 2008-09, 5.8 percent in 2009-10 and 5.5 percent each year thereafter; and,

- 2.7% increase in operating expenses due to unavoidable cost increases (such as rent increases, increases in the cost of doing business, increase in costs to meet information technology needs).

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Historically, the primary federal revenue stream for child welfare services has been authorized pursuant to Title IV-E of the Social Security Act – this revenue funds board and care costs as well as case management services for federally eligible children who have been removed from their parents and placed in out-of-home care settings or are at imminent risk of being removed. The DCFS and Probation have submitted claims under Title IV-E for reimbursement as both departments serve these youth. The Social Security Administration (SSA) authorizes Health and Human Services (HHS) to approve a limited number of Child Welfare Waiver Demonstration Projects (CWWDPs) and waive certain requirements of the Title IV-E and sections of the SSA that govern foster care, adoption assistance, independent living, child welfare services, community-based support, reunification and adoption promotion. Under the Waivers and CWWDPs, states can design and demonstrate a wide-range of approaches to reform child welfare and improve outcomes in the areas of safety, permanency and well being.

Pursuant to the Board's November 12, 2003 action, DCFS was authorized to proceed with finding possible solutions which will enable DCFS to expand the range of solutions and services to respond to the safety and permanency needs for children and families in the most timely, least intrusive, manner through the flexible and efficient use of IV-E dollars and collaboration with our community partners. During this Board meeting, the Department was authorized to proceed with the preparation of the IV-E Waiver Application, based, in part, on strong statements of community support.

In February 2004, the Waiver proposal was submitted to the State, and CDSS submitted a formal application to the federal government in May 2004.

On March 31, 2006, California accepted the U.S. Department of Health and Human Services (US DHHS) offer for the Waiver.

On July 21, 2006, the Los Angeles County Departments of Children and Family Services and Probation prepared a Letter of Intent, which was submitted by the County of Los Angeles notifying CDSS of its intent to participate in the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CADP). Pursuant to All County Information Notice No. I-47-06, the required County Funding Template worksheets and County Plan Proposal Summary were included with the submission of the Letter of Intent. Through this Letter, the County acknowledged the following seven requirements:

1. The CADP County Plan was developed in collaboration with the Probation Department, local community partners and stakeholders.

2. The CADP County Plan supports and/or expands the County System Improvement Plan goals and strategies and will be submitted to CDSS after Board approval.

3. The CADP County Plan must be approved and signed by the County Welfare Director and Chief Probation Officer.

4. The County Plan submission must be approved by the County Board of Supervisors and include an approved Board Action.

5. The County will be fiscally and programmatically ready to implement the demonstration project by the implementation start date for all participating counties of July 1, 2007.

6. The existing County Memorandum of Understanding between the County Welfare Department and the Probation Department will be amended to incorporate the joint department participation in the CADP and will specify the CADP implementation strategies and claiming procedures, prior to the project start date of July 1, 2007.

7. The County will participate in any implementation CADP State/County workgroups, meetings and conference calls.

As part of the Title IV-E Waiver Application, the County has worked to reach a Memorandum of Understanding (MOU) with the State. The goals and purposes of the Title IV-E Waiver Agreement are to create system reform that will benefit children and families and improve outcomes by increasing the flexibility in its use of IV-E funds. System reform will generate cost savings in foster care costs that can be used to develop and access a wide variety of community resources ready to respond to the safety and permanency needs of all children and families, regardless of IV-E funding eligibility, in the most timely, effective, efficient and least intrusive manner.

The essential terms of the agreement will provide that for a period of five years, the State and federal share of foster care funds shall be made available to the County to finance structural, process and job improvements, including new programs and services, based on the estimated expenditures negotiated in the Waiver. The County's project plan includes expected outcomes, specific activities, timelines and shall use Title IV-E funds in a manner that is cost neutral to the State and federal governments.

In addition, the County agrees to use the CWS/CMS database to determine eligibility for all children and families and ensure that children and youth in out-of-home care who are eligible for the Medi-Cal program will be provided a full range of health and mental health care services under that program. If these children in out-of-home care are not eligible, the County will ensure that the child or youth's medical needs are met through other acceptable methods, such as Healthy Families or continuing coverage by a parent's health plan.

Under the agreement, CDSS would agree to pass through, in a timely manner, the County's share of Federal and State Title IV-E funds and to process other Title IV-E claims submitted by the County for eligible costs outside the Waiver Demonstration Project. The State and counties will negotiate with the federal government to establish a penetration rate at the start of the project and request the State and counties will assume that same rate if the project ends early or at the end of the Waiver period. The State and the participating counties reserve, in their sole discretion, the right to opt out at any time during the five-year period from the Waiver project.

We have attached a copy of the current version of the agreed upon MOU language. There is one last unresolved issue in the proposed language in section J. 5. We believe it is inappropriate for the State to expect repayment of overpayments made to care providers during the term of the Waiver since those funds should stay in our base funding. While we would make every effort to recover overpayments, any recoveries should go back into the reinvestment pool. We will discuss this issue with the State and hope to get their concurrence to eliminate that requirement. The final MOU will be submitted to your Board for approval once the State has approved our CADP County Plan and we return to your Board for approval of the actions necessary to implement the Plan.

The Chief Administrative Office (CAO) concurs with the requested action. County Counsel has approved as to form.

IMPACT ON CURRENT SERVICES

Improved Outcomes & Reduced Recidivism -- The Title IV-E Waiver Agreement will allow DCFS and Probation the funding flexibility to improve outcomes for children and reduce the rate of recidivism for abused and neglected children by a combination of caseload reduction and an increase in the amount of time caseworkers spend with each family; increase the number of children who can remain safely in their homes; reduce reliance on out-of-home care; and reduce the number of children in congregate care.

The County proposes to develop, implement and expand a wide array of programs and services, to provide individualized services and strategies that are strength-based, family-centered, child-focused and community-based. This array of services will span the service continuum from 1) Prevention and Early Intervention; 2) Crisis Intervention; 3) Intensive Services; and, 4) Permanency and Aftercare Services.

Blending of Prevention & Intervention Services -- DCFS and Probation plan to include other County agencies in the planning and implementation process in order to blend prevention and intervention programs. We anticipate that other key County agencies will include the Department of Public Social Services, Department of Mental Health, Department of Health Services, Sheriffs Department, Community Development Commission, Community and Senior Services; and the Chief Administrative Office's Services Integration Branch.

Building Community Partnerships -- As part of the Waiver, DCFS and Probation will continue to work to build stronger community partnerships, involving the Commission for Children and Families, Children's Planning Council, First 5 Commission, foundations, law

enforcement, Juvenile Justice Crime Prevention Act and Mental Health Services Act partnerships, community-based organizations and service providers, faith-based organizations and neighborhood associations. Utilizing Family to Family principles, the County will engage community organizations to ensure that service planning and development is sensitive to the needs of local communities, as well as reaching out to serve those local communities.

Evaluation Design -- Evaluation will include the following three components: hypothesis testing; process studies; and program/services evaluation. The hypothesis tested by the IV-E Waiver Application is as follows:

"The capped allocation strategy will; improve the array of services for children and families and engages families through a more individualized approach that emphasizes family involvement; increase child safety without an over-reliance on out-of-home care; improve permanency outcomes and timeliness; and improve child and family well being"

The evaluation will be designed, implemented and monitored by Los Angeles County, Alameda County, CDSS and independent evaluator Dr. Charlie Ferguson of California State University, Sonoma. The evaluation design, including the data to be captured, will be reviewed and approved by the impacted County Departments prior to implementation to ensure that the data is available and that the evaluation design will demonstrate the project's outcomes.

Priority Activities for Implementation -- DCFS and Probation have identified the following priority activities that they will focus on developing and implementing during the first year of the Waiver.

The following priorities are universal to both dependent and delinquent populations as a whole:

1. Expansion of Family Preservation Services;

2. Expansion of Family Finding activities to locate and engage missing family members from the point of removal of a child from the parent's home; and,

3. Utilization of aftercare support services.

The following priorities are specific to the dependent population:

1. Expand family support networks to partner with Regional Offices to create locally based continuums of primary, secondary and tertiary prevention supports and services;

2. Improved assessment of families where substance abuse, mental health and/or domestic violence are identified as core issues during DCFS' initial emergency response investigations, including expansion of Multi-Disciplinary Assessment Teams (MAT);

3. Expansion of Family Team Decision-Making Conferences to be held quarterly throughout the time that a child's family is involved with DCFS;

4. Development of community-based placements to ensure that children who are removed from their parents are placed in their own neighborhoods and communities rather than across the County when and where appropriate; and,

5. Development of visitation resources for parent/child visits to improve the frequency and quality of parent-child visits while family reunification services are being provided.

The following priorities are specific to the delinquent population:

1. Expansion of Multi-Systemic Therapy and Functional Family Therapy to be used as primary intervention strategies;

2. Restructure Placement Services to help reduce the number of failed and repeat placements;

3. Establish a community crisis intervention team;

4. Expansion of Special Investigations Unit (SIU)/ Dual Supervision to provide enhanced community based services and treatment interventions; and

5. Expansion of Placement Assessment Centers (PACs).

Projected Timetable -- The California's Child Welfare Waiver Demonstration Project will begin on July 1, 2007 and the duration of the Waiver will be for five calendar years through June 30, 2012. If the Board approves the recommended actions, the short-term projected timetable is as follows:

January – June 2007

- Finalize evaluation criteria with Health and Human Services/Administration for Children and Families;
- Accept the Title IV-E Waiver Agreement;
- Amend the existing DCFS – Probation MOU; and
- Develop and facilitate the proposal's implementation;
- Obtain Board approval of implementation plan.

July 2007

- Begin implementation of the IV-E Waiver project.

CONCLUSION

The Title IV-E Waiver Agreement will give the State and the County the financial flexibility to make strategic investments in the structural and programmatic reforms that are needed to better serve children and families in a cost neutral manner. 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. These efforts will build on the significant systems improvement efforts already underway among Los Angeles County departments and their community partners. The Departments of Children and Family Services and Probation are committed to work collaboratively in an effort to improve safety, security and well being for the children of Los Angeles County that are at risk, or are currently residing in out-of-home care.

It is requested that the Executive Officer/Clerk of the Board send one copy of the Adopted Board action to each of the following:

Department of Children and Family Services
Office of Chief Deputy
Attn: Susan Kerr
425 Shatto Place, Room 600
Los Angeles, CA 90020

Probation Department
Office of Chief Deputy
Attn: David M. Davies
9150 E. Imperial Highway
Downey, CA 90242

Respectfully submitted,

PATRICIA S. PLOEHN, LCSW
DIRECTOR

ROBERT B. TAYLOR
Chief Probation Officer

PSP:RBT:SK
MHM:aw

Attachment (1)

c: Chief Administrative Officer
Executive Officer, Board of Supervisors
County Counsel

MEMORANDUM OF UNDERSTANDING
Between
California Department of Social Services
And
County Department

This Memorandum of Understanding (MOU) is entered into by and between the California Department of Social Services (CDSS), hereinafter referred to as the State, and Los Angeles County, hereinafter referred to as the County for the purpose of implementing the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (Demonstration Project).

A. BACKGROUND

On March 31, 2006, the State received approval for the California Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project from the federal Department of Health and Human Services (DHHS). In addition, the State will operate a State Demonstration Project authority pursuant to Welfare and Institutions Code, Section 18200 et. seq., for the County project. The waiver demonstration will allow counties to provide direct services to children and families. Implementation of this flexible funding strategy will support practice, programs, and system improvements that may result in better outcomes for children and families, in part by reducing the reliance on out-of-home placements, reducing the numbers of children placed in out-of-home placements, and shortening the time to reunification with families.

B. PURPOSE

The purpose of this Agreement is to:

1. Authorize the County, pursuant to the Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project, to participate in a five year waiver demonstration project.

2. Allow the County to expend the State and federal foster care funds for children and families who are not normally eligible and to allow the County to make payments for services that will be provided that are not normally covered under Part E of Title IV of the Social Security Act.

3. Specify the roles and responsibilities of all parties.

4. Specify the mechanisms/procedures to be used for claiming, collecting, reporting, and tracking data on children and families served in the Demonstration Project.

C. TERM

The term of this Agreement shall be from July 1, 2007 through June 30, 2012, unless an extension is granted by the federal DHHS. Such an extension will be deemed to be incorporated in this agreement unless otherwise provided by the parties in writing.

D. COUNTY RESPONSIBILITIES

The County:

1. Shall comply with all the requirements pertaining to the Demonstration Project as described in the federal Waiver Terms and Conditions which is incorporated herein by this reference and made a part hereof as set forth in full.

2. Shall amend its current MOU with Los Angeles County Probation Department to reflect the mutual participation between Child Welfare Services and Probation in the Demonstration Project.

3. Shall implement a project as specified in the County submitted and approved County Five Year Plan for the Demonstration Project, which is incorporated herein by this reference and made a part hereof as set forth in full. The project must support and/or expand practice, programs and system improvements as identified in the County System Improvement Plan including how the proposed project strategies will impact specific targeted outcomes.

4. Shall implement a project that is cost neutral to both the federal and the State government as referenced in All County Information Notice I-83-06 (Attachment A).

5. Shall ensure that all applicable provisions of the Social Security Act apply to all demonstration components except those provisions which are explicitly waived in the federal Terms and Conditions.

6. Shall comply with the CDSS Manual of Policy and Procedures (MPP) Division 31 Regulations as applicable unless specifically waived by formal order of the director pursuant to Section 18204 of the Welfare and Institutions Code.

7. Shall comply with the Child Welfare System Improvement and Accountability Act of 2001 under Welfare and Institutions Code, Section 10601.2 and any other applicable child welfare services requirements as mandated by State Statute or regulations.

8. Shall implement a project in a manner that will ensure that any services being provided to a child or family member at the time the Demonstration Project ends will be completed and/or case plans for children and their families are adjusted, if necessary, for the post-waiver period.

9. Shall ensure the rights of children and their families are protected, and the safety of children is the paramount concern of the Demonstration Project.

10. Shall ensure that Title IV-E eligibility determinations (annual or as appropriate) are made for children (as required under current AFDC-FC eligibility requirements) involved in the Demonstration Project, throughout the life of the project, to ensure that eligible children retain their Title IV-E eligibility after the Demonstration Project ends.

11. Shall determine Title IV-E eligibility for children and families using existing criteria as specified in the CDSS MPP, Eligibility and Assistance Standards Section 45-200 et. seq., 45-201 et. seq., 45-202 et. seq., 45-203 et. seq., and 45-300 et. seq., unless specifically waived by formal order of the director pursuant to Section 18204 of the Welfare and Institutions Code.

12. Agrees to develop and maintain adequate administrative support structures for implementation and ongoing maintenance of the Demonstration Project.

13. Agrees to submit progress/activity reports, and other reports, as required by the State, or as needed, and in consultation with the County.

14. Agrees to submit annual updates to the County Five Year Plan and budget.

15. Agrees to maintain all documentation necessary to support costs of service delivery, to track all expenditures in the Demonstration Project and to report the same to the State in a manner agreed upon by the State and the evaluation contractor.

16. Shall ensure that children who are eligible for the Medi-Cal program will retain their eligibility for a full range of Medi-Cal services under the Demonstration Project.

17. Agrees to allow the State and the evaluation contractor access, in accordance with federal and State laws and policies, to confidential case records, statistics, and other confidential documents for review as required by the State, to carry out its responsibilities for the evaluation.

18. Agrees to cooperate and participate in the State evaluation and work with the Sonoma State University evaluation research team.

19. Agrees to assist the Sonoma State University evaluation research team in establishing feasible data collection and storage strategies for data collected for the Demonstration Project pertaining to, but not limited to costs and expenditures, services, project implementation and outcomes.

20. Agrees to appoint an evaluation liaison who will serve as a coordinator with the Sonoma State University evaluation research team and assist in the gathering of data.

21. Agrees to cooperate with the Sonoma State University evaluation research team, in accordance with federal and State laws and policies, to ensure sufficient access to county child welfare and probation staff, personnel from collaborating organizations, and the service delivery-related data needed to support the process, outcomes and cost study components of the Demonstration Project.

22. Agrees to meet with the State and Sonoma State University evaluation research team within the first three months of the project implementation date and thereafter on a quarterly basis, or as needed, and in consultation with the County.

23. Agrees to provide timely feedback on draft reports prepared by the Sonoma State University evaluation research team.

24. Agrees to attend project meetings quarterly, semi-annually or annually, as determined by the State.

E. STATE RESPONSIBILITIES

The State:

1. Will, at the request of the County, consider a State waiver of specific statutes and regulations under the State demonstration project authority as specified in Section 18204 of the Welfare and Institutions Code. ***In addition, assistance will be provided to the County to identify opportunities within existing law and regulation that can be used to implement the County Five Year Plan and, where appropriate and feasible, pursue other waiver authority to remove barriers to implementation of the Demonstration Project.***

2. Will develop, in coordination with the County, a claiming mechanism to allow the County to be reimbursed for a specified portion of evaluation activities associated with participation in the Demonstration Project to ensure that these costs are not claimed against the capped allocation.

3. Will reimburse, in accordance with current practice, the claims for all eligible Demonstration Project expenditures submitted by the County.

4. Shall provide administrative and program technical assistance and oversight of county operations with respect to the Demonstration Project, as required or as needed per Welfare and Institutions Code Section 16500 etc. seq.

5. Will issue program and fiscal guidelines and procedures required to implement and oversee the Demonstration Project.

6. Will obtain an evaluation contractor, provide funding for and oversee the evaluation of the Demonstration Project.

7. Will coordinate and facilitate all project meetings.

F. JOINT RESPONSIBILITIES

1. Each party agrees to establish mutually satisfactory methods for the exchange of information as may be necessary in order that each party may perform its duties, functions, and appropriate procedures under this Agreement.

2. Each party agrees to attend quarterly, or as determined by the State, project meetings. All meetings will be arranged by the State in a mutually agreed upon location available for all parties.

3. Both parties shall comply with the provisions of the Welfare and Institutions Code Section 10850 and Sections 827, 827.1, and 830 to ensure that all information concerning the children and families in the Demonstration Project will be kept confidential in accordance with federal and State laws and policies. Both parties agree to institute affirmative steps, as necessary, to ensure the security of all data and information.

G. GENERAL FISCAL PROVISIONS

1. The funding for the Demonstration Project consists of a capped allocation of federal Title IV-E and State General Funds. The county share/contribution is based on expenditures for State Fiscal Year 2005/06.

2. ***The maximum amount payable shall not exceed the amount allocated, as set forth in paragraph 1 above, to the County in accordance with an annual allocation letter issued by CDSS. The County shall be notified of the allocation amount prior to the implementation date of the Demonstration Project.***

3. Pursuant to the federal Waiver Terms and Conditions, federal, State and county funds currently expended to support the child welfare services and foster care

programs must remain in the CWS/FC programs. Therefore, any savings realized as a result of the Demonstration Project must be re-invested into the provision of child welfare services. The County will be allowed to carry over their unexpended federal and State funds to the next year to be re-invested in the CWS program.

H. FEDERAL FISCAL PROVISIONS

1. Both the State and the County understand that the Title IV-E is a capped allocation which is based on a combination of administrative and maintenance (assistance) expenditures. The federal base amount for the capped allocation is the average of federally eligible expenditures for federal fiscal years 2003, 2004, and 2005. Administrative costs associated with training, licensing and SACWIS are excluded from the calculation of the base years costs.

2. Evaluation costs are expenses incurred by the County that are directly related to the evaluation process. Evaluation costs are excluded from the federal allocation. These costs will be claimed to a specific program code. Instructions for claiming, including identification of the appropriate program code and sharing ratios will be provided in a letter to the participating counties.

3. An annual increase of two percent shall be added to the federal base allocation in each of the five years of the Demonstration Project. A two percent increase shall be added to federal fiscal year 2006 base in order to calculate the Title IV-E allocation for federal fiscal year 2007. If implementation occurs during a fiscal year, the base is calculated on the pro rata share of two percent above the fiscal year 2006 amount.

4. The County may receive payments in accordance with ***an annual*** schedule of quarterly Title IV-E payments the sum of which do not exceed the total cumulative payments under the waiver. Alternatively, the County may receive Title IV-E payments equal to up to 20 percent of the total cumulative amount per year in the initial years.

5. The Adoption Assistance payments to the County shall continue as a matching program up to the cost neutrality cap as provided herein. For adoption assistance, the cost neutrality cap shall be calculated as follows:

    a. The base year amount shall be equal to the amount of Federal adoption assistance payments including non-recurring adoption expenses, adoption assistance subsidies, and administrative expenses related to adoptions or adoptions assistance paid to the County for the federal fiscal year 2005.

b. Increase the base amount by an annual increase of 15 percent in the year immediately following the base year (fiscal year 2005) and in each of the five years of the Demonstration Project.

c. The cost neutrality threshold for the Title IV-E adoption assistance for the County shall be the cumulative five year total of the base amount adjusted by the annual increases. Therefore, as long as the cumulative threshold is not exceeded, federal matching funds may continue to be made. Payments exceeding the annual threshold shall not be considered to exceed the cost neutrality threshold as long as the cumulative threshold has not been exceeded. The County shall be responsible for payments exceeding the cumulative five year threshold.

I. STATE FISCAL PROVISIONS

1. The State General Fund capped allocation for foster care assistance will be equal to the county expenditures from State Fiscal Year 2005/06 with no growth rate.

2. The State General Fund capped allocation for the Child Welfare Services/Foster Care administration allocation each year equals the State Fiscal Year 2006/07 county allocation with an annual two percent increase beginning with State Fiscal Year 2007/08.

3. Evaluation costs are expenses incurred by the County that are directly related to the evaluation process. Evaluation costs are tracked against the County's CWS Basic Allocation. However, there is no additional State General Fund. These costs will be claimed to a specific program code. Instructions for claiming, including identification of the appropriate program code and sharing ratios, will be provided in a letter to the participating counties.

4. The County will participate in the same annual closeout process for its administrative allocations as other non-waiver counties, but will include costs for IV-E eligible services associated with the Demonstration Project. Close out costs will be based on statutory funding ratios. Funding ratio adjustments associated with the Demonstration Project will not be considered for the purpose of closeout. The County will not be required to give up unexpended funds for distribution to other counties.

5. The County agrees that the Demonstration Project is intended to be cost-neutral to the State, and therefore agrees to hold the State harmless from any costs exceeding the State share of the agreed upon capped allocation, at the end of the five year term of the project plus any extension. If the County elects to opt out of the agreement early, the State share shall be calculated as described below in Section J.

6. The County will participate in the annual realignment process along with other non-waiver counties based on statutory funding ratios. The new IV-E eligible services code associated with the Demonstration Project will be included in this process.

7. ***The State acknowledges that over the five year term of the Demonstration Project, there may be Federal or State policy changes that significantly affect either costs for services or revenues available for services provided under the Demonstration Project. In the event costs are affected, the State will work with the counties participating in the Demonstration Project to analyze cost impacts, and will negotiate adjustments to State capped allocation to reflect unavoidable changes in cost. In the event additional revenues are made available for the type of services provided by the counties under the Demonstration Project, the State will determine the County's share of state-wide increases, and will add this amount to the County's State capped allocation.***

8. Counties participating in the Demonstration Project will continue to be eligible for State General Fund allocations outside the Demonstration Project.

J. COUNTY FISCAL PROVISIONS

1. The County must maintain ***an annual*** level of funding based on county expenditures from the State Fiscal Year 2005/06, therefore unexpended County General Fund is considered savings and shall be used for the further provisions of child welfare services based on the approved County Five Year Plan.

2. The County will follow all current claiming and reporting requirements unless otherwise directed.

3. The County agrees to a fiscal review and reconciliation upon termination of the Demonstration Project, either at the end of the five year term of the Demonstration Project plus any extension or earlier if the County elects to opt-out of the agreement early. The reconciliation shall determine whether the county's claims are in agreement with cumulative five year (plus extension) total of the State and federal funds. If the County has terminated its participation in the Demonstration Project early, the reconciliation shall determine whether the county's total claims for the duration of its participation are in agreement with the authorized amount of the capped allocation and/or any amounts advanced. If the County terminates its participation in the Demonstration Project in a partial year, the reconciliation will include the pro rata share of the capped allocation for that year. The County may appeal the reconciliation figure determined by the State using the procedures outlined in MPP 25-250.

4. ***In the event the State incurs a federal deferral, disallowance, or other required repayment associated with funds expended by the County pursuant to the Demonstration Project, the County shall reimburse to the State the amount of the deferral, disallowance, or required repayment, unless the County's challenged expenditure was made pursuant to a written State directive, All County Letter, All County Information Notice, or All County Fiscal letter. In no case shall the State assume financial liability for an obligation to repay federal funds caused solely by the County.***

5. ***County expenditures made under the Demonstration Project shall conform to the federal Terms and Conditions, and any applicable federal and State laws and regulations governing the use of federal and State funds that are not specifically waived. The County shall reimburse to the State, the State and federal share of those funds that are not expended in this manner, including overpayments made to care providers, when identified.***

6. ***The County may file with the State a written appeal with respect to any funds that are subject to reimbursement to the State under paragraphs 4 and 5 above. The appeal procedures set forth in MPP 25-250.4 shall apply.***

7. ***This MOU shall not affect county repayment obligations that arose due to events that occurred before the start of the Demonstration Project, nor shall it affect repayment obligations associated with funds paid for costs that are excluded from the Demonstration Project, including those for training, licensing, SACWIS, and AAP.***

K. OPT-OUT PROVISIONS

The County may elect to terminate their participation in the Demonstration Project subject to the following provisions:

1. The County must consult with the State prior to exercising the opt-out election to terminate their participation in the Demonstration Project and must provide written notification to the State of the County election to opt-out.

2. The State must be in receipt of the written notification of the County opt-out election ***60 days*** prior to the first day of the quarter in which the County intends to terminate its participation in the Demonstration Project.

   The County:

   a. Must be able to implement the phase-down strategy, as specified in the County Five Year Plan, to ensure that case plans for children and their families are adjusted, if necessary, for the post-waiver period.

b. Agrees that if the County opts-out prior to the end of the Demonstration Project, the County will submit to a fiscal review and reconciliation, as set forth in Section J, paragraph 3 above, by the State as a result of the opt-out election and notification.

c. Agrees that if the County opts-out prior to the end of the Demonstration Project, the County will reconcile with the State any Title IV-E and State General Funds due as a result of the opt-out election and notification, as set forth in Section J, paragraph 3 above.

3. The State will acknowledge in writing receipt of the County written notification of the County opt-out election. This acknowledgement will confirm the effective quarter the County will terminate participation in the Demonstration Project.

The State:

a. Will complete a fiscal review and reconciliation of the County's expenditures and claiming as a result of the County opt-out election.

b. Will provide written notification to the County of the fiscal review findings as a result of the County opt-out election.

c. Will notify the County in writing if there are any Title IV-E or State General Funds due as a result of the County opt-out election.

d. Will provide the County with an allocation letter for the remainder of the State Fiscal Year in which the County will no longer be participating in the Demonstration Project as a result of the County opt-out election.

e. Will provide written instructions regarding how to claim expenditures after the County has withdrawn from the Demonstration Project as a result of the County opt-out election.

4. The State, upon receipt of the written notification of the County opt-out election, will monitor the implementation of the phase-down strategy, as specified in the County Five Year Plan, to ensure case plans for children and their families are adjusted, if necessary, for the post-waiver period.

L. GENERAL PROVISIONS

1. This Agreement is valid and enforceable only if funds are made available by the federal government for the fiscal year included in the Agreement for the purpose of this Demonstration Project.

2. This Agreement may be amended by written agreement of both parties. No alteration of the terms herein shall be valid unless made in writing and signed by the parties hereto, and no oral understanding or agreement not incorporated herein shall be binding on either party.

3. This Agreement is subject to any additional restrictions, limitations, or conditions enacted by the State Legislature that may affect the provisions, terms or funding of the Demonstration Project. This Agreement shall be modified as necessary due to changes in State or federal Law which impact its provisions.

4. If any deficiencies or serious problems in implementation of this Agreement are noted by the State, or if modification is needed due to changes in State or federal Law, the State will reassess the overall Demonstration Project and develop a mutually agreed-upon strategy for dealing with the Demonstration Project in this context. If such a mutually agreed-upon strategy cannot be developed, the State reserves the right, in its sole discretion, to withdraw from the waiver as the State determines. The State's withdrawal under such circumstances shall be deemed "for cause", and time spent in negotiation of a strategy shall be counted as part of the ***60 day*** notice period, as set forth in paragraph 5 below.

5. This Agreement may be terminated by the State upon ***sixty (60)*** days written notice. The State reserves the right to terminate this Agreement "for cause". "For cause" shall include, but not limited to: the State Legislature terminating the Demonstration Project during the five year period; the notification of federal withdrawal from the Demonstration Project; the cessation of services; the services not meeting federal or State mandates; a finding that children served under the waiver are not adequately protected from abuse or neglect, as a result of the implementation of the Demonstration Project.

CALIFORNIA DEPARTMENT
SOCIAL SERVICES

By _____
Fran Mueller, Branch Chief
Financial Management and
Contracts Branch

COUNTY OF LOS ANGELES

By _____
Chair, County Board of Supervisors

Los Angeles County
Title IV-E Capped Allocation Demonstration Project (CAP)
Five Year Plan

County:	Los Angeles
Responsible County Child Welfare Agency:	Los Angeles County Department of Children and Family Services
Period of Plan:	April 1, 2007 – March 30, 2012
Period of Outcomes Data:	The most recent available – Varies depending on the outcome
Date Submitted:	

Primary County Contact Person

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Primary Probation Contact Person

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Secondary DCFS Contact/County Evaluation Liaison

Name:	Alan Weisbart
Title:	Children's Services Administrator II
Address:	425 Shatto Place, Room 500, Los Angeles, CA 90020
Phone/Email:	(213)351-5737 /weisba @dcfs.lacounty.gov

Submitted by each agency for the children under its care

Submitted by: Los Angeles County Department of Children and Family Services (Lead Agency)

Signature: _____

Patricia S. Ploehn, LCSW, Director

Submitted by: Los Angeles County Probation Department

Signature: _____

Robert Taylor, Chief Probation Officer

COUNTY PROFILE

According to the most recent Los Angeles County Children's Score Card 1998-2002 (Children's Planning Council 2004), 1.2 million of Los Angeles County's children lived in families that were low income and experienced economic stress. In 2004, 24.0% of Los Angeles County's children lived below the poverty level. Although economic conditions have improved slightly over the past ten years, many more children were affected by their families' difficult economic circumstances – 49.4% of children lived in low-income families (family income is under 200% of the poverty level - $36,488 for a family of four), a 19.4% increase from CY 1999. These countywide averages mask significant regional differences. For example, in 2004, 35.2% of children in the Metro and 39.3% of children in South Service Planning Areas (SPAs) lived in families with incomes below the poverty level in 2004, while only 20.0% in the Antelope Valley were below poverty level.

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

- The Antelope Valley (SPA 1) is the smallest in population at 334,951, but the largest geographic area and includes a number of small towns surrounded by high desert. Forty-one percent of the 105,169 children and youth (3.8% of the number of youth of Los Angeles County) in SPA 1 are white while 39.2% are Latino, 16.6% are African American, 2.7% are Asian, 0.5% are American Indian, and 0.1% are Pacific Islander. Isolation and limited public transportation present major difficulties. There are parents commuting more than two hours a day, leaving many children alone for many hours at a time. SPA 1 accounts for 6% of youth felony arrests, 7.2% of the children DCFS placed in out-of-home care in 2004, and 4% of births to teen mothers.
- The San Fernando Valley (SPA 2) has a population of 2.1 million residents. SPA 2 population
- is about the size of Nevada and New Mexico and is larger than 14 other states. The majority of SPA 2's 551,959 children and youth (19.7% of the total number of youth) are Latino (50.3%), while 36.6% are white, 9.1% are Asian, 3.6% are African American, 0.2% are American Indian and 0.1% are Pacific Islander. In 2004, SPA 2 accounted for 16% of youth felony arrests, 9.7% of children in out-of-home care and 13% of the County's births to teen mothers.
- The San Gabriel Valley (SPA 3) is home to 1.8 million people (slightly greater than the population of Nebraska) including 496,954 children and youth (17.8% of the total number of youth). 57.3% are Latino, while 20.7% are Asian, 16.8% are White, 4.8% are African American 0.3% are American Indian, and 0.1% are Pacific Islander. Sixteen percent of youth live in families with incomes below the poverty level. In 2004, SPA 3 accounted for 17% of youth felony arrests 15.6% of children in out-of-home care and 16% of births to teen mothers.
- The Metro area (SPA 4) includes a population of 1.2 million people including 307,463 children and youth (11.0% of the total number of youth). SPA 4 includes the area in and around the downtown of the City of Los Angeles and is home to a large number of immigrant families. Seventy-three percent the children in this area are Latino, 12%

are Asian, 10% are White, 4.4% are African American, 0.3% are American Indian and 0.1% are Pacific Islander. In 2004, 30% lived in poverty, and it accounted for 11% of youth felony arrests, 9% of children in out of home care, and 12% of births to teen mothers.

- The West area (SPA 5) has a population of 646,770 and includes most of the wealthiest parts of the county. Fifty-five percent of the 112,209 children and youth (4.0% of the total number of youth) are White, while 27% are Latino, 9.5% are Asian, 8.3% are African American, 0.2% are American Indian and 0.1% are Pacific Islander. SPA 5 accounted for only about 5% of youth felony arrests, 2% of children in out-of-home care, and 1% of births to teen mothers. in 2004.
- The South area (SPA 6) has one million people and 361,236 are children and youth (12.9% of the total number of youth). The economic challenges for families in this service area are overwhelming. Thirty-nine percent of children live in families with incomes under the poverty level and 78.7% live in families with incomes under 200% of the poverty level. Over 70% are Latino, 27.6% are African American, 1.1% are White, less than 0.4% are Asian and American Indian, 0.3% are Pacific Islander and 0.1% are American Indian. In 2004, SPA 6 accounted for 14% of youth felony arrests, 28.4% of children placed in out-of-home care and 24% of births to teen mothers.
- The East area (SPA 7) has a population of almost 1.4 million. The majority of SPA 7's 420,841 children and youth (15.0% of the total number of youth) are Latino (79.5%), while 10.8% are White, 6.4% are Asian, 3% are African American, 0.3% are American Indian and 0.2% are Pacific Islander. SPA 7 accounted for 13% of youth felony arrests, 11.5% of children in out-of-home care and 16% birth to teen mothers.
- The South Bay/Harbor area (SPA 8), with a total population of 1.6 million, includes both a string of smaller beach communities along the ocean, as well as Long Beach, the Harbor and economically depressed areas inland. SPA 8 is one of the more racially and culturally balanced areas in the county. Forty-nine percent of the 441,506 children and youth (15.8% of the total number of youth) in SPA 8 are Latino, 20.5% are White, 18% are African American, 12.7% are Asian, 1.1% Pacific Islander, and 0.2% are American Indian. SPA 8 accounted for 18% of youth felony arrests, 16.6% of children in out-of-home care and 13% of births to teen mothers in 2004.
- Taken as a whole, American Indians represent 0.2% (6,851) of the total number of youth in Los Angeles County. Over nineteen percent of American Indian children live in families with incomes under the poverty level and 22.2% live in families with incomes under 200% of the poverty level. American Indian children and youth accounted for <0.1% of the total youth felony arrests, 0.6% of children placed in out-of-home care and 0.1% of births to teen mothers.

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

The core issues as identified by County, State, and the Children and Family Services Review (CFSR) that the project will address are:

- Increased child safety;
- Improvement in timelines to permanency;
- Improvement in child and family well-being; and,
- Improvement in the array of services and engagement of families with a more individualized approach to serving children and families.

In order to address the core issues, the County proposes the enhancement of an array of current programs and services for all County youth identified as at risk for out-of-home care by the Department of Children and Family Services (DCFS) and Probation. Current programs the County plans to expand and build upon include:

- **Point of Engagement** – Continue implementation of the County's redesigned child welfare services case delivery system known as "Point of Engagement", this program includes many key elements such as increased family and community engagement; up-front assessment of critical issues facing families (including substance abuse, domestic violence and mental health issues); use of family team decision-making conferences early in DCFS' involvement with families and quicker linkage and provision of identified services by the Department and community providers.
- **Multi-Disciplinary Assessment Teams (MAT)** - Expand use of the comprehensive Multi-Disciplinary Assessment process for children entering foster care. MAT provides assessment of medical, dental, education and developmental needs; builds on family strengths; engages the family in the process of identifying the most appropriate placement and caregiver capabilities; and offers child-specific treatment options with follow-up to ensure participation in identified services.
- **Voluntary Services** - Increase use of voluntary services and community resources and supports by families so that children can remain safely in their own homes, such as engaging families in the development of safety plans and providing ready access to crisis services (including emergency financial assistance and crisis child care).
- **Family Team Decision-Making (FTDM):** Expand use of TDM conferences to determine the need for initial placement, change of placement, prior to reunification to review the needs of the child and family and locating the "best" placement for children to improve stability and likelihood of support for reunification by the caregivers, and Permanency Planning Conferences (PPCs) to be convened every 3 months while a child is in out-of-home care. Expand and refine the use of Family Group Decision Making (FGDM) and Emancipation Conferences.
- **Collaborations:** Enhance neighborhood and community partnerships, through co-locating County staff with community partners (law enforcement, hospitals, schools) to increase child safety and provide timely, appropriate services for children and families.
- **Performance-Based Contracts:** Enhance or develop performance-based contracts to include intensive family finding and reconnection, mentoring, permanency and aftercare services.
- **Contract Monitoring:** Continue improving the monitoring of contracted providers to ensure that performance outcomes are achieved.

- **Permanency Partners Program (P3):** Expand use of P3, which focuses on finding a legally permanent home for foster youth ages 12 and older in Planned Permanent Living Arrangement.
- **Concurrent Planning Redesign:** A redesign of our service delivery system focusing in on expedited reunifications and the development of an alternate permanent plan starting the first day a child is detained. Includes a streamlined Termination of Parental Rights (TPR) process.
- **Training and Support for Relatives:** Improve training and support for relatives to improve their role in and their understanding of permanency for children, including adoption and legal guardianship services.
- **Adoption Home Studies:** Reduce the length of time to prepare adoption home studies through the continued use of a consolidated approach during the foster home study and expansion to the relative home approval process and foster family agency certified homes.
- **Wraparound Services:** Enhance and expand the performance-based contracts for Wraparound and Res/Wrap services.
- **Home-Based Services:** Expand use of home-based services to families assessed with high elevations in the "Family Domain" of the Los Angeles Risk and Resiliency Check-Up assessment tool.
- **Evidenced-Based Family-Focused Services**: Expand the use of evidenced-based family-focused services and strategies for selected families in high crime and high need neighborhoods.
- **Functional Family Therapy and Multi-Systemic Therapy:** Increase referrals to existing Functional Family Therapy and Multi-systemic Therapy programs for targeted families.
- **Dual Supervision:** Expand the Dual Supervision Unit which targets high-risk dependent youth under the joint supervision of Probation and DCFS.
- **241.1 Investigation Unit:** Expand and refine the 241.1 assessment and case management process, joint assessments between Probation and DCFS utilized to determine which status (dependency, delinquency, joint-dual supervision or dual jurisdiction) will best serve the interests of the youth and protect the community.
- **Home Assessment:** Expand the Home Assessment Program to assess kinship families for placement of probation youth.
- **Out of Home Monitoring:** Expand the Out-of-Home Monitoring Unit to establish linkages with the State and other County agencies to improve monitoring of caregivers and to conduct outcome measurement inspections to ensure performance outcomes are achieved.
- **Placement Assessment Centers (PAC):** Expand the PAC Unit to provide a comprehensive assessment to determine the appropriate placement facilities for probation youth.
- **High-Risk/High Need Family Reintegration Model:** Expand use of the High-Risk/High Need Family Reintegration Model to provide reintegration services to minors released from camp returning to family environments that place them at high risk for out-of-home placement.

IMPLEMENTATION

OBJECTIVES FOR FLEXIBLE FUNDING

The project will give 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. 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. These efforts will build on the significant systems improvement efforts already underway among County departments and their community partners.

The Project Agreement will allow the County funding flexibility to accelerate efforts to improve outcomes for children. The County has identified universal and specific service needs and requirements for dependent and delinquent youth. Efforts made to improve outcomes must target the specific foster care population. Title IV-E funds will be utilized more flexibly to focus efforts on the needs of youth and their families. Proposed new and expanded services will be subject to available funding.

The following goals are universal to both dependent and delinquent populations as a whole:

- Provide more preventive services;
- Increase the number and array of services to allow more children to remain safely in their home;
- Reduce the reliance on out-of-home care through the provision of intensive, focused, individualized services;
- Reduce the number of children and their length of stay in congregate care while ensuring that individualized case planning and appropriate community alternatives are in place first; and
- Reduce the timelines to permanency.

The following goal is specific to the dependent population:

- Reduce the recurrence of maltreatment through a combination of caseload reduction and an increase in the time caseworkers spend with each family.

The following goal is specific to the delinquent population:

- Reduce the recurrence of maltreatment through a combination of caseload reduction and evidenced-based case management interventions.

LOGIC MODELS

Logic models are presented for the following initiatives organized around the child welfare and probation service continuum:

Prevention and Early Intervention:

1. Enhancement of family support networks;
2. Focus family support networks on family and community economic development opportunities;
3. Focus family support networks on developing and maintaining a coordinated continuum of care;
4. Expansion of faith based collaborative to assist in family and kinship support services;

Crisis Intervention / Intensive Services:

5. Expansion of Family Team Decision-Making (FTDM) conference models;
6. Expansion and use of community based placement resources;
7. Restructure Placement Services;
8. Expansion and enhancement of Wraparound and Res/Wrap services;
9. Expansion of Family Preservation service contracts;
10. Expansion of Multi-Systemic Therapy and Functional Family Therapy;
11. Development of Intensive Foster Care Treatment Services;
12. Establishment of Parent Councils and development of a Parent Peer Advocate Program;
13. Development and implementation of Community Resource Coordinators;
14. Expansion of Special Investigations Unit (SIU)/Dual Supervision;
15. Establishment of enhanced front-end assessment services for families with identified domestic violence, substance abuse and mental health issues;
16. Development of Community Crisis Family Intervention Teams;
17. Development of enhanced parent-child visitation services;

Permanency and Aftercare Services:

18. Establishment of mentoring programs for youth in out-of-home care;
19. Expansion of family finding activities;
20. Establishment of aftercare support services;
21. Increase access for childcare and respite care services for kinship families;
22. Establishment of aftercare support services and networks for children in kinship and permanency families to prevent foster care re-entry and re-occurrence of maltreatment; and

23. Integration of services to better strengthen kin and permanency families; development of a multi-media campaign to increase awareness of services and education of kin and permanency families on permanency options, resources and implications.

While these initiatives have been identified as focusing on one area of the service continuum, in fact, many of these activities cross the spectrum and will improve services for families no matter what area of the service continuum they find themselves in. An overarching goal of the demonstration project is to provide individualized services to families and children whenever they interact with the child welfare services system, and in order to do that, we plan to remain flexible in our service provision strategies.

PRIORITY ACTIVITIES FOR IMPLEMENTATION

DCFS and Probation have identified the following priority activities that they will focus on developing and implementing during the first year of the Waiver.

The following priorities are universal to both dependent and delinquent populations as a whole:

1. Expansion of Family Preservation Services;
2. Expansion of Family Finding activities to locate and engage missing family members from the point of removal of a child from his parent's home; and,
3. Utilization of aftercare support services.

The following priorities are specific to the dependent population:

1. Expand family support networks to partner with Regional Offices to create locally based continuums of primary, secondary and tertiary prevention supports and services;
2. Improved assessment of families where substance abuse, mental health and/or domestic violence are identified as core issues during DCFS' initial emergency response investigations including expansion of Multi-Disciplinary Assessment Teams (MAT);
3. Expansion of Family Team Decision-Making Conferences to be held quarterly throughout the time that a child's family is involved with DCFS;
4. Development of community based placements to ensure that children who are removed from their parents are placed in their own neighborhoods and communities rather than across the county when and where appropriate; and,
5. Development of visitation resources for parent/child visits to improve the frequency and quality of parent-child visits while family reunification services are being provided.

The following priorities are specific to the delinquent population:

1. Expansion of Multi-Systemic Therapy and Functional Family Therapy to be used as one of the Department's primary intervention strategies;

2. Restructure Placement Services to help reduce the number of failed and repeat placements;
3. Establish a community crisis intervention team;
4. Expansion of Special Investigations Unit (SIU)/ Dual Supervision to provide enhanced community based services and treatment interventions; and
5. Expansion of Placement Assessment Centers (PACs).

ENHANCEMENT OF FAMILY SUPPORT NETWORKS

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
County departments, County service areas, County advisory commission/councils, local school districts and education agencies, Family support collaborative networks, Community Based Organizations, First 5 Commission, local municipalities, faith based organizations. Focus on community organizing and engagement.	Enhance existing family support networks by connecting them with DCFS Point of Engagement Community Advisory Councils and Service Planning Area networks. This enhanced community network structure gives each DCFS regional office access to an organized network of community-based services and informal supports at a scale that can effectively serve families in the highest-need neighborhoods.	At least one inclusive family support network in each SPA partners with DCFS offices and other county departments in community building and engaging families. Community partners implement a broad range of social networking activities to decrease social isolation. This includes programs like: • Parent Partnership Program which proposes to provide support, partnership and team assistance for parents. • Grassroots activities and programs. • Social network building activities such as content focused classes, recreational activities, peer support groups, family and community events. • Neighborhood Action Councils.	Regional offices report that the Family Support Networks in their areas provide a focus point for identifying, organizing and maintaining relationships with a broad range of local community resources, including both service providers and local businesses, faith and grassroots community groups. Family Support Networks report that they have on-going relationships with DCFS regional offices, SPA/AIC Councils, PFF networks and other key institutions and networks that serve target neighborhoods. Network members complete annual surveys including questions on how the lead is functioning, relationships among partners, service gaps identified and filled, key issues that have been resolved and those still pending. Reduce substantiated maltreatment.	Research instruments and methods are developed and pilot-tested to gather regular input from families, front-line staff and community partners. In addition to questions about contacts with the Network and its members, questions for families will include a focus on reducing social isolation, increasing community belonging, and opportunities for improving family economics and ability to act on their own behalf. Families will report a reduction in social isolation, increased community belonging and improved family and community functioning. Reduce substantiated maltreatment.	Reduce substantiated maltreatment. Decrease re-entry into placement. Data used to assess performance includes descriptions of the evolving membership, organization and functioning of the Networks as well as regular feedback from families, front-line staff and community partners.

FOCUS FAMILY SUPPORT NETWORKS ON FAMILY NETWORKS AND ECONOMIC DEVELOPMENT OPPORTUNITIES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
County departments, County service areas, County advisory commission/councils, Family Support collaborative networks, Community Based Organizations, First 5 Commission, local area businesses and employers, faith based organizations. Focus on family and community economic development	Continually increase social networks and build community capacity to respond to the changing needs of families in high-need neighborhoods, including family and community economic development as well as access to services and supports.	At a minimum, one inclusive family support network in each SPA is working to help youth and family members find educational, vocational and employment opportunities. A Countywide network of departments, businesses, civic groups and key economic institutions works effectively to enhance family self-sufficiency. This network could include partnerships with HUD and developers for more housing resources linking families to programs that enhance employment marketability and access to childcare for working parents.	DCFS establishes guidelines for key interests/entities that must be included such as DCFS regional advisory committees, SPA/AIC Councils, PFF networks, faith-based groups, and local businesses. DCFS Regional Offices and Networks identify existing relationships and develop plans for establishing other relationships at the local level. These must include the kinds of interests identified as important for all, but local plans should go well beyond these key interest groups to identify individuals, groups, and organizations that could be helpful at the local level based on local needs and assets. Reduce substantiated maltreatment.	Plans are reviewed annually to track accomplishments, identify best practices (e.g., better uses of existing resources, maintaining partnerships, and leadership in filling gaps. Countywide conferences are held annually to convene Network partners, share information and celebrate best practices. Families will report increased economic opportunities for families and communities along with enhanced community responses to evolving needs of residents. Reduce substantiated maltreatment.	Reduce substantiated maltreatment. Decrease re-entry into placement.

FOCUS FAMILY SUPPORT NETWORKS ON DEVELOPING AND MAINTAINING A COORDINATED CONTINUUM OF CARE

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
County departments, local school districts and education agencies, County service areas, County advisory commission/councils, Family support collaborative networks, Community Based Organizations, First 5 Commission, faith based organizations. Focus on developing and maintaining a coordinated continuum of community-based services, supports, activities, resources and linkages.	Family Support Networks partner with DCFS Regional offices to assure that families receive the individualized supports and services they need by helping to create a locally-based continuum of supports and services -- including primary, secondary and tertiary prevention strategies.	A model exists where DCFS resources are utilized to increase coordination among service providers in high need communities, including plans for expansion of effective, culturally relevant services that meet local needs, including plans for expansion of effective, culturally relevant services that meet local needs. Guidelines define how community-based networks most effectively support regional DCFS offices in further development of Points of Engagement. This would include collaboration with family support type networks to provide front-end assessments to enhance differential response and programs similar to partnership for families.	DCFS offices are involved in planning for and selection of Family Support Networks in their regions. DCFS offices report that Family Support Networks play roles in regional implementation of implementation of Points of Engagement by convening and organizing a broad range of community services and supports accessible to all families. Family Support Networks report engagement with all DCFS-funded contract agencies (including Wraparound, Family Preservation, 1733/2994, etc.) Family Support networks report engagement with culturally and linguistically relevant services to meet local needs. Reduce substantiated maltreatment.	DCFS offices and Family Support Networks report on local arrangements for assuring a continuum of primary, secondary and tertiary prevention services. DCFS offices have flexible dollars to leverage other available funding streams to fill local gaps and needs. Families report easier access to a blend of services and supports that respond to their individual needs. Reduce substantiated maltreatment.	Reduce substantiated maltreatment. Decrease re-entry into placement. Questionnaires for families, front-line staff and community partners include questions on the local continuum of supports and services.

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
SPECIFIC TASKS For Implementation DCFS, CAO, Probation Department, Healthy City	Request and map data for selection of communities including demographic data on the population as well as numbers of hotline calls, substantiated maltreatment, numbers of reentry into placement, numbers served in family support, numbers of probation youth, evidence of participation among and by existing partnerships with SPA councils, neighborhood action groups, DCFS office, current outcomes, consider other resources present like 1st 5 LAUP, PFF, etc.	Comparison data for all communities served by current family support networks.	Communities to participate in the demonstration project are selected. Reduce substantiated maltreatment.	Communities are engaged for the demonstration project and statistical outcome data is collected. Reduce substantiated maltreatment.	Reduce substantiated maltreatment. Decrease re-entry into placement.
DCFS, Probation, CAO DCFS , Probation	Define role of SPA Councils, DCFS Offices, New Directions Task Force, DCFS Regional Community Advisory Councils, Neighborhood and Teen Action Councils, CAO-SIB, other County Departments.	The roles of the SPA Councils, DCFS Offices, Directions Task Force, etc. are clearly defined in the prevention process.	SPA Councils, DCFS Offices, Directions Task Force, etc. identify existing relationships in the community and begin establishing new relationships at the local level.	PA Councils, DCFS Offices, Directions Task Force, etc. have on-going relationships with communities at the local level. The community is engaged assuring primary, secondary and tertiary prevention services.	
DCFS, Probation, CAO Community Partners	Share stressors and assets that have been identified by families that lead to the referral to Department or risks to children in families.	Stressors and assets are identified and incorporated into the data for all communities and utilized in the implementation of a draft plan.	Stressors and assets are targeted in the community at the local level.	Communities are engaged and key stressors are alleviated in the prevention process.	
	Develop draft plan to take to Board in response to March 14, 2006 prevention initiative motion.	A community based prevention plan is implemented.	Regional offices report increased community capacity building and prevention services being utilized in the community.	Communities are engaged at the local level assuring primary, secondary and tertiary prevention services. Outcome data is collected.	

EXPANSION OF FAITH –BASED COLLABORATIVE TO ASSIST IN FAMILY AND KINSHIP SUPPORT

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Identification of faith-based organizations by regional office.	Faith-based communities have a myriad of resources and services that can add to the safety net around families. Faith-based communities can also serve as a recruitment base for supports for parents and youth, and a recruitment base for community based foster and resource families. The DCFS Regional Offices and DCFS and Probation Mentoring Section will work directly with local faith-based organizations to recruit community-based foster homes and resource families, and mentors for parents and youth. The faith-based community will be encouraged to be utilized to: - Participate in Family Team Decision Making meetings; - Provide locations for parent-child visitation; and, - assist in providing support for after care.	Regular contact through SPA Councils, Neighborhood Action Councils, the countywide Faith-Based Committee. Liaisons to DCFS and Probation identified at Faith-Based Organizations. Number of faith-based organizations recruiting community-based foster homes and resource families and mentors for parents and youth. Number of faith-based organizations participating with the Family Team Decision-making process. Number of faith-based organizations providing locations for visitation. Number of faith-based organization assisting with aftercare services.	Faith-Based communities identified, contacted and engaged with each Regional Office and the DCFS Mentoring Section Faith-Based community develop recruitment campaign to enlist resource families and mentors for parents Parents participating in treatment planning and learning to support treatment. Reduce substantiated maltreatment.	Increase number of youths connected to mentors Increase visitation. Increase purposeful visitation. Success in increasing opportunities for permanency with resource families Parents are more engaged with their children in foster care More successful aftercare. Reunified families are more successful. Reduce substantiated maltreatment.	Decrease timelines to permanency: reunification, adoption Decrease number of youth in Planned Permanent Living Arrangement Decrease time youth are in Planned Permanent Living Arrangement Decrease number of youth in out of home care Decrease time youth spend in out of home care Reduce substantiated maltreatment.

EXPANSION OF FAMILY TEAM DECISION-MAKING (FTDM) CONFERENCE MODEL

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Facilitators. Schedulers. Space (conference rooms). Training for stakeholders on the different models. Transportation for parents. Computers and workstations.	Expand Family Team Decision-Making (FTDM) which includes 3 types of multi-disciplinary team meetings. Team Decision-Making Conferences (TDMs) to occur at removal, replacements and reunification. Family Group Decision Making Conferences (FGDM's) to occur when enough family members can be convened to help develop safety and permanency plans for children in out-of-home care. Permanency Planning Conferences (PPCs) to be convened every 3 months while a child is in out-of-home care.	Number of FTDMs convened compared to caseloads. Number of stakeholders trained, providing space and attending FTDMs.	Additional staff in place and the teams are operating. FTDM's are held within the family's communities and stakeholders, including faith-based community members and community resource coordinators, have increased participation in FTDM's. Improved Needs and Services Plans. Increased visitation. Stakeholders routinely participate in FTDM's. Reduce substantiated maltreatment.	Decrease time children are in out of home care. Decrease number of children in out of home care. Decrease re-entry into placement. Decrease timelines to permanency through faster reunification. Increase percentage of family maintenance cases relative to the total number of cases. Reduce substantiated maltreatment.	Decrease time children are in out of home care. Decrease number of children in out of home care. Decrease re-entry into placement. Decrease timelines to permanency through faster reunification. Increase percentage of family maintenance cases relative to the total number of cases. Reduce substantiated maltreatment.

EXPANSION AND USE OF COMMUNITY-BASED PLACEMENT RESOURCES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Listing of zip codes with high numbers of detentions. Specific recruitment strategies. Community-based orientation and training. Community-based support for caregivers. Policy enforcing community-based placements.	Increase the number of foster homes and resource families available for placements located in the same community from which the child was detained which will improve the likelihood and timeliness of reunification. Conduct community orientations. Develop specific recruitment and training strategies. Give preference to community based foster home placements.	Number of foster homes and resource families recruited in high detention rate zip codes, contiguous zip codes and SPAs. Number of children initially placed in non-relative foster homes within zip codes of origin, a contiguous zip code to zip code of origin, and within SPA of origin.	For those detained children who are unable to live in relative, non-relative extended family member care. There is increased visitation with parents. Children and their parents will maintain stronger connections through more regular visitation. More children are able to remain in their school of origin and continue participating in community activities, including faith-based activities where appropriate. More children will experience school and social stability. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth is in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decreased timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

RESTRUCTURE PLACEMENT SERVICES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to support Placement Restructuring and Services. Research expert to assist in developing evidenced-based Restructured Placement Services and Model. Establish Placement outcomes consistent with IV-E Wavier outcomes. Train Probation and group home provider staff. Identify FFA homes. Contract with DMH for Multidimensional Treatment Foster Care (MTFC).	Develop and implement intensive strength-based case management approach that places stress on protective factors. Provide intensive home-based aftercare services by reducing caseloads and contracting with appropriate providers. Develop and implement cross-systems transition planning. Align placement programs with intensive evidenced-based principles and practices. Expand Placement Assessment Centers.	Number of training for Probation staff and group home providers. Number of Probation and group home service providers staff trained. Staff/Family caseload ratio(lower caseload). Measure number of cross-systems case transition conference and activities	Probation and group home staff trained in evidenced-based family interventions. Cross-systems transition planning implemented. Provision of enhanced services to the family. Improved case assessment and placement-decision-making. Reduce substantiated maltreatment.	Decrease in number of failed and repeat youth placements. Decrease the number of youth returning to group home care. Extensive improvement in family functioning. Increase family protective factors; decrease family risk factors. Reduce substantiated maltreatment.	Decrease in the number of failed and repeat youth placements. Decrease the number of youth returning to group home care. Extensive improvement in family functioning. Increase family protective factors; decrease family risk factors. Reduce substantiated maltreatment.

EXPANSION AND ENHANCEMENT OF WRAPAROUND AND RES/WRAP SERVICES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to expand the number of Wraparound slots from current 800 to 1200. EPSDT funds for slot expansion. Funds to pay costs for family members. Contract management. DCFS Staff. Probation Staff.	Expand Wraparound services to youth who don't currently qualify for such services (e.g., those placed in lower RCL placements). Expand the number of Wraparound slots to meet the County needs with 1200 as an initial target (rather than the 800 slots currently budgeted). Increase the breadth of services available in Wraparound programs by increasing the case rate to cover the costs of family member treatment and support services that are not billable to EPSDT. Resource Group Homes to provide Residential Wraparound Services from the point of a child's entry into the group home.	Number of Wraparound Services slots allocated and available by SPA. Average length of stay in residential care for children participating in the program. The number of positive satisfactions surveys for both children and families showing strong satisfaction and support for the Wraparound process. A pilot program has been developed that resources group home to provide Residential Wraparound Services from the point of a child's entry into the group home.	Increase in number of Wraparound services is being provided. Decrease timelines to permanency through faster reunification, legal guardianship or adoption. Decrease number of children in out-of-home care. Decrease number of children/youth in group care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification, legal guardianship or adoption. Decrease number of children in out-of-home care. Decrease number of children/youth in group care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification, legal guardianship or adoption. Decrease number of children in out-of-home care. Decrease number of children/youth in group care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

EXPANSION OF FAMILY PRESERVATION SERVICE CONTRACTS

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to expand Family Preservation slots. Additional DCFS and Probation staff to link and work with Family Preservation agencies. Improved IT systems to process additional referral forms. Evaluator to assess program outcomes.	Award contracts to expand the use of Family Preservation Services during FR to expedite reunification and post-FR to assure successful FR outcomes for DCFS families. After care services must be provided to assure successful reunification. Expand the use of Family Preservation Services when Probation youth have been returned to their families.	Number of Family Preservation agencies available to provide services to DCFS and Probation families. Number of DCFS families in FR or post-FR being provided with Family Preservation Services. Number of Probation families being provided with Family Preservation Services.	Existing Family Preservation agencies have expanded their capacities. Additional Family Preservation Service agencies have been established and are available, and additional families are being provided with services. Family Preservation is provided aftercare services to stabilize reunified families to assure successful reunification is maintained. Reduce substantiated maltreatment.	Decrease re-entry into placement. Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement; decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decrease re-entry into placement. Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement; decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

EXPANSION OF MULTI-SYSTEMIC AND FUNCTIONAL FAMILY THERAPY

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to expand Multi-systemic Therapy (MST) and Functional Family Therapy (FFT). Contract with Department Of Mental Health (DMH). Select MST/FFT Service providers. Probation staff.	Expand and implement FFT and MST as a preventative for out of home placement. Target families with risk factors of poor family functioning, high family conflict, and child maltreatment.	Number of new MST/FFT service providers. Number of new families referred to MST/FFT. Number of families complete MST/FFT treatment intervention. Increased number of MFT/FFT services being provided to families.	Contract in place for expansion of MST/FFT services. Expansion of MST/FFT services. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care. Decrease the number of youth in group home care. Improve family functioning. Effectively transferring treatment effects across treatment systems. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care. Decrease the number of youth in group home care. Improve family functioning. Effectively transferring treatment effects across treatment systems. Reduce substantiated maltreatment.

DEVELOPMENT OF INTENSIVE FOSTER CARE TREATMENT SERVICES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Program models for Specialized Therapeutic Foster Care (ITFC), beyond Multi-Dimensional Treatment Foster Care (MTFC). Funds to contract for ITFC services. Mental Health services funds and linkages.	Develop and implement treatment foster care programs for children with behavioral health needs, including but not limited to the MTFC model. The Foster-Family Based Treatment Association has published "Program Standards for Treatment Foster Care," which is a social learning model in which specialized foster parents are trained and supported to function as the primary treatment setting. There is a limit of 1 or 2 children are placed in the home, a team approach to treatment planning, and case management caseloads do not exceed 8, 24 hour crisis intervention access, weekly contacts with the home and a focus on permanency.	Number of new foster homes recruited and trained to accept children with behavioral health needs. Number of placements of children with behavioral health needs into treatment foster homes.	Contracts in place for MTFC slots and Intensive Treatment Foster Care slots. Reduce substantiated maltreatment.	Increase parents' abilities to care for their children. Reduce behavioral health needs of children. Decrease timelines to permanency through faster reunification or adoption for children in MTFC and ITFC programs. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification or adoption. Decrease number of children in out of home care. Decrease time children are in out of home care. Decrease number of children in Planned Permanent Living Arrangement. Decrease time spent in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

ESTABLISHMENT OF PARENT COUNCILS AND DEVELOPMENT OF PARENT PEER ADVOCATE PROGRAM

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Birth Parents. Managers for Birth Parent Engagement. Stipends for parents. Transportation assistance for parents. Child care support for parents. Evaluator to assess program effectiveness.	Establish **Parent Councils** at DCFS Offices, trained on the F2F "Building a Better Future" curriculum, to participate in planning, policy-making, service delivery and community events.	Number of parents trained on the "Building a Better Future" curriculum. Number of monthly Parent Council meetings at Regional Offices. Number of parents participating in DCFS workgroups and committees.	Parent Councils in effect, including a Countywide Steering Committee for Parent Council representatives.	Parents are engaged in the process of establishing policy and practice; policies and practices are more user-friendly for parents and less likely to serve as barriers to reunification.	Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.
	Develop **Parent Peer Advocates** working full time in DCFS Regional Offices to provide parent orientation classes and to work with individual parents of detained children on identifying and meeting their goals to achieve more timely and successful reunification. Advocates will also work to assist in providing aftercare support to reunified families. Support residential providers in establishing parent peer advocates.	Number of Parent Peer Advocates hired and trained. Number of parent orientation sessions held. Number of FR cases with participation of a Parent Peer Advocate. Number of reunified families working with Parent Peer Advocate.	Parent Peer Advocate Program in effect in which parents are attending orientation sessions and working with Parent Peer Advocates. Reduce substantiated maltreatment.	Parents are receiving advocacy and support and have a greater understanding of the child welfare system. Parents have a clearer understanding of their individual goals to achieve reunification. Reduce substantiated maltreatment.	

DEVELOPMENT AND IMPLEMENTATION OF COMMUNITY RESOURCE COORDINATORS

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Development of job description, written policy for line staff to understand the duties of and access Community Resource Coordinators, community members to fill Community Resource Coordinator positions, support staff to assist Community Resource Coordinator, funding for staff, space and equipment at each DCFS and Probation Office.	Utilize Community Resource Coordinators (AKA Community Resource Specialists) for each DCFS and Probation office. Community Resource Coordinators will be hired from members of the community. They will be responsible for identifying resources available in the communities serving their families and connecting families with these resources through team decision-making meetings and on an on-going basis. A sufficient number of Coordinators for DCFS must be hired to allow them adequate time to connect with the community as well as attend Family Team Decision making meetings and support individual parents.	Written job description. Written policy. Number of Community Resource Coordinators and support staff hired and trained in DCFS and Probation offices.	A written job description and policy are in place. Community Resource Coordinators and sufficient support staff have been hired for each DCFS and Probation office. DCFS Community Resource Coordinators are participating in Team Decision-making processes and assisting in the process to link parents with necessary resources. Reduce substantiated maltreatment.	Parents are more quickly accessing appropriate and necessary services to address the issues that led to their children's detention. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth is in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

EXPANSION OF SPECIAL INVESTIGATIONS UNIT (SIU)/DUAL SUPERVISION

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to expand the Special Investigations Unit (SIU)/ Dual Supervision. Review new 241.1 protocols and process. Identify CSW and DPOs for expansion. Modify 241.1 MOU. Establish 241.1 MDT. Cross-train MDT staff.	Expand and implement new 241.1 model. Implement MDT assessment and case planning. Implement individualized cross-systems service plan. Provide intensive home-based family services. Link youth and family to services that improve family functioning.	Number of 241.1 assessments. Number of MDTs. Number of cross-systems case plans. Number of families linked to family services.	Improve 241.1 case assessments and case plans. Improve targeted services to participant families. Improve family functioning. Decrease the number of youth in out-of-home care. Increase family protective factors; decreased family risk factors. Effectively transferring treatment effects across treatment systems. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care. Decrease the number of youth in group home care. Improve family functioning. Improve targeted services to participant families. Effectively transferring treatment effects across treatment systems. Increase family protective factors; decreased family risk factors. Decrease the number of youth in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care. Decrease the number of youth in group home care. Improve family functioning. Improve targeted services to participant families. Effectively transferring treatment effects across treatment systems. Increase family protective factors; decrease family risk factors. Decrease the number of youth in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

ESTABLISHMENT OF ENHANCED FRONT-END ASSESSMENT SERVICES FOR FAMILIES WITH IDENTIFIED DOMESTIC VIOLENCE, SUBSTANCE ABUSE AND MENTAL HEALTH ISSUES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to support up-front mental health, domestic violence and substance abuse assessments by experts. Contracting with mental health and health providers. Memoranda of Understanding with Department of Mental Health and Department of Health Services. Develop training for line staff on identification of mental health, domestic violence and substance abuse and process to refer family for assessment.	Establish a front-end assessment program in all regional offices to provide assessment assistance to CSWs. In cases where CSWs identify potential mental health, substance abuse and/or domestic violence issues, CSWs identify a level of risk and refer the family for comprehensive assessment. Contract workers from mental health, substance abuse and domestic violence programs will be available to provide these assessments. Contract with community-based stakeholders to ensure that staff is available to assist CSWs. Development of a protocol for collaboration with mental health, domestic violence and substance abuse providers and DCFS.	Number of assessments conducted. Timeframe between referral to and receipt of services. Number of referrals for mental health services. Number of referrals for domestic violence services. Number of referrals to substance abuse services. Number of families receiving services.	50% of regional offices have established assessment program. 100% of referrals in offices with programs receive assessments. Reduce number of children/youth in out of home care. Reduce substantiated maltreatment.	Each regional office has established an assessment program and all referrals receive assessments. Parents receiving FR services are more quickly assessed and so receiving necessary services to address problems that led to the removal of their children from their care. Up-front assessments and more timely access and utilization of services by families will also allow more children to remain in the home. This results in a reduced number of children/youth in out of home care. Reduce substantiated maltreatment.	Reduce substantiated maltreatment. Reduce number of children/youth in out of home care. Reduce number of children/youth in group care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease timelines to permanency: reunification, adoption.

DEVELOPMENT OF COMMUNITY CRISIS FAMILY INTERVENTION TEAMS

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to develop the Community Crisis Family Intervention Teams-Probation, DCFS, DMH, Parent/Youth Advocate, Provider. Staff Community Crisis family Assessment and Intervention Teams. Contracting with community-based organizations for parent and youth advocates. Identify DCFS and Probation Staff. MOU with DMH for community-based mental health providers. Develop cross-systems training.	Provide crisis intervention services for families in crisis-Front-End and Aftercare. Provide comprehensive cross-systems assessment. Provide intensive home-based family services. Link youth and family to services that improve family functioning. Develop family support network for participant family.	Number of Crisis family Assessment and Intervention. Number of cross-systems assessments. Number of families served. Number of families stabilized.	Improved 241.1 case assessments and case plans. Improved targeted services to participant families. Decrease negativity and high family conflict family functioning. Decrease the number of youth in out-of-home care. Increase family protective factors; decrease family risk factors. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care Decrease the number of youth in group home care. Improve family functioning. Decrease negativity and high family conflict family functioning. Effectively transferring treatment effects across treatment systems. Increase family protective factors; decrease family risk factors. Decrease the number of youth in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.	Decrease the number of youth in out-of-home care Decrease the number of youth in group home care. Improve family functioning. Decrease negativity and high family conflict family functioning. Effectively transferring treatment effects across treatment systems. Increase family protective factors; decrease family risk factors. Decrease the number of youth in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

DEVELOPMENT OF ENHANCED PARENT-CHILD VISITATION SERVICES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funding for community-based organizations and faith-based organizations to establish visitation centers. Contracting with community-based organizations and faith-based organizations to establish visitation centers. Identify and train visitation coaches from those in the community. DCFS policy and other communications to DCFS staff regarding utilization of visitation sites and working with visitation coaches.	Allocate resources to promote purposeful, regular Parent-Child Visitation. This would include establishing positive, user-friendly environments for visitation, including sites at community-based organizations and faith-based agencies open during nights and weekends. Identify and train visitation coaches from community-based organizations and faith-based organizations who act to mentor parents during visits.	Number of visitation sites established. Number of visitation coaches hired and trained.	Visitation centers have been established in community sites, including faith-based community sites. Visitation coaches have been identified and trained. Reduce substantiated maltreatment.	Children and parents are establishing healthy relationships with one another through regular visitation. Parents are being provided with modeling opportunities and learning better parenting skills by visitation coaches. Reduce substantiated maltreatment.	Decrease timelines to permanency through faster reunification. Decrease number of children in out-of-home care. Decrease number of children/youth in Planned Permanent Living Arrangement. Decrease amount of time children/youth are in Planned Permanent Living Arrangement. Reduce substantiated maltreatment.

ESTABLISHMENT OF MENTORING PROGRAMS FOR YOUTH IN OUT-OF-HOME CARE

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to support mentoring programs in each SPA. Funds for mentoring liaisons at group home and FFA programs with more than 25 placements.	Establish Community-Based Mentoring Programs for youth in Out-Of-Home Care and on Probation, to recruit and train mentors, match and supervise mentors and youth, and coordinate with the County's Los Angeles Mentoring Model, which focuses on the development of relationship-based mentoring for at risk youth. Contract for Mentoring Programs in each SPA to provide relationship based mentoring services, coordinate to provide support groups and counseling for mentors, as well as access to recreational, enrichment, and skills building activities for matched pairs. Development of a protocol for collaboration between the CBMP and contracted placement agencies and DCFS and Probation. Mentoring programs will provide initial and in-service training for mentors on the safety and permanency needs of youth in out-of-home care. Mentoring programs will continue to supervise and support matches after reunification, guardianship, adoption and emancipation.	Number of mentors recruited and trained. Number of matches made. Number of matches sustained for 1 year Number of matches sustained for 2 years.	A Community-Based Mentoring Program (CBMP) established in each SPA (8 total). A Target of 200 matches per SPA in 2007. Reduce substantiated maltreatment.	A target of 400 matches per SPA in 2008. A target of 600 matches per SPA in 2009. Reduce number of youth in out of home care with substance abuse issues. Reduce number of youth in out of home care affiliated with gangs. Increase number of youth in out of home care experiencing academic success. Reduce substantiated maltreatment.	A target of 800 matches per SPA in 2010. A target of 1000 matches per SPA in 2011. Decrease timelines to permanency, reunification, and adoption. Decrease number of youth in Planned Permanent Living Arrangement; decrease time children/youth are in Planned Permanent Living Arrangement. Reduce number of youth in out of home care. Reduce number of children/youth in group care. Decrease re-entry into placement. Reduce substantiated maltreatment.

EXPANSION OF FAMILY FINDING ACTIVITIES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Funds to contract for consultation and training on Family Finding practice from national experts. Staff Family Finding practice champions who will become local trainers. Funds to purchase Internet Search services.	Expand Family Finding to concentrate resources up-front for the identification of family and other important individuals in a child's life at the very beginning of the case. Identified individuals should be included as part of the Family Team Decision-Making Process, to visit with the child, and to potentially provide a permanent placement for the child. Practice consists of intensive extended relative search using extensive record mining, internet search technology, and child and collateral interviewing to find family members for youth without permanency connections, followed by careful engagement practices. DCFS' P3 program has been established to play a family finding role for youth in Planned Permanent Living Arrangement. DCFS proposes establishing a process to embed Family Finding and Engagement practice as part of a team effort with all professionals involved in the case. This is a culture change which will require several years of training for all stakeholders on the urgent need for permanency and emerging best practices related to family finding and engagement. This training must include county staff, group home and FFA staff, and parent and youth stakeholders, as well as ongoing and regular consultation on family finding practice from national experts.	Number of training's for stakeholders. Number of stakeholders trained. Number of extended family members identified, contacted and engaged for youth with few current family connections.	Improvement in positive youth functioning and decrease in youth risk and safety factors. Reduce substantiated maltreatment.	Success in reconnecting youth in Planned Permanent Living Arrangement with permanency options and increasing their safety while still in care. Reduce substantiated maltreatment.	Decrease timelines to permanency: reunification, adoption. Decrease number of youth in Planned Permanent Living Arrangement. Decrease time youth are in Planned Permanent Living Arrangement. Decrease number of youth in out of home care. Decrease time youth spend in out of home care. Reduce substantiated maltreatment.

ESTABLISHMENT OF AFTERCARE SUPPORT SERVICES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Community Based Agencies, SPA Representatives, Regional Administrators and Other County Representatives.	Develop agreements/ contracts to develop/ expand available aftercare services for youth leaving residential care, considering use of rate restructuring and/or waiver funds. Use of different evidence-based aftercare models (e.g., Family Preservation, Wraparound). Establish aftercare support services for Informal families (Kin-gap, Non-related Legal Guardians and families without a DCFS Social Worker.) Establish Aftercare service networks to support kinship families outside of Los Angeles County. Families to have input in the selection of aftercare providers.	The number of DCFS and Probation youth/families who utilize aftercare services. Increased public/private partnerships established to provide aftercare services. The rate of utilization of aftercare services by youth and families. The number of community based aftercare support network services available to support informal families.	Reduce re-entry into foster care. Youth reunified successfully with their families. Improve quality of care for youth upon return to their home communities. Families are aware of the availability of aftercare services. Reduce substantiated maltreatment. Decrease in 388 Petitions filed by Informal Families associated with unmet needs.	Reduce re-entry into foster care. Child and family functioning will be enhanced. Culturally and linguistically specific aftercare will be available in all communities to meet all unmet needs. Increase Permanency options for youth. Reduce substantiated maltreatment.	Reduce re-entry into foster care. Reduce rate of abuse in foster care and relative care. Decrease time lines to permanency: reunification, adoption, and legal guardianship. Decrease the number of children/youth in Planned Permanent Living Arrangement Decrease the time children/youth are in Planned Permanent Living Arrangement. Reduce the number of children/youth in out-of-home-care. Reduce the number of children/youth in group care. Reduce substantiated maltreatment.

INCREASED ACCESS FOR CHILDCARE AND RESPITE CARE SERVICES FOR KINSHIP FAMILIES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Community Based Agencies, SPA Representatives, Regional Administrators and Other County Representatives. Kinship Families and Informal Families.	Increase access to available childcare and respite for formal and informal kinship families in all communities.	The number of new childcare and respite kinship networks established within Los Angeles County. Increased number of caregivers that are aware of available community-based childcare and respite networks. Childcare and respite provider agencies will be established in partnership with churches and other community-based agencies. Increased number of formal and informal kinship caregivers enrolled in community-based childcare and respite service networks.	The number of formal and informal kinship families enrolled in community-based childcare and respite network services. Childcare and respite networks will be available within all Service Planning Areas (SPA's) within Los Angeles County. The rate of utilization of childcare and respite services by Probation kinship families. Childcare and respite will be offered to support all language and cultural needs. Reduce substantiated maltreatment.	Childcare and respite networks will be available in all communities to meet all children's needs. Kinship families seeking childcare and respite will be able to locate culturally specific services within their own community. Increase social and relationship building skills for all youth whom utilize this childcare and respite networks. Reduce substantiated maltreatment.	Reduce rate of abuse in foster care and relative care. Decrease time lines to permanency: reunification, adoption, and legal guardianship. Decrease the number of children/youth in Planned Permanent Living Arrangement Decrease the time children/youth are in Planned Permanent Living Arrangement. Reduce the number of children/youth in out-of-home-care. Reduce the number of children/youth in group care. Reduce substantiated maltreatment.

ESTABLISHMENT OF AFTERCARE SUPPORT SERVICES AND NETWORKS FOR KINSHIP AND PERMANENCY FAMILIES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Community Based Agencies, SPA Representatives, Regional Administrators and Other County Representatives. Kinship Families and Informal Families.	Establish aftercare support services for Informal families (Kin-gap, Non-related Legal Guardians and families without a DCFS Social Worker.) Establish Aftercare service networks to support kinship families outside of Los Angeles County. Develop agreements/ contracts to expand/ develop available Aftercare services to informal families.	The number of community based Aftercare support network services available to support for informal families. The number of DCFS families who utilize the available Aftercare programs. Increase public/private partnerships established to provide Aftercare services. The rate of utilization of Aftercare services by Probation Kinship families.	Decrease in placement disruptions in informal care. Kinship Families are aware of the availability of Aftercare services. Decrease in 388 Petitions filed by Informal Families associated with unmet needs. Improve quality of care for children in Kinship Families. Reduce substantiated maltreatment.	Continue decline in placement disruptions in Kinship care. Increase Permanency options for youth in Kinship Care within Informal families. Child and Family functioning within Kinship Family care will be enhanced. Culturally and linguistically specific aftercare will be available in all communities to meet all unmet needs. Reduce substantiated maltreatment.	Reduce rate of abuse in foster care and relative care. Decrease time lines to permanency: reunification, adoption, and legal guardianship. Decrease the number of children/youth in Planned Permanent Living Arrangement Decrease the time children/youth are in Planned Permanent Living Arrangement. Reduce the number of children/youth in out-of-home-care. Reduce the number of children/youth in group care. Reduce substantiated maltreatment.

INTEGRATION OF SERVICES TO BETTER STRENGTHEN KIN AND PERMANENCY FAMILIES

Inputs (Resource Needs and Ideas)	Processes (Strategies)	Outputs (Tangible Results, e.g., #Uses, #Facilities)	Short Term Outcomes (1 year)	Intermediate Outcomes (2-3 years)	Long Term Outcomes (4-5 years)
Community Based Agencies, SPA Representatives, Regional Administrators and Other County Representatives. Kinship Families and Informal Families.	Expand and integrate networks of coordinated resources and activities to better strengthen and support formal and informal families. Integrate existing DCFS services to increase the available service array for formal and informal families. Collaborate with other Private and County agencies to identify and increase the available array of services for formal and informal Kinship Families. Implement multi-media communication strategies that increase community awareness of the available array of services within DCFS, other county and community agencies. Educate caregivers on the child welfare system, resource and permanency options.	Increased support for the Informal families. Increased awareness of the full array of available services for all families, staff and communities. Increased number of available services for all formal and informal families. Increased array of services will be available in each of the areas of specific need identified by Kinship Caregivers.	Public will be more aware of what services are available to them. Informal family support will be available within all Service Planning Areas (SPA). Children in Kinship care will be more emotionally supported and have increased stability. Services will be available to meet all cultural and language needs. Gaps in services and supports will be identified. Reduce substantiated maltreatment.	Children re-entering foster care due to deficient services or support will be decrease. Stability for children in Kinship Care will be substantially increased. Comprehensive services and support will be available to all families. Long-term connections for children in care will be improved. Regional Permanency Symposia for Kinship Caregivers will be convened to enhance their knowledge and awareness of the importance of Long Term Connections for children in Kinship care. Reduce substantiated maltreatment.	Reduce rate of abuse in foster care and relative care. Decrease time lines to permanency: reunification, adoption, and legal guardianship. Decrease the number of children/youth in Planned Permanent Living Arrangement Decrease the time children/youth are in Planned Permanent Living Arrangement. Reduce the number of children/youth in out-of-home-care. Reduce the number of children/youth in group care. Reduce substantiated maltreatment.

PROGRAM ASSURANCES

While operating under the Title IV-E Waiver, Los Angeles County will not alter its Title IV-E eligibility determination, documentation and provider payments processes; Los Angeles County will continue to:

- Determine initial Title IV-E eligibility consistent with pre-Waiver federal and State statute/regulations;
- Re-determine Title IV-E eligibility consistent with pre-Waiver federal and State statute/regulations;
- Comply with pre-Waiver federal and State IV-E eligibility documentation requirements; and
- Make foster care payments to providers in the month following the month in which care was provided.

Los Angeles County will consider using the flexible funding provided by the Waiver to test the effectiveness of alternative payment rates and provision of incentives for achieving key permanency and well-being outcomes.

Los Angeles County will continue to follow program requirements for all Division 31 regulations as well.

No waivers of compliance requirements for Title IV-E eligibility requirements or Division 31 compliance are anticipated.

PLANNING PROCESS AND COMMUNITY SUPPORT

In 2003, in collaboration with Annie E. Casey and through the DCFS' Point of Engagement (POE) efforts, DCFS began to develop local advisory groups that serve as community based advisory councils/committees. The DCFS' Regional Administrators who manage DCFS' 18 regional offices, and a myriad of Deputy Directors and Division Chiefs with centralized responsibility, have been using these existing local advisory councils/committees to engage community stakeholders in a discussion around the strategies that would best help the County achieve the desired outcomes for children and families.

The information gathered in these local planning bodies was then fed into four workgroups that had been established in 2004, at the request of the County's Board of Supervisors, each with the goal to develop a broad-ranging strategic plan to coordinate efforts in the reduction of child maltreatment and assure the safety, permanency and well being of children, youth and families throughout the County. These four workgroups; (1) Prevention; (2) Reunification; (3) Permanency – Older Youth/Court; and, (4) Permanency – Relative / Kinship Care, were co-led by DCFS and the Commission for Children and Families and included representatives from over 60 groups and organizations concerned about children and families. Through this process, each of the four workgroups was expanded to include representatives from Probation, local planning groups, community stakeholders and service delivery staff. It is at this level that information was consolidated with an eye toward best and promising practice.

Consolidated recommendations were then brought to a 300 person event on August 28, 2006, where feedback was obtained as to the priority areas relative to scope of impact on the respective outcomes, in terms of costs and cost savings, and in terms of how quickly the various strategies can be put into place. The plan was then posted on DCFS' external website for public review and feedback prior to being presented to the Board of Supervisors. This occurred in lieu of the originally proposed Executive Workgroup as a means of maximizing community input and ensuring that this process remains as inclusive as possible, adequately representing the diverse perspectives that had been captured to date.

Our estimates are that we held, or presented at, nearly 100 community forums countywide. In this process we came up with over 200 ideas on strategies that can be utilized to improve outcomes for children and families and demonstrated that as a community we are committed to improving outcomes for the children and families of Los Angeles County. In this process, DCFS operationalized the desired outcomes from the key three critical outcome areas; Safety, Permanency and Reduced Reliance on Out of Home Care, and cross-walked them against the Waiver terms and conditions. It is the County's plan to continue our local advisory councils/committees and workgroups as a means of ensuring ongoing oversight and feedback as we enter the Waiver process. It was and remains the County's intention to conduct our planning from the local level up and these forums will help to ensure community participation as we evaluate our progress and make adjustments to our plan as needed.

The County's Probation Department has been included in these planning efforts. Additionally, the two Departments has been meeting frequently for the past six months to discuss the impacts of the Waiver to the Departments and to develop collaborative plans between the two agencies. The Departments have engaged in collaborative problem solving to address areas of difference between the two agencies and are working to fully incorporate Probation's fiscal and program management in planning and implementation for the waiver demonstration project.

CONTRACTED SERVICES

The County will be contracting Title IV-E services in support of goals in four programmatic areas: Prevention, Family Reunification, and Permanency – Relative/Kinship Care and Permanency – Older Youth/Court. Child Abuse Prevention contracted services will be strengthened to enhance Family Support and other community-based programs to integrate further with DCFS offices and Community Advisory Councils in a coordinated continuum to assure that families receive the individualized supports and services they need. Family Reunification contracted services may include, but are not limited to the expansion of Wraparound, Family Preservation, Intensive Foster Care Treatment, Foster Youth Mentoring, enhanced Parent-Child Visitations, Aftercare services for reunification from out-of-home placements and continued refinement of out-of-home care placement programs. Permanency - Relative/Kinship Care contracted services will focus on Kinship Public Awareness, Training/Support Services for Relative Foster Parents and After-Care services for KinGAP/non-related Legal Guardians/informal Kin families. Contracted services emphasizing Permanency – Older Youth/Court will include Birth Parent/Family Finding facilitation, enhanced Outreach/Recruitment to Resource Families/Adoptive Families to the extent resources are available, and improved Adoption Promotion/Support Services.

While achieving the goals of the Title IV-E Waiver Demonstration Project of improved array of services for children/families, increasing child safety without over-reliance on out-of-home care, improving permanency outcomes/timelines and improving child and family well-being, the contracted services seek a community empowerment perspective. Though a grassroots community stakeholder input and recommendations effort that resulted in the distillation of the four programmatic service area needs, the County has set the stage for contracting for outcome and performance based services directed at encouraging community infrastructure development. These contracted services are needed to both fill the service gaps in a child welfare services continuum and allow communities to plan for and meet future child welfare challenges.

In support of the Waiver, there are four State contracting regulations waivers that facilitate performance based contracting:

1. Allow the County to procure contracts with a contract period of 5 years or the duration of the Title IV-E Demonstration Project, whichever is longer.
2. Allow the County to procure contracts by negotiations and procure sole source contracts when in the best interest of the County with a contract period of 5 years or the duration of the Title IV-E Waiver Demonstration Project, whichever is longer.
3. Blanket extensions of existing contracts that were procured through formal advertising or procurement by negotiation to a total of 5 years.
4. Allow the County to utilize the formal advertising methods that lead to a Master Agreement List for those interested in providing new Title IV-E Waiver services.
    - One County agreement per Contractor with multiple service components.
    - County could pre-qualify prospective contractors through RFSQ process, then solicit for specific services by Request for Services or Request for Bid to select contractor to provide the service component.

Over eighty percent (80%) of the current DCFS social services contracts with providers utilize performance based outcome measures. Many of the outcomes are directly aligned with the current State and Federal standards/goals for children in out-of-home care. Additionally, the County has developed a framework for the monitoring of fiscal, programmatic and contractual requirements for all contracted service providers. New and enhanced contracted services during the Title IV-E Waiver Demonstration Project period will allow us to fill service gaps with outcome focused programs supported by a high level of quality assurance.

SYSTEM CAPACITY DEVELOPMENT

The County does not currently anticipate any organizational changes that will be required to be made in order to successfully implement the demonstration project. Both the Department of Children and Family Services and Probation Department have undergone reorganizations within the past three to five years in order to position themselves to make the systemic reforms necessary as part of this project. However, as the project is implemented, if organizational changes are necessary, the County is committed to make necessary changes and adjustments to ensure the success of this project.

In support of the IV-E Waiver, we anticipate technology solutions in the following areas:

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

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

DCFS continues to be fully committed to use all functions and data provided by the Statewide Child Welfare Services Case Management System (CWS/CMS). By assuring data is entered into the CWS/CMS case record and utilizing our local CWS/CMS data mart to eliminate any duplication of data entry of case information, we are able to build upon the information to develop those applications in support of IV-E Waiver business process automation (e.g., prevention, community involvement, family support tracking) not within the scope of SACWIS or CWS/CMS. Some of the strategies for Concurrent Planning, Point of Engagement and Structured Decision Making are already utilizing automated tools to support these programs utilizing the CWS/CMS case information as its data source.

COST AND BUDGET NEUTRALITY

Start-Up/Development Costs: Expenses Los Angeles County incurs in planning for implementation of the Waiver are being handled in accordance with State instructions. Claims for reimbursement for development activities will include, but are not limited to, the development of: letters of interest/intent; the county plan; policies and procedures; fiscal analyses; and automated systems.

Ongoing Costs: Los Angeles County is prepared to capture expenditure data consistent with the needs of the Waiver. For example, Title IV-E adoptions related expenditures

(such as Adoptions Assistance Payments, licensing, training and CWS/CMS) are segregated from Title IV-E expenditures that are included in the Waiver cap.

The County will work closely with the State as claiming and time study modifications are needed. The County's systems can be quickly modified to produce updated tracking reports.

Strategies for generating savings: Los Angeles County will make strategic financial investments in structural and programmatic reforms. Savings from systems reforms will generate cost savings that can be used to develop and access a wide variety of community resources ready to respond to the safety and permanency needs of children and families (without regard to eligibility to Title IV-E funding) in the most timely, effective, efficient and least intrusive manner.

As an example, one of the goals of the Waiver is to reduce the time children/youth spend in out-of-home care. Achievement of this goal will result in lower out-of-home care costs, which can then be reinvested in prevention and after care strategies to provide services/supports to families to ensure the children/youth can remain safely in their homes.

PROJECT PHASE DOWN DESCRIPTION

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

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

In the event that some unforeseen dynamic causes growth in the foster care population and the County chooses to opt–out of the Capped Allocation Project, the County will ensure that the transition for children and families from the services provided through the Demonstration Project to a traditional Title IV-E services model will be as seamless as possible. To ensure that the transition process will not impact the quality of the services provided to the children and families served, the County will:

- Maintain eligibility determination for children in foster care so that the claim status of each child will be known;
- Continue to track programmatic elements and administrative claiming;
- Look to any available funding source to ensure that availability of programs for children and families are in place to allow for efficient transition;

- If any Waiver program involves a contract with an external agency, every effort will be made to find available resources to continue funding the contract. If this is not possible, all County contracts have a cause for termination clause; and,

- Upon the County's decision to opt-out, children and families will be evaluated to determine whether the current case status is still appropriate with a lower level of service.
    - If it is determined that the child will not be safe in their home with a lower level of service, the County will immediately remove the child, file a petition with the Court and complete a new case plan within 30 days;
    - DCFS would initially absorb the additional costs of the added staff and could attrite staff over time to reduce costs; and,
    - For programs served by DCFS staff with specialized (lower) caseloads, it may be necessary to bring these caseloads up to yardstick. These units would continue to implement the strategy, but the work may not be as intensive as it was with a lower caseload.

Evaluation

The County will dedicate a manager as waiver County evaluation liaison to act as a contact person and participant in various meetings/workgroups. The evaluation liaison will also provide support to monitor County implementation of the Waiver project.

The County will ensure that data is entered correctly in CWS/CMS. The County will assign staff to monitor and analyze the outcomes reported in the Waiver Logic Models.