



PHILIP L. BROWNING
Interim Director

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

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Board of Supervisors

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November 01, 2011

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:

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

9 November 1, 2011

Sachi A. Hamai
SACHI A. HAMAI
EXECUTIVE OFFICER

**APPROVAL OF THE FOURTH AMENDMENT TO THE CASEY FAMILY PROGRAMS AND
COUNTY OF LOS ANGELES CHILD WELFARE INITIATIVE AGREEMENT
(ALL SUPERVISORIAL DISTRICTS) (4 VOTES)**

SUBJECT

This is to request that your Board approve and authorize the Interim Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer to execute the Fourth Amendment to the Child Welfare Initiative Agreement (Agreement) with Casey Family Programs (CFP).

IT IS RECOMMENDED THAT YOUR BOARD:

Approve and authorize the Interim Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer to execute a Fourth Amendment (Attachment I) to the Agreement between the County of Los Angeles and CFP approved by your Board on June 26, 2007.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The purpose of the recommended actions is to approve material changes requested by CFP. On June 26, 2007, your Board approved the Agreement with CFP and the acceptance of funds from CFP totaling \$1 million for Calendar Year (CY) 2007 to fund three project management staff positions each in DCFS and the Probation Department (Probation) to support the Title IV-E Child Welfare Capped Allocation Demonstration Project (CADP).

On December 9, 2008, your Board approved Amendment #1 to the Agreement; acceptance of \$873,000 for CY 2008 to fund project management staff and related approved expenses in DCFS

and Probation to support the CADP; and delegated authority to the Director of DCFS and Chief Probation Officer or their designees to accept CFP funding for the term of the Child Welfare Initiative Agreement between CFP and the County of Los Angeles through December 31, 2012 and amend the Agreement under specified conditions. On October 28, 2009, the Second Amendment to the Agreement addressing CY 2009 was approved. On December 7, 2010, the Third Amendment to the Agreement addressing CY 2010 was approved.

The Fourth Amendment to the Agreement with CFP:

- provides the 2011 County of Los Angeles Work Plan, outlining Strategies to Achieve Goals, CFP Tasks & Deliverables, and DCFS/Probation Tasks & Deliverables; and
- stipulates that CFP will make payments of \$93,875 at the beginning of each calendar quarter. Total payments in 2011 shall not exceed \$375,500.

While CFP funding previously covered the costs of three DCFS Waiver Management Team positions, CFP no longer provides DCFS annual direct funding. CFP now pays outside sources to provide DCFS consultation services, to include technical assistance, communication, evaluation, prevention efforts, training and leadership development, and to assist collaboration between DCFS and Probation for crossover youth. CFP payments made directly to the County for 2011 cover the costs of Probation Waiver Management staff.

Without approval of the recommended actions, the County will not receive the financial support from CFP for Probation project management staff necessary to facilitate operations and track outcomes under the CADP and for funds paid to support consultative services.

Implementation of Strategic Plan Goals

The recommended actions are consistent with the Countywide Strategic Plan Goal 5, Children and Families' Well-Being. The recommended actions will contribute to the success and achievement of CADP goals. These goals include reducing: (1) reliance on out-of-home care, (2) the number of children and their length of stay in congregate care, and (3) the timelines to permanency.

FISCAL IMPACT/FINANCING

CFP has committed to funding various strategies during the term of the Waiver, as outlined in the 2011 County of Los Angeles Work Plan. There is no Net County Cost impact.

While CFP is unable to budget annual funding for the full term of the Agreement due to its budget procedures, CFP intends to provide funding through the five-year CADP term. The Agreement also includes termination language that permits the County to terminate the Agreement if funding is no longer available.

Probation positions are funded by CFP. Once the funding ends, any staff encumbering the positions will either be redirected to the comparable vacant budgeted permanent positions or released from

County service.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In a motion made on August 8, 2006, your Board instructed DCFS and Probation to work with Casey Family Programs on Capped Allocation Demonstration Project implementation and data collection and analysis. CFP is providing financial resources to the County to fund CADP related project management positions and associated services and supplies costs.

The essential terms of the CADP 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 commits to using Title IV-E funds in a manner that is cost neutral to the State and Federal Governments.

Under the CFP Agreement, CFP will provide financial support for Probation project management staff. In addition, CFP will continue to provide consultation services and technical support to DCFS and Probation at no cost, and now, directly fund outside vendors to assist.

The Agreement and subsequent amendments for these services were prepared by CFP in consultation with DCFS and Probation. This is not a County contract for services and so does not include County required provisions for contracts between the County and contractors, including Quality Assurance, the GAIN/GROW program participants or County employee hiring provisions.

Additionally, the Agreement does not contain a governing laws, jurisdiction, and venue provision stating that the Agreement will be interpreted under the laws of the State of California and Los Angeles County shall be the venue of any ensuing litigation related to the Agreement. Because CFP would not agree to the inclusion of this provision, County Counsel did not approve the original Agreement as to form. Counsel has reviewed the subsequent amendments and Chief Executive Office (CEO) Risk Management has reviewed insurance and indemnification provisions.

This agreement is to receive funding and consultation services from CFP and not a services contract.

The CEO concurs with the requested action. The CEO and County Counsel have reviewed this Board Letter, and the CEO has approved it for filing.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

There is no negative impact on current services.

CONCLUSION

If you have any questions, please contact the following:

1. Department of Children and Family Services

The Honorable Board of Supervisors

11/1/2011

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Bureau of Strategic Management

Attn: Rhelda Shabazz, Deputy Director

425 Shatto Place, Room 602

Los Angeles, CA 90020 shabar@dcfs.lacounty.gov

2. Probation Department

Contracts and Grants Management Division

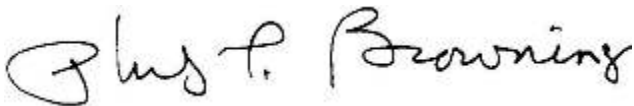
Attn: Tasha Howard, Probation Director

9150 East Imperial Highway

Downey, CA 90242

Latasha.Howard@probation.lacounty.gov

Respectfully submitted,



PHILIP L. BROWNING

Interim Director



DONALD H. BLEVINS

Chief Probation Officer

PLB:DHB:pwd

Enclosures

c: Chief Executive Officer

**FOURTH AMENDMENT
TO
THE JANUARY 1, 2007, CHILD WELFARE INITIATIVE AGREEMENT
BY AND BETWEEN
CASEY FAMILY PROGRAMS AND LOS ANGELES COUNTY**

Pursuant the Child Welfare Initiative Agreement with an effective date of January 1, 2007 (Agreement) by and between Casey Family Programs (CFP) and the Los Angeles County (LA County) enter into this Fourth Amendment to the Agreement (Fourth Amendment), effective January 1, 2011 (Effective Date). For full and valuable consideration, the sufficiency of which is acknowledged, the parties agree as follows:

- 1. 2011 Activities and Outcomes.** The Agreement is hereby amended to include the 2011 activities, outcomes and CFP Funds specified in Attachment 4B hereto, hereby incorporated by reference.
- 2. Agreement otherwise in full force and effect.** Except as specifically set forth herein, all other terms and conditions of the Agreement remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Fourth Amendment as of the Effective Date.

CASEY FAMILY PROGRAMS

LOS ANGELES COUNTY

By: _____
William C. Bell, PhD
President & CEO

By: _____
Philip L. Browning
Interim Director, Department of Children and
Family Services

By: _____
Donald H. Blevins
Chief Probation Officer – Probation Department

**FOURTH AMENDMENT
TO
THE JANUARY 1, 2007 CHILD WELFARE INITIATIVE AGREEMENT
BY AND BETWEEN
CASEY FAMILY PROGRAMS AND LOS ANGELES COUNTY**

ATTACHMENT 4B - 2011 OUTCOMES, WORK PLAN, AND BUDGET

OUTCOMES. Since 2007, CFP has collaborated with Los Angeles County through its Departments of Probation (Probation) and Children and Family Services (DCFS) to plan and support implementation of the Title IV-E Waiver (Waiver) in ways that achieve the mutual goals of the parties and the following outcomes:

- Safely reduce the number of children in DCFS foster care by 20%
- Safely reduce entries into DCFS foster care by 5%
- Safely increase exits from DCFS foster care by 15%
- Safely decrease the median length of stay for youth in DCFS foster care by 20%
- Safely reduce the number of youth in Probation group homes by 20%
- Safely reduce the average length of stay for Probationers in group homes by 20%
- Safely decrease re-entries to Probation within 12 months by 100 youth per fiscal year.

Outcomes will be realized from 2005 to 2012 based on data provided through Child Welfare Services/Case Management Systems (CWS/CMS). Achievement of these outcomes will help CFP meet its 2020 Goal to reduce the number of youth in foster care by 50% and assist the County in meeting its goals to continue to strengthen efforts around child maltreatment prevention, service integration, data collection and analysis, and flexible use of federal funding.

WORK PLAN. The Parties will undertake the following projects in 2011:

Goal/Strategy	Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables
2020 Goal: Reduce Entries	1. DCFS: Title IV-E Waiver Reinvestment Strategies	<ul style="list-style-type: none"> a. Produce a chronicle of the impact of the waiver in Los Angeles County. b. Participate in Title IV-E Waiver Steering Committee. c. Facilitate strategic barrier identification and removal through the Implementation Committee and periodic conference calls with DCFS and Probation. 	<ul style="list-style-type: none"> • Designate staff to serve as DCFS's Title IV-E Waiver Team, including a member of the DCFS Executive Team. • Coordinate LA County Title IV-E Waiver Steering Committee. • Coordinate implementation with CFP. • Participate in quarterly conference calls with Oversight Committee.
Strategy Reinvestment			

Goal/Strategy	Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables
<p>2020 Goal: Shorten Duration</p> <p>Strategy Reinvestment</p>	<p>2. Probation: Title IV-E Waiver Strategies</p>	<p>d. Review work plan monthly with DCFS Executive Team.</p> <p>e. Facilitate quarterly Oversight Committee meetings.</p>	<ul style="list-style-type: none"> • Continue reinvestment plan as approved by the Board of Supervisors, including expanding Up Front Assessments, expanded Team Decision Making/ Permanency Planning Conferences, Youth Permanency Units, and continuing the Prevention Initiative Demonstration Project (PIDP).
<p>2020 Goal: Reduce Entries</p> <p>Strategy Set Higher Standards for Removal</p>	<p>3. DCFS: Prevention Efforts, including the Prevention Initiative Demonstration Project (PIDP)</p>	<p>a. Participate in Title IV-E Waiver Steering Committee.</p> <p>b. Facilitate strategic barrier identification and removal through the Implementation Committee.</p> <p>c. Participate in monthly calls with Probation and quarterly conference calls with Oversight Committee.</p> <p>d. Facilitate coordination and peer learning with Alameda County Probation Department.</p>	<ul style="list-style-type: none"> • Dedicate staff to serve as Probation's Title IV-E Waiver Team. • Participate in the LA County Title IV-E Waiver Steering Committee. • Coordinate implementation with CFP. • Participate in monthly calls with CFP and quarterly conference calls with Oversight Committee. • Continue to reinvest waiver savings.
		<p>a. Provide technical assistance (TA), especially regarding integrated funding.</p> <p>b. Continue assistance with follow up from 2010 Leadership Summit to develop county wide strengthening families agenda and work plan; and early childhood work plan.</p> <p>c. Coordinate continuing peer learning with Illinois.</p>	<ul style="list-style-type: none"> • Fund prevention networks with community-based organizations (CBOs). • Continue to redesign the funding and contracting processes for Promoting Safe and Stable Families/ Child Abuse Prevention, Intervention, and Treatment (PSSF/CAPIT). • Participate in PIDP Evaluation dissemination.

Strategy to Achieve Goal		CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables
<p>2020 Goal: Reduce Entries</p> <p>Strategy Reinvestment</p>	<p>4. DCFS Training and Leadership Development to decrease disproportionality of African American children in care and increase organizational and leadership effectiveness</p>	<p>a. Provide approximately three (3) Undoing Racism workshops. Follow up with an additional half day local action planning following each workshop.</p> <p>b. Provide customized TA and facilitation for all regional offices and other offices as mutually agreed upon.</p> <p>c. Provide leadership team building to executive team and leadership group.</p>	<ul style="list-style-type: none"> Identify approximately 35-40 people for each Undoing Racism workshop and facilitate their participation in the workshops and follow up action planning. Dedicate executive team time to team building activities.
<p>2020 Goal: Shorten Duration</p> <p>Strategy Reinvestment</p>	<p>5. Improve Collaboration Between DCFS and Probation on "Cross-Over" Youth to decrease number of youth who cross-over between systems and improve collaboration and service to individual families known to both departments</p>	<p>a. Provide consultation and facilitation to improve collaborative systems and practice for cross over youth.</p>	<ul style="list-style-type: none"> Dedicate staff time to collaboration and practice improvement. Continue participation in the Georgetown University Practice Model Implementation project.
<p>2020 Goal: Reduce Entries</p> <p>Strategy Reinvestment</p>	<p>6. DCFS Practice Model and Emergency Response Coaching and Mentoring to increase effectiveness of practice and supervision</p>	<p>a. Provide technical assistance and consultation to clearly define and articulate the flow of practice and how all strategies and initiatives link together to form the Los Angeles unified practice model.</p> <p>b. Provide master coaches and coaching training for lead coaches in each office, phased in over 2010 and 2011.</p> <p>c. Provide ongoing support for Emergency Response coaches through coaching and case conferencing for six months with each</p>	<ul style="list-style-type: none"> Provide staff teams to develop components of the model of practice for continuing practices, hotline, and inter-departmental connections. Provide Emergency Response Academies. Commit time for coaching and case conferencing for supervisors and social workers in Emergency Response. Provide leadership to county-wide implementation, including membership in Coaching Oversight Committee.

Goal/Strategy	Strategy to Achieve Goal	CFP Tasks & Deliverables	DCFS/Probation Tasks & Deliverables
<p>2020 Goal: Early Years Strategy Well-Being</p>	<p>7. DCFS: Early Childhood Development</p>	<p>d. Convene a Coaching Oversight Committee to oversee implementation, make adjustments, ensure coordinated communication, and provide feedback on successes and challenges.</p> <p>a. Co-sponsor a Symposium, drawing on national expertise, on the relevance of early childhood brain development to child welfare policy.</p> <p>b. Provide support in development of an early childhood work plan for DCFS.</p>	<ul style="list-style-type: none"> • Co-sponsor Early Learning Symposium through participation in planning and implementing the symposium. • Develop a work plan for the enhancement of early learning opportunities for children and families involved with the child welfare system.
<p>2020 Goal: Reduce Entries Strategy Reinvestment</p>	<p>8. DCFS: Improve Data-Driven Decision Making and Cross-System Collaboration</p>	<p>a. Provide technical assistance, training and peer technical assistance to DCFS staff on the development and utilization of dashboards and scorecards.</p>	<ul style="list-style-type: none"> • Dedicate staff and executive team time to the development and use of data dashboards as a management and decision making tool.
<p>2020 Goal: Increase Exits Strategy Reinvestment</p>	<p>9. DCFS: Permanency Roundtables (PRTs)</p>	<p>a. Convene the PRT team.</p> <p>b. Conduct PRT orientation.</p> <p>c. Implement PRT process and participate on the PRT team as permanency experts and community stakeholders.</p> <p>d. Jointly prepare report of PRT outcomes with DCFS.</p>	<ul style="list-style-type: none"> • Participate in PRT training. • Identify up to 50 youth in need of a permanent plan for the PRT process. • Present cases to the PRT team. • Implement permanency action plans. • Jointly prepare report of PRT outcomes with CFP.

CFP FUNDS. CFP shall make payments to offset 2011 Collaboration costs in an amount not to exceed \$375,500 (CFP 2011 Funds). Payment shall be made according to the following schedule:

Payment Date	Amount	Report Due	Reporting Period
Upon execution of this Amendment	\$93,875	-----	-----
April 30, 2011	\$93,875	April 15, 2011	January 1 – March 31, 2011
July 31, 2011	\$93,875	July 15, 2011	April 1 – June 30, 2011
October 31, 2011	\$93,875	October 15, 2011	July 1 – September 30, 2011
-----	-----	January 15, 2012	October 1 – December 31, 2011