



**County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

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

PHILIP L. BROWNING
Director

BRANDON NICHOLS
Chief Deputy Director

August 24, 2016

Board of Supervisors

HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Director

VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE REVIEW

The Department of Children and Family Services (DCFS) Contracts Administration Division (CAD) conducted a Contract Compliance Review of the Vista Del Mar Child and Family Services Foster Family Agency (the FFA) in February 2016. The FFA has one licensed office located in the Second Supervisorial District and provides services to the County of Los Angeles DCFS placed children, as well as children from other counties. According to the FFA's Program Statement, its stated purpose is "to provide comprehensive, family-centered social, emotional, mental and behavioral health services that encourage children, adolescents and their families to lead self-reliant, stable and productive lives."

At the time of the review, the FFA supervised five DCFS placed children in five Certified Foster Homes (CFHs). The placed children's average length of placement was eight months and their average age was four.

SUMMARY

During CAD's Contract Compliance Review, the interviewed children generally reported: feeling safe in the FFA CFHs; having been provided with good care and appropriate services; being comfortable in their placement environment; and being treated with respect and dignity. The Certified Foster Parents (CFPs) reported that they were supported by the FFA staff in their efforts to provide care, supervision, and service delivery to the children placed in their homes.

The FFA was in full compliance with 7 of 11 applicable areas of CAD's Contract Compliance Review: Licensure/Contract Requirements; Education and Workforce Readiness; Health and Medical Needs; Psychotropic Medication; Personal Rights and Social/Emotional Well-Being; Personal Needs/Survival and Economic Well-Being; and Discharged Children.

Each Supervisor
August 24, 2016
Page 2

CAD noted deficiencies in the areas of: CFHs, related to the CFPs not completing the required annual training; Facility and Environment, related to one CFP having expired food; Maintenance of Required Documentation and Service Delivery, related to the FFA not obtaining or documenting efforts to obtain the DCFS Children's Social Worker's authorization to implement Needs and Services Plans (NSPs), CFPs not participating in the development of the NSPs, and FFA Social Workers not developing comprehensive Initial, Updated and Quarterly NSPs; and Personnel Records, related to one employee not completing all required training.

Attached are the details of CAD's review.

REVIEW OF REPORT

On March 17, 2016, Rosalind Arrington, DCFS CAD, and Manyahlhal Adenow, DCFS Out-of-Home Care Management Division, held an exit conference with the FFA representatives Jamie Silvers, Foster Care Social Worker and Judy Goldman, Adoption Social Worker. The FFA representatives agreed with the review findings and recommendations; were receptive to implementing systemic changes to improve compliance with regulatory standards; and agreed to address any noted deficiencies in a Corrective Action Plan (CAP).

A copy of this report has been sent to the Auditor-Controller and Community Care Licensing.

The FFA provided the attached approved CAP addressing the recommendations noted in this compliance report.

If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager at (213) 351-5530.

PLB:KR
LTI:ra

Attachments

c: Sachi A. Hamai, Chief Executive Officer
John Naimo, Auditor-Controller
Public Information Office
Audit Committee
Lynne Baumhoff, Program Director, Vista Del Mar FFA
Lenora Scott, Regional Manager, Community Care Licensing Division
Lajuannah Hills, Regional Manager, Community Care Licensing Division

**VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY
CONTRACT COMPLIANCE REVIEW SUMMARY**

**3200 Motor Avenue
Los Angeles CA 90008
License Number: 197804924**

	Contract Compliance Review	Findings: February 2016
I	<p><u>Licensure/Contract Requirements</u> (7 Elements)</p> <ol style="list-style-type: none"> 1. Timely Notification for Child's Relocation 2. Timely, Cross-Reported SIRs 3. Runaway Procedures in Accordance with the Contract 4. Are there CCL Citations/OHCMD Safety Reports 5. If Applicable, FFA Ensures Complete Required Whole Foster Family Home Training 6. FFA Pays Certified Foster Parents (CFPs) Whole Foster Family Home Payments 7. FFA Conducts an Assessment of CFP Prior to Placement of 2 or More Children 	<p align="center">Full Compliance (All)</p>
II	<p><u>Certified Foster Homes</u> (12 Elements)</p> <ol style="list-style-type: none"> 1. Home Study and Safety Inspection Conducted Prior to Certification 2. Agency's Inquiry with OHCMD for Historical Information Prior to Certification 3. Timely Criminal Clearances from Federal Bureau of Investigation (FBI), California Department of Justice (DOJ), Child Abuse Central Index (CACI) Prior to Certification 4. Timely, Completed, Signed Criminal Background Statement 5. Health Screening & Tuberculosis (TB) Test Prior to Certification 6. All Required Training Prior to Certification 7. Certificate of Approval on File/Including Capacity 8. Safety Inspection Completed At Least Every Six Months or Per Approved Program Statement 9. Completed Annual Training Hours for Re-certification and Current CPR/First-Aid/Water Safety Certificates 10. Current Driver's License/Auto Insurance/Annual Vehicle Maintenance Documentation for CFPs and Designated Drivers 11. Criminal Clearances and Health Screening/Driver's License/CPR/FBI/DOJ/CACI/Auto Insurance for Other Adults in the Home 12. FFA Assists CFPs in Providing Transportation Needs 	<ol style="list-style-type: none"> 1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Improvement Needed 10. Full Compliance 11. Full Compliance 12. Full Compliance

VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT
 COMPLIANCE REVIEW
 PAGE 2

<p>III</p>	<p><u>Facility and Environment</u> (7 Elements)</p> <ol style="list-style-type: none"> 1. Exterior/Grounds Well Maintained 2. Common Areas Well Maintained 3. Children's Bedrooms/Interior Well Maintained 4. Sufficient and Appropriate Educational Resources 5. Adequate Perishable and Non-Perishable Food 6. CFP Conducted Disaster Drills and Documentation Maintained 7. Money and Clothing Allowance Logs Maintained 	<ol style="list-style-type: none"> 1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Improvement Needed 6. Full Compliance 7. Full Compliance
<p>IV</p>	<p><u>Maintenance of Required Documentation and Service Delivery</u> (10 Elements)</p> <ol style="list-style-type: none"> 1. FFA Obtains or Documents Efforts to Obtain DCFS Children's Social Worker's (CSW's) Authorization to Implement NSPs 2. CFPs Participated in Development of the NSPs 3. Children Progressing Towards Meeting NSP Goals 4. FFA Social Workers Develop Timely, Comprehensive Initial NSP with the Child's Participation 5. FFA Social Workers Develop Timely, Comprehensive Updated NSPs with the Child's Participation 6. Therapeutic Services Received 7. Recommended Assessments/Evaluations Implemented 8. DCFS Children's Social Worker's Monthly Contacts Documented in Child's Case File 9. FFA Social Workers Develop Timely, Comprehensive Quarterly Reports 10. FFA Social Workers Conduct Required Visits 	<ol style="list-style-type: none"> 1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Improvement Needed 5. Improvement Needed 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Improvement Needed 10. Full Compliance
<p>V</p>	<p><u>Education and Workforce Readiness</u> (5 Elements)</p> <ol style="list-style-type: none"> 1. Children Enrolled in School Within Three School Days 2. Children Attend School as Required and FFA Facilitates in Meeting Children's Educational Goals 3. Current Children's Report Cards/Progress Reports Maintained 4. Children's Academic Performance and/or Attendance Increased 5. FFA Facilitates Child's Participation in YDS or Equivalent Services and Vocational Programs 	<p>Full Compliance (All)</p>

VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT
 COMPLIANCE REVIEW
 PAGE 3

VI	<p><u>Health and Medical Needs</u> (4 Elements)</p> <ol style="list-style-type: none"> 1. Initial Medical Exams Conducted Timely 2. Follow-Up Medical Exams Conducted Timely 3. Initial Dental Exams Conducted Timely 4. Follow-Up Dental Exams Conducted Timely 	Full Compliance (All)
VII	<p><u>Psychotropic Medication</u> (2 Elements)</p> <ol style="list-style-type: none"> 1. Current Court Authorization for Administration of Psychotropic Medication 2. Current Psychiatric Evaluation Review 	Full Compliance (All)
VIII	<p><u>Personal Rights and Social/Emotional Well-Being</u> (10 Elements)</p> <ol style="list-style-type: none"> 1. Children Informed of Agency's Policies and Procedures 2. Children Feel Safe in the CFP Home 3. CFPs' Efforts to Provide Nutritious Meals and Snacks 4. CFPs Treat Children with Respect and Dignity 5. Children Allowed Private Visits, Calls and to Receive Correspondence 6. Children Free to Attend or Not Attend Religious Services/Activities of Their Choice 7. Children's Chores Reasonable 8. Children Informed About Their Medication and Right to Refuse Medication 9. Children Aware of Right to Refuse or Receive Medical, Dental and Psychiatric Care 10. Children Given Opportunities to Participate in Extracurricular Activities, Enrichment, and Social Activities at the CFH, School and Community 	Full Compliance (All)
IX	<p><u>Personal Needs/Survival and Economic Well-Being</u> (7 Elements)</p> <ol style="list-style-type: none"> 1. Clothing Allowance Provided in Accordance with FFA Program Statement 2. Ongoing Clothing Inventories of Adequate Quantity and Quality 3. Children Involved in the Selection of Their Clothing 4. Provision of Sufficient Supply of Clean Towels and Personal Care Items Meeting Ethnic Needs 5. Minimum Weekly Monetary Allowances 6. Management of Allowance/Earnings 7. Encouragement and Assistance with a Life Book or Photo Album 	Full Compliance (All)

VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT
 COMPLIANCE REVIEW
 PAGE 4

<p>X</p>	<p><u>Discharged Children</u> (3 Elements)</p> <ol style="list-style-type: none"> 1. Completed Discharge Summary 2. Attempts to Stabilize Children's Placement 3. Child Completed High School (if applicable) 	<p>Full Compliance (All)</p>
<p>XI</p>	<p><u>Personnel Records</u> (9 Elements)</p> <ol style="list-style-type: none"> 1. Criminal Clearances (FBI, DOJ, CACI) Signed and Submitted Timely 2. Timely, Completed, Signed Criminal Background Statement 3. FFA Social Workers Met Education/Experience Requirements 4. Timely Employee Health Screening/TB Clearances 5. Valid Driver's License and Auto Insurance 6. FFA Employees Signed Copies of FFA Policies and Procedures 7. FFA Employees Completed All Required Training and Documentation Maintained 8. FFA Social Workers Have Appropriate Caseload Ratio 9. FFA Maintained Written Declarations for Part-Time Contracted FFA Social Workers Caseloads Not to Exceed a Total of 15 Children 	<ol style="list-style-type: none"> 1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Full Compliance 7. Improvement needed 8. Full Compliance 9. Not Applicable

**VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY
CONTRACT COMPLIANCE REVIEW
FISCAL YEAR 2015-2016**

SCOPE OF REVIEW

The following report is based on a "point in time" review. This compliance report addresses findings noted during the February 2016 review. The purpose of this review was to assess the Vista Del Mar Foster Family Agency's (the FFA's) compliance with the County contract and State regulations and included a review of the FFA's Program Statement, as well as internal administrative policies and procedures. The compliance review covered the following 11 areas:

- Licensure/Contract Requirements,
- Certified Foster Homes,
- Facility and Environment,
- Maintenance of Required Documentation and Service Delivery,
- Education and Workforce Readiness,
- Health and Medical Needs,
- Psychotropic Medication,
- Personal Rights and Social/Emotional Well-Being,
- Personal Needs/Survival and Economic Well-Being,
- Discharged Children, and
- Personnel Records.

For the purpose of this review, three placed children were selected for the sample. The Contracts Administration Division (CAD) interviewed two placed children. One was not interviewed due to the child's young age. During the home visits, the placed children were observed to be comfortable and well cared for in the Certified Foster Homes (CFHs) and the Certified Foster Parents (CFPs) were observed to be responsive to the needs of the placed children. CAD reviewed the placed children's case files to assess the level of care and services they received. Additionally, four discharged children's files were reviewed to assess the FFA's compliance with permanency efforts. At the time of the review, one placed child was being prescribed psychotropic medication. CAD reviewed the placed child's case file to assess for timeliness of Psychotropic Medication Authorizations and to confirm the required documentation of psychiatric monitoring.

CAD reviewed two CFP files and three staff files for compliance with Title 22 Regulations and County contract requirements. Interviews were conducted with the two CFPs to assess the quality of care and supervision provided to the placed children.

CONTRACTUAL COMPLIANCE

CAD found the following five areas out of compliance:

Certified Foster Homes

- The CFPs did not complete the annual training hours for re-certification.

VISTA DEL MAR CHILD AND FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT
COMPLIANCE REVIEW
PAGE 2

The CFP files reviewed were of parents certified in October 2014 and December 2014, who did not complete the required additional annual training of 12 hours during their first year of being certified. The CFPs still have time to complete their 15 hours of training this year.

Recommendation:

The FFA's management shall ensure that:

1. CFPs complete all the required training.

Facility and Environment

- Adequate perishable and non-perishable food were not maintained.

One home had a few cans of expired food in the cabinet. During the review, CAD had the CFP go through the cabinet and discard all the expired food. The CFP stated that the expired food were items that were not being fed to the one year old child.

Recommendation:

The FFA's management shall ensure that:

2. The CFH maintains adequate perishable and non-perishable food.

Maintenance of Required Documentation and Service Delivery

- The FFA Social Worker did not develop comprehensive Initial Needs and Services Plans (NSPs) with the child's participation.

Three case files did not contain comprehensive Initial NSPs. All the sections of the NSPs were not completed properly or were not completed at all.

Prior to the compliance review, the FFA Social Worker was using the outdated version of the NSP dated April 2009. During the review, CAD e-mailed the current version of the NSP dated December 2012 to the FFA Social Worker.

- The FFA Social Worker did not develop comprehensive Updated NSPs with the child's participation.

Two case files did not contain comprehensive Updated NSPs. All the sections of the NSPs were not completed properly or were not completed at all.

- The FFA Social Worker did not develop comprehensive Quarterly reports.

Two case files did not contain comprehensive Quarterly reports. The DCFS CSW and CFP did not sign the reports that were due on September 4, 2015 and December 4, 2015, and all the sections were not completed properly or were not completed at all.

Recommendations:

The FFA's management shall ensure that:

3. The FFA Social Worker develop comprehensive Initial NSPs with the participation of the child.
4. The FFA Social Worker develop comprehensive Updated NSPs with the participation of the child.
5. The FFA Social Worker develop comprehensive Quarterly reports.

Personnel Records

- Employee did not meet all training requirements.

One employee did not have all the required training for employment with the FFA. The FFA Social Worker's Cardiopulmonary Resuscitation (CPR) and First Aid Certificate expired on October 2, 2015, and no current certificate was in the file. The FFA provided CAD with a copy of the employee's new CPR and First Aid Certificate dated April 7, 2016.

Recommendation:

The FFA's management shall ensure that:

6. Employees complete all required training and documentation is maintained.

PRIOR YEAR FOLLOW-UP FROM DCFS CAD'S FFA CONTRACT COMPLIANCE REVIEW

The CAD's last compliance report dated April 22, 2016 (review conducted in March 2015), identified no recommendations. There were no findings.

The FFA representatives expressed their desire to remain in compliance with all Title 22 Regulations and contractual requirements. The FFA will consult with the Out-of-Home Care Management Division for additional support and technical assistance, and CAD will continue to assess contractual compliance during the next monitoring review.

Philip M. Stein
Chair, Board of Directors

Nancy Tallerino, LCSW
Acting Chief Executive Officer



VISTA DEL MAR
ADOPTIONS AND FOSTER CARE

April 29, 2016

Diana Flaggs
Contracts Administration Division
Department of Children & Family Services
3530 Wilshire Boulevard, 4th Floor
Los Angeles, CA 90010

Attention: Diana Flaggs

RE: Corrective Action Plan Addendum Foster Family Agency

Dear Ms. Flaggs:

I am providing the Contracts Administration Division with an Addendum to the Corrective Action Plan as requested regarding the findings revealed during the monitoring of our FFA by DCFS Contract Compliance Department.

FINAL MONITORING REVIEW FIELD EXIT SUMMARY 03/30/2016

II. Certified Foster Homes

16. Have foster parents completed the required additional annual training of 12 hours during the first year and 15 hours every year thereafter, as well as CPR, First Aid and Water Safety certificate?

Corrective Action Implemented:

To be compliant with its Foster Family Agency contract, the FFA changed its training schedule for its Certified Resource Families, so that: (1) all families will receive 18 hours of training prior to their initial certification. (2) This is immediately followed by 12 hours of training during the first twelve months of certification, and (3) with 15 hours of annual training in each year thereafter to be provided by the FFA to each Certified Resource (Foster) Home. On March 1 and March 21, 2016, Vista Del Mar emailed each certified family clarifying the current training requirement for prior to the initial certification, during the first year and for each subsequent year following the first year of certification.

Family #1 noted in the Monitoring Review: CFP # 1A completed the remaining 12 hours of post certification for the first year by April 18, 2016 and is current on training requirements. Documentation of the original pre-certification training is in the file.

CFP#1B completed 16 hours of training and is current on training requirements. Documentation of the original pre-certification training is in the file.

Family 2 noted in the Monitoring Review: CFP #2A completed 12 hours of training and is current on training requirements. Documentation of the original pre-certification training is in the file.

The FFA Social Workers will be responsible for implementation and oversight of training hours in conjunction with the Administrative Assistant. Each quarter the Administrative Assistant will provide the FFA Social Workers with the list of Certified Foster Parents who are in need of continued training hours. The FFA Social Worker will relay this information to the CFP on a quarterly basis. The CFP will present training certificates to the agency to be entered into their file. If training is noted to not be completed by the end of the third quarter the CFP will receive written notification from the Director of Adoptions and Foster Care giving them 25 days to complete and provide documentation of training and explain that non-compliance will result in a CAP for the family.

III. Facility and Environment

24. Does the certified foster home maintain adequate nutritious perishable and non-perishable food and adhere to product "used or freeze by", "best by", "sell by" or expiration dates?

One CFP was noted to have many expired foods in its kitchen cabinet.

CFP was instructed and complied with request from CAD to throw out expired food the day of site visit by CAD.

Corrective Action Implemented:

The FFA has created a Monthly Home Inspection Log. The FFA Social Worker and/or Supervised Intern will be responsible for checking and documenting safety requirements in all certified homes on a monthly basis. If the CFP is noted to not be in compliance they will be asked to come into compliance while in the presence of the FFA Social Worker. In the event that the presenting issue cannot be corrected immediately then the CFP and FFA Social Worker will devise a written plan for coming into compliance within 48 hours. Failure to meet the requirements will result in a CAP for the CFP.

IV. Maintenance of Required Documentation and Service Delivery

30. Did the FFA social worker develop timely, comprehensive, initial {NSPs} with the participation of the developmentally age-appropriate child (well-being)?

FFA was using an outdated version of NSP, from prior to 2011. NSP was not completely filled out and did not have Projected Completion Dates.

Corrective Action Implemented:

CAD provided FFA with current version of NSP. FFA began using the current version of NSP immediately. FFA will completely fill out NSP and will add Projected Completion Dates on all goals.

The Out-of-Home Care Management Division (OHCMD) Monitor provided the NSP training on April 15, 2016.

The case carrying FFA Social Worker and/or Supervised Intern will be responsible for completely and accurately filling out the NSP. The Director of Adoptions and Foster Care or the Senior Social Worker will review the NSPs for completion prior to the required submittal intervals of thirty days after initial placement and quarterly thereafter.

31. Did the FFA social worker develop timely, comprehensive, updated (NSPs) with the participation of the developmentally age-appropriate child (well-being)?

FFA was using an outdated old version of NSP. NSP was not completely filled out, review date was incorrect on first page, dates for medicals and therapy were missing and dates for visit with bio mom were inconsistent.

Corrective Action Implemented:

CAD provided FFA with current NSP template. The OHCMD Monitor provided training on NSPs on April 15, 2016.

FFA began using the current version of NSP template immediately. FFA will completely fill out NSP and will add Projected Completion Dates, medical and therapy dates and proof read to catch inconsistencies with visits. The case carrying FFA Social Worker and/or Supervised Intern will be responsible for completely and accurately filling out the NSP. The Director of Adoptions and Foster Care or the Senior Social Worker will review the NSPs for completion prior to the required submittal intervals of thirty days after initial placement and quarterly thereafter.

The case carrying FFA Social Worker and/or Supervised Intern will be responsible for completely and accurately filling out the NSP. The Director of Adoptions and Foster Care or the Senior Social Worker will review the NSPs for completion.

35. Does the FFA social worker complete timely, comprehensive, quarterly reports?

FFA was using an outdated version of NSP template from prior to 2011. NSP was not completely filled out, review date was incorrect on first page, dates for medicals and therapy were missing and dates for visit with bio mom were inconsistent.

Corrective Action Implemented:

The OHCMD Monitor provided training on NSPs on April 15, 2016.

The case carrying FFA Social Worker and/or Supervised Intern will be responsible for completely and accurately filling out the NSP. The Director of Adoptions and Foster Care or the Senior Social Worker will review the NSPs for completion. The case carrying FFA Social Worker and/or Supervised Intern will be responsible for completely and accurately filling out the NSP. The Director of Adoptions and Foster Care or the Senior Social Worker will review the NSPs for completion prior to the required submittal intervals of thirty days after initial placement and quarterly thereafter.

XI. Personnel Records

74. Have appropriate employees received the all required training (initial training, minimum of one-hour training in the area of child abuse identification and reporting, CPR, First Aid and on-going training)?

FFA Social Worker Jamie did not have current First Aid and CPR certificates on file.

Corrective Action Implemented:

Jamie completed First Aid and CPR training April 7, 2016. The Human Resource Department is responsible for seeing that staff are current on training certificates.

Mandatory training requirements vary by department. Child Abuse Identification and Reporting, Working with LGBTQ Youth, Psychotropic Medications, CPR, First Aid, Pro-ACT and Crisis Prevention Intervention, Safety, Diversity, Harassment, Water Safety, and Driver's Test are some of the examples of mandatory trainings. CPR, First Aid, Safety, Harassment, crisis intervention trainings (Pro-ACT and CPI), Water Safety and Drivers Tests are documented in Access and StaffTrak and copies of the certifications placed in the employee's record in Human Resources. Monthly reports listing staff with any of the previously listed certifications whose certification is due to expire within 2 months are generated in StaffTrak. Staff are then reminded of the expiration and signed up to take the next available class offered. If the class is not being offered on campus prior to expiration, staff is responsible to take the training offsite and providing the Training Coordinator with proof of attendance.

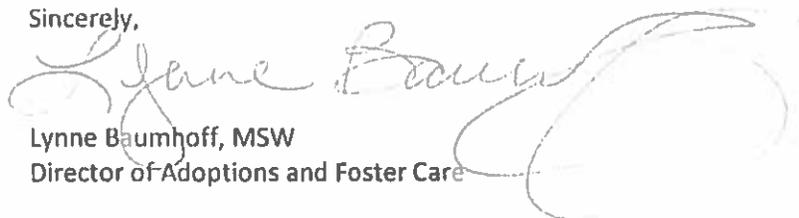
Once a training is complete and the training packet has been submitted to the Training Coordinator, the information – name, department, date, training subject, number of hours and trainer's name are entered into a Microsoft Access database for tracking and reporting purposes.

All attendees are required to sign-in at the beginning of all trainings as well as complete an evaluation of said training once the in-service has concluded. The "training packets" for all trainings are kept in Administration for a minimum of 7 years.

Depending on the certification requirement, staff that do not comply are subject to disciplinary measures including (but not limited to) verbal and/or written warnings, implementation of a work plan, or suspension.

Please let me know if any additional information is needed.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lynne Baumhoff", is written over a faint circular stamp or watermark.

Lynne Baumhoff, MSW
Director of Adoptions and Foster Care

Cc: Rosalind Arrington, Children Services Administrator
Nancy Tallerino, Acting CEO
Amy Jaffe, Senior Vice President of Intensive Intervention Programs
Steven Smithwick, Contract Compliance Manager, Vista Del Mar