



BRANDON T. NICHOLS
Director

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

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Board of Supervisors

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May 13, 2025

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 TO APPROVE TO EXECUTE A MASTER AGREEMENT WORK ORDER FOR THE
PROVISION OF COMMUNITY ENGAGEMENT AND RELATED SERVICES TO SUPPORT THE
PILOTING NEUTRAL FACILITATION OF CHILD AND FAMILY TEAMS FOR YOUTH
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

SUBJECT

The Department of Children and Family Services (DCFS) seeks delegated authority to execute a master agreement work order with South Bay Center for Counseling for the provision of Community Engagement and Related Services to support the Piloting Neutral Facilitation of Child and Family Teams for Youth.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of DCFS, or designee, to execute a competitively solicited master agreement work order, substantially similar to the attached, with South Bay Center for Counseling for the provision of Community Engagement and Related Services to support the Piloting Neutral Facilitation of Child and Family Teams for Youth effective the date of execution through June 30, 2026. This work order will be financed using 100 percent Mental Health Services Act (MHSA) Prevention Early Intervention (PEI) funds. Sufficient funding will be included in the Department's Fiscal Year (FY) 2025-2026 Adopted Budget.
2. Delegate authority to the Director of DCFS, or designee, to execute amendments to the Piloting Neutral Facilitation of Child and Family Teams for Youth work order in alignment with any changes to meet program needs, provided that: (a) applicable Federal, State, and County contracting regulations are observed; (b) sufficient funding is available; (c) County Counsel approval is obtained prior to execution of such amendments; and (d) the Director of DCFS notifies the Board and the Chief Executive Officer (CEO), in writing, within 10 business days of executing such amendments.
3. Delegate authority to the Director of DCFS, or designee, to extend this work order as needed,

provided that: (a) applicable Federal, State, and County contracting regulations are observed; (b) sufficient funding is available; (c) County Counsel approval is obtained prior to execution of such amendments; and (d) the Director of DCFS notifies the Board and the CEO, in writing, within 10 business days of executing such amendments.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The recommended action will allow DCFS to execute a work order for the Piloting Neutral Facilitation of Child and Family Teams for Youth with one of the 88 agencies holding a current master agreement for Community Engagement and Related Services with the Department of Public Health (Public Health). The purpose of the Piloting Neutral Facilitation of Child and Family Teams for Youth work order is to provide youth under DCFS care with a neutral facilitator for the Child and Family Team (CFT) process, who has lived experience and is trained to assist youth with engagement in the CFT process, ensuring the voice of the youth is heard.

Implementation of Strategic Plan Goals

The recommended actions are consistent with the Countywide Strategic Plan Goal North Star 1, Make Investments that Transform Lives, Focus Area Goal D, Support Vulnerable Populations.

FISCAL IMPACT/FINANCING

The total Maximum Contract Sum for this work order will be \$4,707,000. This work order will be financed using 100 percent MHSA PEI funds. Sufficient funding will be included in the Department's FY 2025-2026 Adopted Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On January 21, 2020, your Board approved the execution of master agreements with 61 agencies for the provision of community engagement and related services and delegated authority to the Director of Public Health, or designee, to execute competitively solicited work orders for services performed under the master agreements subject to the following criteria: a) if a Work Order Solicitation (WOS) results in a work order that is \$299,999 or less annually, upon County Counsel review and approval, the respective department will notify your Board of the work order; and b) if a WOS results in a work order that is \$300,000 or more annually, the respective department will return to your Board for approval.

As of February 5, 2025, the Request for Statement of Qualification (RFSQ) for the Community Engagement and Related Services remains open and additional master agreements were awarded since January 2020 to those who met the Minimum Mandatory requirements and now there are 88 master agreement holders.

DCFS is requesting the Board's authorization to execute a competitively solicited work order using Public Health's master agreements, as this recommended action resulted in a work order that exceeds \$300,000 or more annually.

The Department has evaluated these services and determined that the Living Wage Ordinance (County Code Chapter 2.201) does not apply to the work order.

The CEO and County Counsel have reviewed the Board letter and the attached sample work order. The work order has been approved as to form by County Counsel.

CONTRACTING PROCESS

On April 2, 2025, the Office of Child Protection (OCP), with guidance from Public Health, released a Community Engagement and Related Services WOS for the Piloting Neutral Facilitation of Child and Family Teams for Youth (CES-WOS-25). In response to the WOS, two (2) bid submissions were received.

On April 17, 2025, OCP completed the review of the required documents submitted. As a result, OCP determined South Bay Center for Counseling to be the lowest priced, responsive and responsible bidder to have met all of the minimum requirements as outlined in the WOS. At the time of this letter, OCP has not received any requests for proposed contractor selection review.

On April 23, 2025, DCFS sent a tentative selection of work order award letter to South Bay Center for Counseling.

CONTRACTOR PERFORMANCE

South Bay Center for Counseling will be a new contractor for this contract. The contractor will be monitored by DCFS' Program Bureau.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

DCFS anticipates that the youth will have a stronger voice in the services that are identified to meet their needs.

Approval of the recommended actions will provide a valuable tool for DCFS.

CONCLUSION

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/Clerk of the Board send an adopted stamped copy of the Board letter and attachment to DCFS.

Respectfully submitted,



BRANDON T. NICHOLS

Director

BRANDON T.
NICHOLS
Director
BTN:JF:CMMRW:LTI:
jsEnclosures

Enclosures

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

ATTACHMENT F

Master Agreement Number: PH-00xxxx
Work Order Number: PH-00xxxx- Wx

COUNTY OF LOS ANGELES / DEPARTMENT OF PUBLIC HEALTH
SAMPLE MASTER AGREEMENT WORK ORDER
FOR
COMMUNITY ENGAGEMENT AND RELATED SERVICES

[CONTRACTOR NAME]

This Master Agreement Work Order (MAWO) and attachments hereto is made and entered into on _____, by and between the County of Los Angeles, Department of Public Health hereinafter referred to as "County" or "Public Health" or "Department" and **[Contractor Name]**, hereinafter referred to as "Contractor". Contractor is located at **[Address]**.

RECITALS

WHEREAS, on **[Mo/Day/Year]**, the County and Contractor entered into Master Agreement Number PH-00xxxx to provide Community Engagement and Related Services for Public Health; and

WHEREAS, Contractor submitted a response to Work Order Solicitation (WOS) Number CES-WOS-XXX **[Project Title]** released by Public Health on **[Mo/Day/Year]**, for Community Engagement and Related Services; and

WHEREAS, Contractor is willing and able to provide the services described herein, in consideration of the payments d under this MAWO and under the terms and conditions herein set forth; and

WHEREAS, all terms of the Master Agreement PH-00xxxx remain in full force and effect.

NOW THEREFORE, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the parties agree to the following:

1.0 APPLICABLE DOCUMENTS

Attachments A, B, C, D, E, F and G are attached to, and form a part of, this MAWO. In the event of any conflict or inconsistency in the definition or interpretation of any work, responsibility, schedule, or the contents description of any task, deliverable, goods, service, or other work, or otherwise between the base MAWO and the attachments, or between attachments, such conflict or inconsistency will be resolved by giving precedence first to the Master Agreement, this MAWO, and then to the attachments according to the following priority.

Attachment A:	Statement of Work (to be attached to the MAWO)
Attachment B:	Scopes of Work (to be attached to the MAWO)
Attachment C:	Budget (to be attached to the MAWO)
Attachment D:	Business Associate Agreement Under the Health Insurance Portability and Accountability Act ("HIPAA")
Attachment E:	Contractor's Acknowledgment and Confidentiality Agreement
Attachment F:	County's Administration
Attachment G:	Contractor's Administration

2.0 WORK

Pursuant to the provisions of this MAWO, Contractor will fully perform, complete, and deliver on time, all tasks, deliverables, services and other work as set forth in Attachment A, Statement of Work, and Attachment B Scope of Work. This MAWO constitutes the complete and exclusive statement of the understanding between the parties, relating to the subject matter of this MAWO.

3.0 TERM OF MASTER AGREEMENT WORK ORDER

This MAWO is effective upon execution through [month/day/year], unless sooner terminated or extended, in whole or in part, as provided in this MAWO.

4.0 MAWO BUDGET

County agrees to compensate Contractor in accordance with the payment structure set forth in Attachment C, Budget. Contractor must not add or replace services or personnel without the prior written permission of the County Project Manager or designee.

5.0 CONTRACTOR BUDGET AND EXPENDITURES REDUCTION FLEXIBILITY

In order for County to maintain flexibility with regards to budget and expenditure reductions, Contractor agrees that the Public Health Director may cancel this MAWO, without cause, upon the giving of 10 calendar days' written notice to Contractor. As an alternative to cancellation, the Director may, at their sole discretion, consistent with federal, State, and/or County budget reductions, renegotiate the scope/description of work, maximum obligation, and budget of this MAWO via written amendment.

6.0 FUNDING SOURCE

Provision of services under this MAWO for [Project Title] for Community Engagement and Related Services are 100 percent funded by [Enter Grantor Name] funds.

7.0 MAXIMUM TOTAL COST AND PAYMENT

7.1 For the period of execution through [month/day/year], the annual Maximum Total (remove "the annual Maximum Total if there are multiple

periods/budgets) amount that County will pay Contractor for all services to be provided under this MAWO will not exceed XX dollars (\$XX), as set forth in Attachment C, Budget.

Insert below if the MAWO has multiple periods/budgets

For the period of [month/day/year] through [month/day/year], the Maximum Total Amount that County will pay Contractor for all Services to be provided under this MAWO will not exceed XX dollars (\$XX), as set forth in Attachment C, Budget.

- 7.2 County agrees to compensate Contractor in accordance with the payment structure set forth in Attachment C, Budget(s).
- 7.3 Contractor must satisfactorily perform and complete all required services in accordance with Attachment A, Statement of Work and Attachment B, Scope of Work, notwithstanding the fact that total payment from County will not exceed the Total Maximum Amount. Performance of services as used in this Paragraph includes time spent performing any of the service activities designated in the attachment(s) including, but not limited to, any time spent on the preparation for such activities.
- 7.4 All invoices for payment must be submitted by Contractor for approval to the County Project Manager, or designee, no later than 30 calendar days after month end from when the services were rendered by Contractor.
- 7.5 Within 30 calendar days after expiration or termination of this MAWO, Contractor must submit to County's Project Manager, any outstanding and/or final invoice(s) for processing and payment. Contractor's failure to submit any outstanding and/or final invoice(s) to the County's Project Manager within the specified period described above will constitute Contractor's waiver to receive payment for any outstanding and/or final invoice(s).
- 7.6 The Director of Public Health may elect, or Contractor may request the Director of Public Health or designee, to execute Change Notices to this MAWO that: authorize modifications to or within budget categories within each budget and make corresponding service adjustments, as necessary; changes to hours of operation and/or service locations; and/or changes to this MAWO's terms and conditions. As authorized by the Board, a written Change Notice must be signed by the Director, or designee, and Contractor, and incorporated into and become part of this MAWO pursuant to subparagraph 8.1.4 of the Master Agreement.

8.0 INVOICE AND PAYMENTS

- 8.1 Contractor must invoice the County in arrears only for providing the tasks, deliverables, services, and other work specified in this MAWO.
- 8.2 Invoices under this MAWO must be submitted to County's Project Manager within 30 calendar days after the close of each calendar month during which

the services were rendered. County will make a reasonable effort to make payment within 30 days following receipt of a complete and correct monthly invoice. County will make payment in accordance with Attachment C, Budget(s).

- 8.3 County will make a reasonable effort to make payment within 30 days following receipt of an undisputed, complete, and correct monthly invoice, in accordance with Attachment C, Budget.

For Cost Reimbursement budget insert below section

Contractor must invoice County on a Cost Reimbursement basis, as reflected in Attachment C, Budget.

Cost Reimbursement includes:

- Salaries
- Employee Benefits
 - o At a minimum, the benefit package must include FICA, SUI, Disability Insurance, and Workers Compensation.
- Fixed Costs (if applicable)
- Operating Expenses
- Mileage and Travel
- Other Costs (including consultants/subcontractors)
- Indirect Costs

Invoices under this MAWO must be submitted to the address(es) set forth in Attachment F.

For fixed Price for Deliverable basis budget, insert below section

Contractor must invoice County on a Fixed Price for Deliverable basis as reflected in Attachment C, Budget.

Fixed Price Per Deliverable

Each invoice submitted by Contractor must include the following:

- The County MAWO number and Contractor's Master Agreement number;
- Period of performance of work being invoiced;
- Name(s) of persons who performed the work;
- A brief description of the deliverable(s) for which payment is claimed, the respective number(s) assigned to the deliverable(s), and the individual amount being billed for each deliverable;
- The budget, amounts claimed this period, amounts claimed year to date, and remaining balance;
- The total amount of the invoice; and
- Budget Attachment C.

While payments will be made in accordance with the fixed price per deliverable set out in the Budget(s), Contractor, if requested by County, State, or federal representatives, must be able to produce proof of actual costs incurred in the provision of units of service hereunder. If the actual allowable and documented costs are less than the fixed price per deliverable set in the budget(s), Contractor will be reimbursed only for the actual costs. In no event will County be required to pay Contractor for units of service that are not supported by actual allowable and documented costs.

Invoices under this MAWO must be submitted to the address set forth in Attachment F.

9.0 CONFLICT OF INTEREST

9.1 No County employee whose position with the County enables such employee to influence the award of this MAWO or any competing contract, and no spouse or economic dependent of such employee, will be employed in any capacity by Contractor or have any other direct or indirect financial interest in this MAWO. No officer or employee of Contractor who may financially benefit from the performance of work hereunder will in any way participate in the County's approval, or ongoing evaluation, of such work, or in any way attempt to unlawfully influence the County's approval or ongoing evaluation of such work.

9.2 Contractor must comply with all conflict of interest laws, ordinances, and regulations now in effect or hereafter to be enacted, during the terms of this MAWO. Contractor warrants that it is not now aware of any facts that create a conflict of interest. If Contractor hereafter becomes aware of any facts that might reasonably be expected to create a conflict of interest, it must immediately make full written disclosure of such facts to the County. Full written disclosure includes but is not limited to, identification of all personnel implicated and a complete description of all relevant circumstances. Failure to comply with the provisions of this Paragraph is a material breach of the Master Agreement.

10.0 MANDATORY COMPLETION DATE

Contractor must provide all services and deliverables no later than the completion date identified in the Statement of Work, Attachment A, and Scope of Work, Attachment B.

11.0 SERVICES

Contractor will not be paid for any task, deliverable, service, or other work that is not specified in this MAWO, and/or that exceeds the Maximum Total Amount and Payment amount of this MAWO, and/or that goes beyond the expiration date of this MAWO.

12.0 CONFIDENTIALITY

(THIS SHOULD BE USED FOR COVERED ENTITY)

The parties acknowledge the existence of the Health Insurance Portability and Accountability Act of 1996 and its implementing regulations ("HIPAA").

Contractor understands and agrees that, as a provider of medical treatment services, it is a "covered entity" under HIPAA and, as such, has obligations with respect to the confidentiality, privacy and security of patient's medical information, and must take certain steps to preserve the confidentiality of this information, both internally and externally, including the training of its staff and the establishment of proper procedures for the release of such information, and the use of appropriate consents and authorizations specified under HIPAA.

The parties acknowledge their separate and independent obligations with respect to HIPAA, and that such obligations relate to transactions and code sets, privacy, and security. Contractor understands and agrees that it is separately and independently responsible for compliance with HIPAA in all these areas and that County has not undertaken any responsibility for compliance on Contractor's behalf. Contractor has not relied, and will not in any way rely, on County for legal advice or other representations with respect to Contractor's obligations under HIPAA, but will independently seek its own counsel and take the necessary measures to comply with the law and its implementing regulations.

"CONTRACTOR AND COUNTY UNDERSTAND AND AGREE THAT EACH IS INDEPENDENTLY RESPONSIBLE FOR HIPAA COMPLIANCE AND AGREE TO TAKE ALL NECESSARY ACTIONS TO COMPLY WITH THE REQUIREMENTS OF THE HIPAA LAW AND IMPLEMENTING REGULATIONS RELATED TO TRANSACTIONS AND CODE SET, PRIVACY AND SECURITY. EACH PARTY FURTHER AGREES THAT, SHOULD IT FAIL TO COMPLY WITH ITS OBLIGATIONS UNDER HIPAA, IT SHALL INDEMNIFY AND HOLD HARMLESS THE OTHER PARTY (INCLUDING THEIR OFFICERS, EMPLOYEES, AND AGENTS), FOR DAMAGES TO THE OTHER PARTY THAT ARE ATTRIBUTABLE TO SUCH FAILURE."

(THIS SHOULD BE USED FOR INADVERTENT ACCESS)

Contractor must ensure the confidentiality and safe keeping of all records associated with this MAWO. Contractor expressly acknowledges and agrees that the provision of services under this MAWO does not require or permit access by Contractor or any of its officers, employees, or agents, to any patient medical records/patient information. Accordingly, Contractor must instruct its officers, employees, and agents, that they are not to pursue, or gain access to, patient medical records for any reason whatsoever.

Notwithstanding the foregoing, the parties acknowledge that in the course of the provision of services hereunder, Contractor or its officers, employees, and agents, may have inadvertent access to patient medical records/patient information. Contractor understands and agrees that neither it nor its officers, employees, or agents, are to take advantage of such access for any purpose whatsoever.

Additionally, in the event of such inadvertent access, Contractor and its officers, employees, and agents, must maintain the confidentiality of any information obtained and must notify Public Health supervisory personnel immediately that such access has been gained, or upon the first reasonable opportunity to do so. In the event of any access, whether inadvertent or intentional, Contractor must indemnify, defend, and hold harmless the County, its officers, employees, and agents, from and against any and all liability, including but not limited to, actions, claims, costs, demands, expenses, and fees (including attorney and expert witness fees) arising from or connected with Contractor's or its officers', employees', or agents', access to patient medical records/patient information. Contractor agrees to provide appropriate training to its employees regarding their obligations as described hereinabove.

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**COUNTY OF LOS ANGELES / DEPARTMENT OF PUBLIC HEALTH
MASTER AGREEMENT WORK ORDER
FOR
COMMUNITY ENGAGEMENT AND RELATED SERVICES

SOUTH BAY CENTER FOR COUNSELING**

All Terms of the Master Agreement will remain in full force and effect. The terms of the Master Agreement will govern and take precedence over any conflicting terms and/or conditions in this MAWO. Neither the rates nor any other specifications in this MAWO are valid or binding if they do not comply with the terms and conditions of the Master Agreement, regardless of any oral promise made to Contractor by any County Personnel, whatsoever.

In witness whereof, Contractor has executed this Work Order, or caused it to be duly executed and the County of Los Angeles, by order of its Board of Supervisors has caused this Work Order to be executed on its behalf by the County's Director of Department of Children and Family Services or designee, the month, day, and year first written above.

COUNTY OF LOS ANGELES

By: _____
Brandon T. Nichols, Director
Department of Children and Family Services

Contractor

By: _____
Signature

Printed Name

Title: _____

APPROVED AS TO FORM:
BY THE OFFICE OF THE COUNTY COUNSEL
DAWYN R. HARRISON
County Counsel

By: _____
David Beaudet, Senior Deputy County
Counsel

Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work

ATTACHMENT A: STATEMENT OF WORK

COUNTY OF LOS ANGELES

OFFICE OF CHILD PROTECTION

AND

DEPARTMENT OF CHILDREN AND FAMILY SERVICES



_____, 2025

**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work**

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**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work**

1.0 PREAMBLE

The County of Los Angeles (COUNTY) seeks to collaborate with community partners consistent with its values of Accountability, A Can-Do Attitude, Compassion, Customer Orientation, Integrity, Leadership, Professionalism, Respect for Diversity and Responsiveness. These shared values are further articulated in COUNTY'S strategic plan to make investments that transform lives, foster vibrant and resilient communities, and realize tomorrow's government today.

It is with these values in mind that the COUNTY strives to enhance its health and human services system and improve the lives of children and families. It is a fundamental expectation, that the COUNTY and its contracting partners share a commitment to provide the supports that are consistent with its Mission, Vision, Values, Goals and Performance Outcomes.

The vision of the Los Angeles County (LAC) Office of Child Protection (OCP) and Department of Children and Family Services (DCFS) aligns with the COUNTY and affirms that children thrive in safe families and supportive communities. DCFS commits to practice a uniform service delivery model. This model aims to measurably improve child safety, permanency, and access to effective and caring services. DCFS focuses on providing responsive, efficient, and high-quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, and communities – this model is expressed in the DCFS Integrated Core Practice Model (ICPM). Moreover, OCP is committed to ensuring that youth and family voice are integrated into case planning and decision-making.

2.0 BACKGROUND AND PURPOSE

Assembly Bill (AB) 403, commonly known as the Continuum of Care Reform (CCR), made extensive changes to California's child welfare system. The intent of the CCR is to have children and youth who must live apart from their parents/guardians, live in a permanent home with a committed adult(s) who can meet their needs. CCR changes also include, but are not limited to, providing services and supports to children, youth, and their families that reduce reliance on congregate care, thereby increasing placements in home-based settings.

One of the CCR's most fundamental principles is that child welfare services are most effective when delivered in the context of a child or youth and family-centered Child and Family Team (CFT) that shares responsibility to assess, plan, intervene, monitor, and refine services over time. Welfare and Institutions Code, Section 16501.1 (c) and (d) require that COUNTY placing agencies convene a CFT meeting (CFTM) as defined in Section 16501 to identify supports and services that are needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote healthy childhood experiences. CFTMs must be held in compliance with regulatory guidelines set forth by AB403, AB153 and AB1068, and further outlined in California

**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work**

Department of Social Services (CDSS) All County Letters (ACL).

CFTMs must include:

- The youth, if developmentally/cognitively appropriate;
- The assigned Social Worker/Probation Officer from the County;
- A parent or guardian of the child/youth;
- The current caregiver of the child;
- Court Appointed Special Advocates, and other professionals or providers as appropriate; and
- Other individuals as determined necessary by any of the mandatory involved parties, and may include youth or parent partners, school personnel, formal or informal supports of the family, etcetera.

In response to stakeholder input and concerns regarding the need for youth voice to be centered in CFTs with support from a neutral facilitator, the LAC Department of Mental Health (DMH) is collaborating with OCP and DCFS to develop and implement a pilot to train young people with prior lived experience in the child welfare and/or probation system in ICPM and facilitation of CFTMs.

Additionally, these neutral facilitators with lived experience will be:

- Mentored to engage youth newly placed in out-of-home care with complex needs and are in the process of their initial assessment; and
- Tasked with preparing and educating youth in out-of-home care on the CFTM process and preparing them for their first CFTM by helping the youth understand the CFTM process and assisting them to identify key individuals they would like to participate in their CFTMs.

3.0 OBJECTIVES

- The purpose of the Piloting Neutral Facilitation of Child and Family Team Meetings for Youth project is to pilot neutral facilitation of CFTMs for DCFS-involved youth by young people with lived experience, and support and empower the DCFS-involved youth to advocate for themselves, improve placement adjustment and stability, and decrease placement disruption.
 - Should there be a placement disruption, the Neutral Facilitator would remain a constant for the youth in placement through the CFTM process.
- The program aims to enhance access across ethnically, racially, and otherwise diverse communities that have been historically underserved or unserved. The program will support family/relative caregiver systems ability to manage stress and self-regulate and support placement stabilization.

**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work**

- By positioning former system-involved youth as CFTM facilitators, we aim to create a more inclusive, compassionate, and effective system that elevates lived experiences to drive meaningful change.
- The Piloting Neutral Facilitation of Child and Family Team Meetings for Youth project will introduce a transformative approach where young people formerly involved in the foster care and/probation systems play a lead role in guiding discussions and decision-making in a youth-centered way during CFTMs.

4.0 MAXIMUM FUNDING AVAILABLE

Funding for this project has been secured through the Mental Health Services Act (MHSA) Prevention Early Intervention (PEI) in the amount of \$884,000 for fiscal year 2024-25 and \$3,823,000 for fiscal year 2025-26. Funds must be expended by June 30, 2026. This project will ensure there are CFTM Neutral Facilitators with Lived Experience across all supervisorial districts, with a focus on complex care youth with the highest need.

5.0 ADDRESSING EQUITY

The Anti-Racism, Diversity, and Inclusion (ARDI) Equity Map reports the highest disadvantaged communities through LAC: SD1- 75%, SD2- 80%, SD3-63%, SD4- 72%, SD5- 61%. Implementation of the Neutral Facilitators with Lived Experience will be across all 5 SDs based on new detention data.

6.0 DCFS AND OFFICE OF CHILD PROTECTION EQUITY GOAL

Equity sits at the center of everything we do and threads throughout all of our bodies of work. Thereby, we believe creating a culture of safety, equity, and community ensures improved service delivery and positive outcomes for children, youth, families, and the communities where they reside. DCFS and the Office of Child Protection is dedicated to addressing the needs of underserved and marginalized populations by ensuring equitable access, inclusion, diversity and opportunities for all children, youth and families. The plan of equitable access provides resources to high risk and vulnerable children, including children/youth who are part of an overrepresented race or ethnic group within the Los Angeles County Child Welfare system, and with a focus on Black, Indigenous, and People of Color (BIPOC) and Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual/Aromatic, Two Spirit, and other gender and sexual minority communities. The plus symbol acknowledges other identities and expressions (LGBTQIA2S+) children.

**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
Statement of Work**

7.0 PILOT DETAILS

7.1 Minimum Mandatory Requirements

- 7.1.1 CONTRACTOR should have a minimum of 5 years of professional experience providing community engagement services within the child welfare system.
- 7.1.2 CONTRACTOR should have three years of experience within the last five (5) years providing direct services to or working with youth involved in the foster care system.
- 7.1.3 CONTRACTOR should have three years of experience within the last five (5) years participating in or facilitating multidisciplinary team meetings (e.g., Individual Education Plan meetings (IEPs), CFTM's, Multi-Disciplinary Case Planning Commitment (MCPCs) meetings), or other multidisciplinary meets involving child welfare involved youth.
- 7.1.4 CONTRACTOR should have strong engagement and communication skills and demonstrate the ability to engage complex needs youth.
- 7.1.5 CONTRACTOR must demonstrate the ability to onboard required staff and implement the project quickly. CONTRACTOR must submit an implementation plan.
- 7.1.6 CONTRACTOR must not use staff from other COUNTY contracted programs to staff this project. Any sharing of staff must be pre-approved by the COUNTY.
- 7.1.7 CONTRACTOR should demonstrate their experience cultivating community relationships to improve support and retention, placement stability, and permanency outcomes for youth in foster care.
- 7.1.8 CONTRACTOR will prioritize hiring individuals who bring lived experience and a passion to serve others for the Neutral Facilitator positions.
- 7.1.9 CONTRACTOR's team should be comprised of individuals who reflect the diversity seen within the community of caregivers and youth, making them relatable, trustworthy, and relevant to the needs of the community.

**Office of Child Protection and Department of Children and Family Services
Piloting Neutral Facilitation of Child and Family Teams for Youth
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8.0 TARGET POPULATION

This demonstration project will focus on youth in, or at risk of entering foster care and/or or being placed into congregate care with high acuity complex needs to enhance placement stability and care coordination. High acuity children/youth include those who are under the care and supervision of the DCFS placed in out of home care, as well as high acuity children/youth involved in an emergency response investigation at risk of removal.

9.0 STAFFING REQUIREMENTS

The core of this initiative is the recruitment and development of Neutral Facilitators with Lived Experience —former foster and/or probation-involved youth trained to facilitate CFTMs. These young people will not only guide youth and their caregivers/families through the CFT process but also serve as advocates to center youth voice in decision-making.

- 9.1 CONTRACTOR shall provide a maximum 40 full time equivalent (FTE) Neutral Facilitator positions, up to of 40 in FY 24-25, and a maximum of the remaining 40 positions in FY 25-26.
- 9.2 CONTRACTOR shall also provide administrative support staff to coordinate with DCFS to schedule CFTMs. Recruitment shall be done Countywide. To ensure success, the initiative will provide a robust support structure for Neutral Facilitators with Lived Experience. CONTRACTOR is responsible for hiring and supervising facilitators to ensure ongoing effective and timely completion of all ongoing CFTMs. Neutral facilitators should be provided with supervision at a 1:5 ratio to ensure adequate support is provided.
- 9.3 CONTRACTOR must use neutral facilitator staff in accordance with COUNTY guidelines to facilitate CFTMs.
- 9.4 CONTRACTOR shall recruit and employ individuals with lived experience that have knowledge to the solutions, issues, and challenges of the target population.
- 9.5 CONTRACTOR shall recruit Individuals who are intentionally affirming and knowledgeable of LGBTQ+ needs and challenges.
- 9.6 CONTRACTOR must have access to and the ability to recruit and hire young people with lived experience and the maturity to implement the program within the project timeframes.
- 9.7 CONTRACTOR shall ensure that the neutral facilitators possess the ability, based on education or experience, to handle the variety of experiences they

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may encounter when working with youth and families, including those with complex care needs, from the interview, preparation, assessment, and through the CFTM facilitation process.

- 9.8 Required skills for Neutral Facilitators include, but are not limited to ability to:
- model respectful and inclusive process of the team decision-making model;
 - understand the process and issues of developing of safe and acceptable action plans;
 - manage conflict;
 - foster participation by all;
 - remain neutral and fair;
 - promote collaboration and consensus;
 - engage in the meeting while remaining outside of the actual planning;
 - engage people in a wide range of values, interests, and cultures, and builds trust in the process.
- 9.9 CONTRACTOR may employ ancillary employees required to assist in the development of database or tracking mechanism for use of scheduling, coordinating, and executing referrals of all CFTMs.
- 9.10 CONTRACTOR may adjust business practices to meet minimum capacity for CFTM facilitation requirements.
- 9.11 CFTM capacity may vary throughout the fiscal year. It is estimated approximately 700 to 1000 CFTMs will be required per full fiscal year. OCP, DCFS, and CONTRACTOR will work together to determine the minimum number of CFTMs that the Neutral Facilitators will be assigned each fiscal year once contract is executed.
- 9.12 CONTRACTOR must ensure minimum staffing levels are maintained. Any changes in staffing detail or sharing of staff across programs require prior written approval of the COUNTY and may require an amendment. Approved changes will be noted in an updated staffing detail. Notify COUNTY of all changes in staff and/or classification vacancies that exceed 30 days within ten (10) business days of change.
- 9.13 Ensure that the following additional requirements for all CONTRACTOR staff are met:
- 9.13.1 CONTRACTOR shall establish a procedure and documentation acceptable to COUNTY to ensure that all staff performing services under this agreement, including but not limited to, facilitators, clerical staff, supervisors shall report all known or suspected child abuse or neglect to a child protective agency as defined in Penal Code Section 11165 and shall report all known or suspected incidents of elder or

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dependent adult abuse or neglect to an adult protective service agency as defined in WIC Section 15630.

- 9.13.2 CONTRACTOR shall examine the arrest and conviction records of all current and prospective facilitators and not employ or continue the employment of any person convicted of any crime involving harm to children and/or elder or dependent adults or any person on active probation or parole nor shall employment be offered to, or continued for, anyone that must register pursuant to Penal Code Section 290.
- 9.13.3 CONTRACTOR staff assigned to this Program must first pass a criminal/ background check and agree to submit Livescan (or equivalent) verification of criminal/background history to the COUNTY. The COUNTY has the right to request replacement or reassignment of individual staff as a result of information obtained at any time during this process.
- 9.13.4 CONTRACTOR must provide an implementation project plan including a staffing plan.
- 9.13.5 CONTRACTOR shall work with the COUNTY to develop a comprehensive initial and ongoing training plan for all Neutral Facilitators with Lived Experience. CONTRACTOR will arrange and schedule trainings with the COUNTY and partners, such as the Alliance for Children's Rights, Children's Law Center, and Department of Public Health Substance Abuse Prevention and Control (DPH SAPC), to ensure all facilitators have knowledge on the following topics. OCP, DCFS, and DMH can provide guidance to CONTRACTOR on available no-cost trainings; CONTRACTOR may also subcontract with other organizations for training needs. Trainings include, but not limited to:
 - 9.13.5.1 CONTRACTOR Onboarding
 - 9.13.5.2 Integrated Core Practice Model, and CFTM facilitation
 - 9.13.5.3 Child and Adolescent Needs Assessment (CANS)
 - 9.13.5.4 Foster Youth Bill of Rights (FYBORs)
 - 9.13.5.5 Educational Rights and Post-Secondary Education
 - 9.13.5.6 Workforce Development
 - 9.13.5.7 Career exploration and preparation activities, such as paid work experiences
 - 9.13.5.8 Confidentiality and Rights
 - 9.13.5.9 Mandated reporter requirements and the efforts of the LA County Mandated Supporting Initiative
 - 9.13.5.10 Assessing Resources for Transition Age Youth (TAY)
 - 9.13.5.11 Trauma Informed Training (101, Engagement/Healing Centered; Secondary Trauma)
 - 9.13.5.12 Permanency Stabilization Team (PST) Youth Engagement

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- Training
- 9.13.5.13 Diversity Equity Inclusion (DEI)/Eliminating Racial Disproportionality and Disparity(ERDD)/Implicit Bias Training
- 9.13.5.14 Cultural Awareness
- 9.13.5.15 ICWA/Tribal Youth
- 9.13.5.16 Conflict Management and De-escalation
- 9.13.5.17 Supporting Commercially Sexually Exploited Children (CSEC) Youth
- 9.13.5.18 Supporting Lesbian, Gay, Bisexual, Transgender Queer/Questioning (LGBTQ+) Youth
- 9.13.5.19 Expecting Parenting Youth (EPY)
- 9.13.5.20 Understanding Systemic Inequities
- 9.13.5.21 Motivational Interviewing
- 9.13.5.22 Peer Support Specialist Training and Certification (SB803)
- 9.13.5.23 Substance Use and Resources

10.0 UNIFORMS/IDENTIFICATION BADGES

Contractor staff assigned to County facilities must always wear appropriate attire in compliance of the COUNTY's dress code. Contractor must ensure their employees are appropriately identified as set forth in Paragraph XX (Contractor's Staff Identification), of the Contract.

11.0 REPORTING REQUIREMENTS

- 11.1 CONTRACTOR shall use data collection systems agreed upon by COUNTY to track necessary and relevant information for the CFTMs that the neutral facilitators are involved in. Information may include, but is not limited to:

- 11.0.1.1 Name(s), DOB, family members;
- 11.0.1.2 Address where family resides and phone number, if available;
- 11.0.1.3 Signed release of information agreement, if available;
- 11.0.1.4 Purpose of the CFTM request;
- 11.0.1.5 Date of referral and date of meeting;
- 11.0.1.6 Copy of the plan and progress notes;

11.2 Outcome Measures

COUNTY expects to see improvements in protective factors, placement stability, and exits to permanency (e.g., reunification, guardianship, and adoption) and a decrease in risk factors (e.g., placement instability).

Specific improvement targets will be set jointly by COUNTY and

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Improvement in the selected outcomes will be monitored via ongoing reports. The content, format and frequency of said reports will be determined jointly by COUNTY and CONTRACTOR.

- 11.3 CONTRACTOR will identify a point of contact for COUNTY to facilitate the development of the reporting process as well as for ongoing communication. All required reports shall be submitted timely to COUNTY and shall contain all the required information/data. Data may include but not limited to:

- 11.3.1 Number of referrals and linkages;
- 11.3.2 Number of completed CFTMs
- 11.3.3 Number of meetings completed within 5 days of due date;
- 11.3.4 Number of formal supports at each meeting;
- 11.3.5 Number of natural supports at each meeting;
- 11.3.6 Sending paperwork to all parties within 1 business day of CFTM;
- 11.3.7 Demographic composition of participants; and
- 11.3.8 Post meeting survey to measure effectiveness of CFTM.

- 11.4 CONTRACTOR shall submit a program narrative along with a semi-annual Outcomes, Satisfaction Survey summary and Data Report, outlining program successes and challenges encountered during the reporting period and describing how the challenges were resolved.

12.0 SERVICE DELIVERY SITES/HOURS/BUSINESS OPERATIONS

All CONTRACTOR services shall be in-person at a mutually agreed location unless the youth/family specifies a preference for virtual services.

CONTRACTOR'S business hours are defined as Monday – Friday 8:00am-5pm, Except Federal and State holidays and weekends. CONTRACTOR'S hours may be adjusted to meet the needs of the family/youth to conduct a CFTM.

The CONTRACTOR shall maintain a business address and phone contact number where the CONTRACTOR conducts business.

13.0 QUALITY CONTROL

The Contractor shall develop a Quality Assurance Plan (QAP) within 90 days from the start of contract to assure the requirements of the contract are met. The original QAP and any revisions thereto shall include, but not be limited to, the following:

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13.1 Methods used to ensure that the quality of service performed fully meets the performance requirements set forth in the Statement of Work and Performance Requirements.

13.2 Contractor shall include methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable by the COUNTY Program Manager (CPM).

CONTRACTOR shall not utilize any employee or subcontractor whose work has been deemed deficient and unacceptable by the COUNTY Program Manager (CPM).

The CPM, or other personnel authorized by the COUNTY, shall monitor Contractor's performance under this contract using the quality assurance procedures specified in this Statement of Work and the Performance Requirements Summary.

14.0 COUNTY RESPONSIBILITIES

The COUNTY's and the CONTRACTOR'S responsibilities are as follows:

14.1 Personnel

The COUNTY shall provide a DCFS Program Manager (CPM) to coordinate the delivery of the services of this contract with the CONTRACTOR'S Director of Programs and Community Relations.

14.2 The CPM or designated alternate shall have full authority to monitor CONTRACTOR'S performance in the day-to-day operation of this contract.

The CPM shall provide direction to CONTRACTOR in areas relating to DCFS policy, information, and procedural requirements.

COUNTY's Program Manager, responsible for daily management of CONTRACT operation and overseeing monitoring activities.

The CPM is not authorized to make any changes in the terms and conditions of this contract and is not authorized to obligate the COUNTY in any way whatsoever beyond the terms of this contract.

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15.0 CONTRACTOR RESPONSIBILITIES

Contractor's responsibilities are as follows:

15.1 General Responsibilities

- 15.1.1 CONTRACTOR is required to attend a scheduled quarterly meeting with DCFS Program Manager(s) or designee.
- 15.1.2 Verbal notification of a Contract discrepancy shall be made to the Contract Project Monitor as soon as possible whenever a Contract discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by the COUNTY and the CONTRACTOR.
- 15.1.3 Verbal notification of a Contract discrepancy shall be made to the Contract Project Monitor as soon as possible whenever a Contract discrepancy is identified. The problem shall be resolved within a time period mutually agreed upon by the COUNTY and the CONTRACTOR.
- 15.1.4 The COUNTY Contract Project Monitor shall determine whether a formal Contract Discrepancy Report (CDR) shall be issued. Upon receipt of this document, the CONTRACTOR is required to respond in writing to the County Contract Project Monitor within 3 workdays, acknowledging the reported discrepancies or presenting contrary evidence. A plan for correction of all deficiencies identified in the CDR shall be submitted to the County Contract Project Monitor within 3 workdays.
- 15.1.5 CONTRACTOR shall designate a Director of Programs and Community Relations responsible for daily management of Contract operation and overseeing the work to be performed by CONTRACTOR as defined in this Statement of Work.
- 15.1.6 CONTRACTOR's Director of Programs and Community Relations shall be responsible for CONTRACTOR 's day-to-day activities as related to this contract and shall coordinate with County Program Manager on a regular basis.
- 15.1.7 The Director of Programs and Community Relations shall not schedule or conduct any meetings or negotiations under this contract on behalf of the COUNTY or DCFS.
- 15.1.8 CONTRACTOR shall ensure that criminal clearance and background checks are conducted and maintained for all of CONTRACTOR 's staff and volunteers, in accordance with all applicable local, state, and

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federal laws and regulations. A criminal clearance waiver received from the California Department of Social Services Community Care Licensing Division (CCL) shall be accepted. The cost of such criminal clearances and background checks is the responsibility of CONTRACTOR, regardless of whether CONTRACTOR's staff/volunteers pass or fail the background and/or criminal clearance investigation.

- 15.1.9 CONTRACTOR shall obtain and maintain copies of professional licenses for applicable staff.
- 15.1.10 CONTRACTOR shall obtain and maintain evidence of entitlement to work in the United States in accordance with the provisions of the Immigration Reform and Control Act.
- 15.1.11 CONTRACTOR shall ensure that all personnel performing services under this contract are able to read, write, speak, and understand English. In addition to having competency in English, the CONTRACTOR shall ensure there is sufficient number of Spanish bi-lingual staff to meet the language needs of the community served.
- 15.1.12 CONTRACTOR shall ensure all professional staff providing services are committed to creating a space of accountability, where equity is the state of mind, biases are checked that effectively respond to differences within the community CONTRACTOR proposes to provide services.
- 15.1.13 Tuberculosis (TB) Screening Test CONTRACTOR shall ensure that all personnel performing services under this CONTRACT are administered a Mantoux PPD Test/chest x-ray not more than one year prior to commencing work under this contract, and annually thereafter for the duration of the contract. CONTRACTOR shall maintain copies of TB test results in each employee's personnel folder. Any employee who is skin test positive must be examined by a physician and found to be free of communicable tuberculosis (i.e., chest x-ray) prior to commencing work under this contract.
- 15.1.14 CONTRACTOR shall secure and maintain staff in adequate numbers with sufficient education, experience and expertise to successfully operate the program in compliance with the requirements of this SOW.
- 15.1.15 CONTRACTOR shall not discriminate on the basis of actual or perceived race, ethnic group identification, ancestry, national origin, color, religion, sex, sexual orientation, gender identity, mental or physical disability or HIV status is prohibited in the California Foster care system.

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- 15.1.16 CONTRACTOR shall ensure their employees are appropriately identified with CONTRACTOR's Staff Identification.
- 15.1.17 The purchase of all materials/equipment to provide the needed services is the responsibility of the CONTRACTOR. CONTRACTOR shall use materials and equipment that are safe for the environment and safe for use by the employee
- 15.1.18 CONTRACTOR shall provide training programs for all new employees and continuing in-service training for all employees.
- 15.1.19 All employees shall be trained in their assigned tasks and in the safe handling of equipment. All equipment shall be checked daily for safety. All employees must wear safety and protective gear according to OSHA standards.

16.0 PROGRAM STAFF

CONTRACTOR program staff shall include but not be limited following positions and minimum qualifications:

16.1 Project Manager

The Project Manager plays a vital role in overseeing and coordinating the project focused on promoting unity and support within the foster care system. The program manager will supervise the Youth CFTM Facilitators and Site Supervisors. This position involves managing project timelines, resources, and stakeholders to ensure successful implementation and achievement of project objectives. The Project Manager collaborates with a diverse range of stakeholders, including foster families, child welfare agencies, community organizations, and government entities, to facilitate effective communication, collaboration, and the delivery of high-quality services. Program Manager should hold the following minimal qualifications:

- a. Bachelor's degree required.
- b. Two to five years of full-time experience in program and/or project management, and/or donor development, or a related field.
- c. Commitment to the values of public service; the mission of CONTRACTOR; and diversity, equity, and inclusion.

16.2 Program Administrative Assistant/ CFTM Coordinator

The Program Administrative Assistant/CFTM Coordinator will provide essential support in logistics, scheduling, and record-keeping to ensure the smooth execution of CFTMs. This role allows the program team to focus on mentoring and development activities while ensuring that operational details are handled

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efficiently.

The CFT Coordinator will review, and screen referrals received by a social worker/probation officer for planning and scheduling CFTM by confirming receipt of referral with assigned social worker/probation officer and verifying the following information on the referral:

- a. Date by which CFTM is needed;
- b. Participants and contact information;
- c. Purpose of the CFTM;

Location of the child and family for CFTM location selection. Depending on the needs of the family, CFTMs are held at COUNTY offices, CONTRACTOR offices, in family homes, foster family homes, virtual meeting platforms, community-based agencies, and/or foster family agencies; and Assign a CFTM Facilitator to the referral.

16.3 Youth Program Manager

The Youth Program Manager will oversee the daily operations of the initiative, supervising 20 Youth CFTM Mentors and 4 Site Supervisors. This role is essential for providing leadership, maintaining accountability, and ensuring the program's smooth execution and long-term success. Duties include:

- 16.3.1 Training, supervision, and support for LE Facilitators.
- 16.3.2 Develop and maintain a database/schedule for all required ongoing CFTM to ensure timely completion of CFTM.
- 16.3.3 Ensure the facilitator has the capacity to plan, schedule and conduct all requested CFTM in the required timelines. Timeline and frequency of meetings will be determined by the child/youth and family's needs and new event, but at a minimum CFTM will be held.
- 16.3.4 Within the first 60 days of the child entering the child welfare or probation foster care placement, if an initial CFTM was not previously held. The value is to hold meetings as soon as possible to meet the needs of the child/youth and family.
- 16.3.5 Initial CFTM to be held within the first 3 business days following placement into out-of-home care.
- 16.3.6 Every 90 days for a child/youth receiving Intensive Care Coordination (ICC) or Intensive Home-Based Services (IHSB) specialty mental health service.

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- 16.3.7 At least once every 6 months after initial meetings.
- 16.3.8 Meeting timelines will be negotiated by social worker/probation officer that ensure safety and well-being are factored in. Other extenuating circumstances that may require a meeting be held sooner than the required timeline:
 - 16.3.8.1 A member requests a meeting;
 - 16.3.8.2 Imminent risk of removal (prior to);
 - 16.3.8.3 Child(ren) placed into protective custody (immediately thereafter);
 - 16.3.8.4 Initial case plan;
 - 16.3.8.5 Case plan review, a minimum of every six months;
 - 16.3.8.6 Prior to reunification;
 - 16.3.8.7 Developing a visitation plan for overnights;
 - 16.3.8.8 Placement changes or risk of placement disruption;
 - 16.3.8.9 Developing a Transitional Independent Living Plan for youth ages 14 and older;
 - 16.3.8.10 Crisis stabilization or safety planning;
 - 16.3.8.11 Youth is arrested;
 - 16.3.8.12 Assessment for the need of Specialty Mental Health Services;
 - 16.3.8.13 If there is a consideration for Medi-Cal Therapeutic Foster Care Services;
 - 16.3.8.14 Consideration of placement in Short-Term Residential Therapeutic Program (STRTP) and/or Qualified Individual (QI) assessment planning.

16.4 Case Manager - Youth Resource Navigation & Coordination

The Case Manager will play a vital role in identifying and coordinating services and referral and linkage to resources for youth and families based on needs discussed during the CFTMs. By ensuring that resources are aligned and delivered in a timely manner, this position supports the continuity of care and comprehensive service delivery.

16.5 Workforce Development & Program Fidelity Coordinator

This role ensures that the Youth CFTM Facilitators are properly trained, supported, and meeting program standards. The coordinator will oversee workforce development initiatives, ensuring that facilitators have the skills and tools they need to succeed and that the program adheres to its goals and guidelines.

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16.6 Neutral Facilitators with Lived Experience - Site Supervisors

To provide individualized support, a 1:5 supervisor-to-youth ratio will be maintained. The Site Supervisors will be responsible for offering hands-on guidance and skill development to ensure the success of the Neutral CFTM Facilitators. This structure allows for tailored mentorship, which is critical to the facilitators' professional and personal growth.

16.7 Neutral Facilitators with Lived Experience

CONTRACTOR will hire 40 Neutral CFTM Facilitators with Lived Experience during the contract term, all of whom are youth or young people with experience in the foster care or juvenile justice system. These positions reflect our commitment to empowering youth by directly involving them in shaping and informing the CFTMs. Their lived experiences will guide the process, ensuring a collaborative and authentic environment within the child welfare system.

The purpose of the Neutral CFTM Facilitator is to support and empower youth in foster care to advocate for themselves, improve placement adjustment and stability, and decrease placement disruption. Should there be a placement disruption, the Neutral Facilitator would remain a constant for the youth in placement. Required skills are listed under staffing requirements.

Required trainings are listed under staff requirements.

Neutral Facilitator Duties:

- 16.7.1 CFTMs will be referred by DCFS based on the identified target population.
- 16.7.2 Prior to the scheduled the CFTM the CFT facilitator, in coordination with the administrative support, will collaborate with the assigned social worker/probation officer to obtain a thorough overview of the case to prepare for the facilitation of the CFTM.
- 16.7.3 The facilitator will then conduct a pre-meeting interview with the child and family wherein the facilitator will:
 - 16.7.3.1 Meet with the child/youth and family to explain the system of care and how it benefits children;
 - 16.7.3.2 Listen to concerns; Build trust;
 - 16.7.3.3 Assess strengths for child/youth and family;
 - 16.7.3.4 Help the parent(s)/caregiver(s) identify their outcomes and define their team;
 - 16.7.3.5 Explain to the family their right to privacy and the limits of confidentiality as it relates to CFTMs;

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- 16.7.3.6 Explain to the family and team members the purpose of the CFT is to develop action steps to meet the identified needs directed towards goal within the context of the presenting needs; help the team members to determine if they are ready, willing and able to participate on the team;
- 16.7.3.7 Establish a working agreement and social contract with the team members;
- 16.7.3.8 Discuss ground rules in advance so that participants know what to expect and how to prepare to present concerns;
- 16.7.3.9 Identify any barriers to desired outcomes;
- 16.7.3.10 Inform the team members who will be attending the meeting;
- 16.7.3.11 Establish a workable meeting time and place;
- 16.7.3.12 Determine and collaborate with assigned social worker if special accommodations, such as interpreters, will be needed;
- 16.7.3.13 Contact and invite members of the team to participate and provide time and location of CFTM;
- 16.7.3.14 Notify the assigned social worker/coach developer if the parent or team member has failed to respond to the facilitator's efforts to schedule a CFTM;
- 16.7.3.15 Create a preliminary meeting agenda with the child/youth and family;
- 16.7.3.16 Prepare a document with meeting agenda and summary of strengths and needs for discussion.

16.7.4 During the meeting the Facilitator must provide the following:

- 16.7.4.1 Facilitate ongoing CFTM in accordance with the Integrated Core Practice Model;
- 16.7.4.2 Ensure CFTM members understand, agree and sign a confidentiality agreement whereby members agree to abide by confidentiality laws related to CFTM disclosures;
- 16.7.4.3 Set goals and identify desired outcomes;
- 16.7.4.4 Prioritize list of outcomes to identify areas of initial team efforts;
- 16.7.4.5 Assist in identifying child/youth and family's strengths;
- 16.7.4.6 Identify child and family's needs (what needs to happen in order to achieve goals);
- 16.7.4.7 Prioritize child/youth and family's needs;
- 16.7.4.8 Guide team to develop strategies and make sure strategies are linked to needs, not services, and make sure strategies are matched to youth/family strengths;
- 16.7.4.9 Guide the team toward consensus. Use strategies to

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- build consensus by clarifying the areas of agreement and disagreement, helping team members lay out options and choices and identify areas the members can agree on;
 - 16.7.4.10 Help each participant in the meeting see the value and worth of each team member;
 - 16.7.4.11 Encourage team members to be honest and open with each other;
 - 16.7.4.12 Ensure team members that any concerns should be shared in the meeting;
 - 16.7.4.13 Make sure the team has a common purpose and goal;
 - 16.7.4.14 Express compassion for the pain and concerns communicated;
 - 16.7.4.15 Use solution focused questions to keep participants viewing opportunities for change;
 - 16.7.4.16 Assess and help the team work together through differences;
 - 16.7.4.17 Encourage participant to talk directly to one another;
 - 16.7.4.18 Cue the group so its efforts develop a plan that will work for the youth/family and team;
 - 16.7.4.19 Refocus discussion toward the positive, toward the task, and toward solutions;
 - 16.7.4.20 Use interruptions only to maintain ground rules, and when necessary, to bring the group back to task;
 - 16.7.4.21 Use summarization purposefully to focus the group and reinforce agreement;
 - 16.7.4.22 Use solution focused questions to draw out options and help the team use solutions that have worked in the past;
 - 16.7.4.23 Add key points of information if the family forgets;
 - 16.7.4.24 Obtain commitment and distribute tasks and responsibilities and outline the tasks and timeframes in the plan;
 - 16.7.4.25 Make sure team completes the satisfaction CFT Survey (ca.gov) at the end of each meeting.
 - 16.7.4.26 Schedule next meeting. Subsequent meetings should be built on prior agreements and action plans.
- 16.7.5 After the CFTM, the facilitator, in coordination with the administrative support, will:
- 16.7.5.1 Complete the CFT Plan at the conclusion of each CFTM and provide a copy to all participants within 3 working days;
 - 16.7.5.2 Maintain ongoing communication with the CFT members as needed; and
 - 16.7.5.3 Evaluate and with CFT members' feedback, modify CFT structure as needed.

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17.0 PAYROLL & ACCOUNTING SPECIALIST

The Payroll & Accounting Specialist will handle the financial responsibilities, including payroll processing, expense tracking, and budgeting.

17.1 REPORTS AND RECORD KEEPING

CONTRACTOR shall provide COUNTY with a monthly service report for the previous month by the 15th of the month indicating the work and activities performed. This report should include the following reports and/or information included within these reports:

18.0 Performance Requirement Summary (PRS)

PERFORMANCE OUTCOME MEASURE SUMMARY AND ACTIONS FOR UNMET PERFORMANCE OUTCOMES

REQUIRED SERVICES	PERFORMANCE STANDARD	MONITORING METHOD	COUNTY ACTIONS FOR UNMET PERFORMANCE OUTCOMES
CONTRACTOR shall provide all tasks and deliverables associated with meeting the elements outlined in the CONTRACTOR SERVICES FOR PILOTING NEUTRAL FACILITATION OF CHILD AND FAMILY TEAM MEETINGS FOR YOUTH PROGRAM (Attachment A) of the SOW.	100% Compliance	<p>Monitoring Methods shall include but are not limited to:</p> <p>CONTRACTOR shall use a data Collection system agreed upon by COUNTY to track necessary and relevant information for the CFTMs that the neutral facilitators are involved in.</p> <p>Information may include but is not limited to: Demographic data; release of information agreement, if available; Purpose of the CFTM request; Date of referral and date of</p>	<p>Substandard performance will be documented by User Complaint Reporting (UCR) and shall result in implementation of a Corrective Action Plan (CAP), and Review Conference, or Contract Termination.</p> <p>If the Contractor receives a UCR notice of its Non-compliance with this SOW or Contract, Contractor shall submit to the County, within 48 hours from receipt of such notice, a written Corrective Action Plan (CAP), which shall contain an explanation of the problem, and a plan for correcting the problem, which is subject to County approval.</p>

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		meeting; Copy of the plan and progress notes. CONTRACTOR shall provide monthly and quarterly reports, and other data tracking tools to collect all required indicators as articulated in this contract, executed within 30 days of the contract.	
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CONTRACTOR shall cooperate with the COUNTY in the collection of data by DCFS related to the performance goals specified herein. The data to be collected should evaluate the link between performance of the behavioral aide service provider, the recommendation of DCFS and the stability of the placement supports. The data analysis should include a consideration of barriers that may have interfered with the performance and outcome goals that would have otherwise improved them.