



**STATEMENT OF PROCEEDINGS FOR THE
REGULAR MEETING OF THE
LOS ANGELES COUNTY COMMISSION FOR
CHILDREN AND FAMILIES
KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 739
LOS ANGELES, CALIFORNIA 90012
<http://latchildrencommission.org>**

Monday, July 21, 2014

10:00 AM

AUDIO LINK FOR THE ENTIRE MEETING (14-3340)

Attachments: [AUDIO](#)

Present: Commissioner Carol O. Biondi, Commissioner Patricia Curry, Commissioner Ann E. Franzen, Commissioner Sydney Kamlager, Commissioner Helen Kleinberg, Commissioner Adelina Sorokin LCSW/ACSW, Commissioner Martha Trevino-Powell and Chair Genevra Berger

Excused: Commissioner Candace Cooper, Commissioner Dr. Sunny Kang, Commissioner Adrienne Konigar-Macklin, Vice Chair Steven M. Olivas Esq. and Vice Chair Susan F. Friedman

Call to Order. (14-3209)

The meeting was called to order at 10:05 a.m.

I. ADMINISTRATIVE MATTERS

1. Introductions of July 21, 2014 meeting attendees. (14-3218)

Self-introductions were made.

2. Approval of the July 21, 2014 Meeting Agenda. (14-3210)

On motion of Commissioner Kleinberg, seconded by Commissioner Franzen (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), this item was approved.

DRAFT

3. Approval of the minutes from the meeting of July 7, 2014. (14-3211)

On motion of Commissioner Kleinberg, seconded by Commissioner Trevino-Powell (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), this item was approved.

Attachments: [SUPPORTING DOCUMENT](#)

II. REPORTS

4. Chair's report for July 21, 2014 by Genevra Berger, Chair. (14-3212)

Chair Berger reported on the following:

- **The Monthly data dash board meeting for the Department of Children and Families (DCFS) are held on the third Wednesday of each month at 9:00 a.m., Commissioners are invited to attend the meeting. The Commissioners are encouraged to inform staff in advance if they are interested in attending one of these meetings.**
- **The Transition Team for Office of Child Protection had their first meeting Friday, July 18, 2014. Their next meeting is scheduled for Monday, July 18, 2014 at 10:00 a.m.**
- **Vibiana Navarro, administrative staff of the commission, has accepted a promotion and her last day with Commission Services was Friday, July 18, 2014. The Commission thanks her for her wonderful support and wishes her well in her future endeavors.**

By Common Consent, there being no objection (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), the Commission accepted the Chair's Report.

5. Department of Children and Family Services Director's report for July 21, 2014 by Philip Browning, Director. (14-3213)

Director Browning reported on the following:

- **John F. Krattli, County Counsel, William T Fujioka, Chief Executive Officer and Dr. Jonathan E. Fielding, Director of Public Health are retiring by end of 2014.**
- **On July 2014 the policy manual went live, and Fesia Davenport, Chief Deputy Director, will report on the policy manual during her presentation of the DCFS Strategic Plan.**

- **On Title IV-E Waiver, out of 21 original county applicants, 14 have decided not to participate in the Title IV-E Waiver process. Realignment has helped some counties and they have decided not to participate in the Title IV-E Waiver.**
- **It appears that the federal government has agreed on one major component to the core practice model, which has been fully implemented in Los Angeles County. The core practice model now involves the child, parents and collateral parties such as uncle, aunt and priest in the decision making process. Staff says this takes 6 or 7 hours to assemble initially. The BOS must approve the grant by the end of September for an October 1st start.**
- **Relative Equity Bill, the state government has passed legislation addressing the equity of foster care payments to relative caregivers. Counties can choose to participate or not. The grant covers those already in the system, but not those who will come in future years. October is the deadline for deciding for a January 1 start date.**
- **Group Home contracts will have a new provision incorporated into the contract relating to provider services.**

In response to questions posed by the Commissioners, Director Browning responded with the following:

- **The core problem with relative care placement is criminal back ground checks, and where the relative might be. Due to technology, the information is accessible immediately from the Department of Justice and placement can be determined quickly and effectively. DCFS also has an agreement with Probation Department assisting workers on weekends and evenings for processing criminal back ground checks. The live scan still has to be completed within 30 days.**

By Common Consent, there being no objection (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), the Commission accepted Director Browning's report.

III. PRESENTATIONS

6. Presentation on the Children's Data Network and recent research on trajectories of DCFS's youngest children (ages 0-5).

- Emily Putnam-Hornstein, PhD, USC School of Social Work
- Jacquelyn McCroskey DSW, USC John Milner Professor of Child Welfare (14-3219)

Jacquelyn McCroskey DSW, USC John Milner Professor of Child Welfare, reported that the Children's Data Network (CDN) is a new collaborative research engine, which is funded by First 5 L.A. , and the Conrad N. Hilton Foundation, housed at USC School of Social Work, and developed in partnership with California Child Welfare Indicators Project. CDN focuses on making better and smarter use of available data to ensure that more children grow with the foundations needed for a successful and healthy life.

Emily Putnam Hornstein, PhD, USC School of Social Work, added that linking the data together is crucial for the success of the child. The data retrieved for the Los Angeles County, highlighted the annual counts of children reported for maltreatment, substantiated as victims, and placed in foster care, which with over time the child will be placed in the child protection system.

- **The research collected through data were for all children born in Los Angeles County during the Calendar Year 2006, 2007, which is about 300,000 children. In Los Angeles, in 2013 indicate that 5.8% of children under age 5 were reported for maltreatment. However, when the data was linked together for children from birth through age 5, the number was 14.6% children.**
- **Linked data can be used to develop automated triaging tools to ensure the most vulnerable children and families are prioritized for scarce service interventions slots.**

In response to questions posed by the Commissioners, Ms. McCroskey and Dr. Putnam Hornstein responded with the following:

- **Ms. McCroskey stated that the report is not stating in any way that DCFS should do more, but that resources are available and should be utilized, along with community partners and other resources.**

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- The project team is currently partnering with Berkeley Child Indicators Project, which has partnership with California Department of Social Services; they anticipate creating a partnership at the County level, which includes DCFS.
 - Funding for the project is provided by First 5 LA for developing the infrastructure for the ongoing linkage and analysis of administrative data concerning children and families in California.
 - Data has been acquired for the teen parenting, for the Latino population which is higher, and there is no data for the African teen parenting as the numbers were relatively small.
 - Data for infant child injury/death whether intentional and or unintentional has not been researched. This topic will be taken into consideration for additional research.
 - No research has been conducted on the different type of Pacific Islanders. This topic will be taken into consideration for additional research.
 - Research on Children that have developmental deficiencies will be conducted on children turning three years old who are being sent to school district, and there is no tracking, nor data available on the outcome of these types of children.

By Common Consent, there being no objection (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), the Commission accepted the Ms. McCroskey and Dr. Putnam Hornstein's Report.

Attachments: [SUPPORTING DOCUMENT](#)

7. Update by the Department of Children and Family Services (DCFS) on the Strategic Plan. (Continued from the meeting of 7-7-14)

- Fesia Davenport, Chief Deputy Director (14-2414)

Fesia Davenport, Chief Deputy Director, reported on the following:

- I.3.1 Determine feasibility of decentralizing the Emergency Response Command Post. This idea was put on hold with the emphasis of first streamlining the process in the centralized location.
- I.3.2 Complete a business process re-engineering of Hotline.

Command Post and regional emergency response operations. A study of front end process was done. It was discovered that 36 steps were needed to create a referral. The goal is to work more efficiently and to have a system that is efficient. We want to train employees to have a better understanding of when a referral is needed.

- **I.4.1 Implement child and family teams to address permanency options for every child.** This strategy was discussed during last meeting.
- **II.4.2 Ensure relevant contracted services include outcomes which support shortened timelines to permanency.** Contracting language to be focused on outcome not output and to emphasize more services that were effective. Six of the larger contracts were worked on with the focus on the outcomes. All new solicitation contracts for FFA and Group home to have outcome goals included in them.
- **I.4.3 Reduce the percentage of youth in care three years or longer by 10%.** The Base line used for strategy was emancipated youth in the system for three years or longer. The number was low so the focus was switched to a larger group with emphasizing on two or three issues. The goal is to use the first year as the base line and to develop the strategy during the second year. This Strategic plan is carried over.
- **I.4.4 Increase the percentage of children adopted within 24 months from 24.2% to 28%.** This strategy was discussed during last meeting.
- **I.5.1 Develop community visitation centers for each regional office. Almost all of the offices have visitation center.** Visitations are handled differently in different offices and the issue is how to monitor the visitation. The goal is to revisit community visitation centers and understand how it works and make sure that it is effective and operational. Key element is the structure of the organization.
- **I.5.2 Explore the use of geographic appropriate Resource Centers to support families and prevent entry into the system.** Creation of Magnolia place one stop for all services. It is difficult to accomplish because some of the variables are not controlled the DCFS. DCFS has created a resource and referral data base.
- **I.5.3 Establish regional community advisory bodies for each regional office and establish the Director's Child Welfare Advisory Council.** The

Advisory Board should have a great relationship with the community and if the relationship is missing to work on creating the relationship with the community.

- **I.5.4 Implement the Parents in Partnership Program in each regional office.** Most of the offices have Parents in Partnership Program and we have extended it to the Courts. The economy is doing well and we are competing with other agencies for the parents and have lost some parents due to attrition.
- **I.5.5 Develop an outreach and training model for communities and partners that increase their ability to provide services that improve safety, permanency and wellbeing of children and families, and I.5.6 Develop an outreach, training and performance measurement model for all DCFS contracted community based services.** The focus is on contracting deliverables meaning outcomes and it is being utilized for Community-based providers. The Family Assessment Tool is providing concrete feedback.
- **I.5.7 Expand the Foster Youth Education Program to all five Supervisorial Districts.** The program has been implemented in the all five Supervisorial Districts. The goal is to hire an additional staff to work exclusively on this program.
- **II.1.1 – III.4.2 Complete a Caseload Equity Analysis and redeploy resources to meet equity requirements.** Caseload Equity Analysis allows the Department to use the formula for assignment of personal to the offices according to the complexity of cases.
- **II.1.2 Reduce by 3% the number of employees on leave by enhancing Return to Work.** The Department has been recognized by the Chief Executive Office of Risk Management for this Countywide Initiative. The Department inquires as to what type of issue is affecting the worker in the building.
- **II.1.3 Develop a targeted hiring plan with a 2 year commitment for understaffed offices.** Newly hired employees will have to work in an office for two years before they can request a transfer.
- **II.2.1 Develop a personnel handbook which clearly describes job responsibilities for staff.** Personnel handbook was updated based on Human Resources guidelines. There is a recommendation by County

Counsel to add one additional chapter to the handbook and it is close to be completed.

- **II.2.2 Develop clear job performance standards for all staff. DCFS does not have control over this.** Recently the County implemented the initiative to revise the performance evaluation. A Social worker's evaluation includes the elements of core practice model; the social worker receives a work plan at the beginning of the year and then at the end of the year will be evaluated based on the plan.
- **II.3.1 Conduct training needs assessment to assess what staff needs to perform their job; and II.3.2 Revamp the training curriculum for social workers.** Redesigned the academy training and created the simulation training. Both objectives have been completed.
- **II.3.3 Develop ongoing training curriculum for DCFS staff and providers. The department did needs assessment.** The training is scheduled for existing Social workers and the managers and the roll out will take about 18 months with emphasize on interactive training. Sixteen (16) identified objectives have been included in the training.
- **II.3.4 Revise performance evaluations to include standards and accountability.** Redesigned the Academy training and created the simulation training. The social worker receives a work plan at the beginning of the year and then at the end of the year will be evaluated based on the plan.
- **II.3.5 Implement Internal Affairs/Performance Management process coordination.** The Department did a reorganization and some staff transfers into internal Affairs and some transferred out. Managers need to have complete understanding of the role of each section.
- **III.1.1 – III.1.2 Consolidate and streamline access to data reports.** The Department needs to have control over data. Some reports should be available department wide.
- **III.2.1 Conduct department wide technology needs assessment.** This objective has been completed.
- **III.2.2 Ensure all case carrying line staff/supervisors have needed technology tools.** Social workers were provided with phones and are using the text function; however, instead of using the number assigned

by the County to the Supervisors, the Social Workers are utilizing the Supervisors own cell phone number overwhelming the Supervisors' own cell plan. Roll out for i- phones is in motion for staff and supervisors.

- III.3.1 Develop a user friendly, legally compliant, online policy manual. The policy manual has been reduced by 30%. Mr. Browning provided an update on this item under the Agenda Item No. 5. This objective has been completed.
- III.4.1 Implement a new DCFS re organized management structure. The reorganization was completed in 2013.
- III.4.3 Establish effective coordination with Public Health Nurses. Deferred work to the Blue Ribbon Commission Recommendations.
- III.4.4 Submit all necessary information to State to secure Title IV-E Waiver. Director Browning reported on Title IV-E Waiver under the Agenda Item No. 5.

Commissioner Kleinberg voiced concerns about the Command Center, specifically during the evening, when children are being transferred to unknown communities. The motivation for centralized command center is streamlining, and screening, which can be very dangerous for children. The client's (children), interest were not taken into account. The key element missing is the outcome, and the DCFS has not performed well in partnerships. A lot of families are being screened out too early- a lot more is learned when the social workers actually go out to investigate.

Commissioner Sorkin also added the importance of education, and stated it is critical for the health and wellbeing of the children. Ms. Davenport responded that the Social Workers use the Student Information Tracking System, which provides real time information with the intent to get Social Workers engaged with the children, and reiterated that education is a key element even though it is not mentioned often in the strategic plan.

By Common Consent, there being no objection (Commissioners Cooper, Kang, Konigar-Macklin, and Vice Chairs Friedman and Olivas being absent), the Commission accepted Ms. Davenport's report.

Attachments: [SUPPORTING DOCUMENT](#)

IV. COMMISSIONER UPDATE

8. Update by Commissioner Candace Cooper on the Mediation Services in juvenile courts. (14-3221)

No update was provided, and this item was continued to a future meeting.

V. MISCELLANEOUS

Matters Not Posted

9. Matters not posted on the agenda, to be discussed and (if requested) placed on the agenda for action at a future meeting of the Commission, or matters requiring immediate action because of an emergency situation or where the need to take action arose subsequent to the posting of the agenda. (14-3216)

There were none.

Announcements

10. Announcements for the meeting of July 21, 2014. (14-3214)

There were none.

Public Comment

11. Opportunity for members of the public to address the Commission on items of interest that are within the jurisdiction of the Commission. (14-3215)

Connie Han, BSN; and Karen Solomon, MSN, Health Care Program for Children in Foster Care, Department of Public Health, informed the Commission their concern on the Department of Children and Families Strategic Plan and that by merging their Division with the Department of Children and Family Services would not be productive or effective.

Adjournment

12. Adjournment of the meeting of July 21, 2014. (14-3217)

The meeting adjourned at 12:02 p.m.