County of Los Angeles

DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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September 29, 2026

ADOPTED
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

87 September 29, 2026

EDWARD YEN
EXECUTIVE OFFICER

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:

AUTHORIZE THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES TO TEMPORARILY EMPLOY A RETIRED COUNTY EMPLOYEE (ALL DISTRICTS) (3 VOTES)

SUBJECT

The Department of Children and Family Services (DCFS) is requesting the Board of Supervisors (Board) grant an exception to the 180-day waiting period required under the California Public Employee's Pension Reform Act (PEPRA) of 2013, with regard to reemploying retired County employees as 120-day rehired retirees.

IT IS RECOMMENDED THAT THE BOARD:

1. Waive the 180-day waiting period to reemploy retired County employee, Ruena Borja, as a 120-day rehired retiree with DCFS to serve as the Children Services Administrator III/Policy subject matter expert.

2. Approve the request to allow Ruena Borja to return as a Children Services Administrator III, at a rate of $76 per hour for up to 960 total hours of work in a fiscal year.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The rehire of retired employee Ruena Borja is requested to provide essential leadership in reviewing, developing, and implementing the policy requirements associated with the rollout of CWS-CARES. In addition to bringing extensive institutional knowledge and subject matter expertise regarding the organization's policies, procedures, and operational processes, Ms. Borja will lead this critical body of work, making this individual uniquely qualified to guide the Department through this transition.

The implementation of the CWS-CARES system requires a comprehensive review and revision of existing policies to ensure they are aligned with new system workflows, regulatory requirements, and operational standards. Ms. Borja's extensive familiarity with current policies, historical context, and previous policy development efforts will provide valuable continuity and help ensure that policy revisions are accurate, consistent, and completed efficiently.

As a subject matter expert, Ms. Borja will provide leadership and oversight for the CWS-CARES policy work, including overseeing the work of five Policy Analysts assigned to support the policy review and revision efforts. She will coordinate and guide their work, help establish priorities and timelines, review policy products, and ensure that revisions are consistent with CWS-CARES system requirements, applicable regulations, and organizational objectives. Her experience and institutional knowledge will provide the team with the direction and technical guidance necessary to complete this specialized work effectively.

Ms. Borja will also support the review of existing policies and identify areas requiring modification to accommodate the CWS-CARES system and its associated business processes. Her knowledge of organizational operations and established practices will assist in ensuring that revised policies accurately reflect system functionality and operational requirements while remaining practical, clear, and consistent with Department objectives.

Ms. Borja's institutional knowledge will help minimize disruptions during the implementation process and reduce the learning curve that would otherwise be associated with onboarding new personnel for this specialized work. Her experience will allow her to provide timely guidance to the five Policy Analysts and other impacted staff, facilitate coordination among program areas, and ensure that policy development and revisions progress efficiently and consistently.

Rehiring Ms. Borja on a temporary basis will provide the Department with continuity and experienced leadership during this critical implementation phase. Her specialized knowledge and deep familiarity with the organization will enable her to immediately take oversight of the CWS CARES policy work and provide direction to the five Policy Analysts, without the extended orientation and training period that would be required for a newly hired manager.

Given the time-sensitive nature of the CWS-CARES implementation and the need for experienced subject matter expertise and leadership to oversee the policy review and revision efforts, the rehire of Ms. Borja represents an effective and efficient approach to ensuring a successful system transition. Her leadership and oversight will help support operational continuity, ensure consistent policy development, and facilitate the timely completion of policies necessary to support the CWS-CARES system and the organization's operational needs.

Implementation of Strategic Plan Goals

Approval of these recommendations will further the County of Los Angeles Strategic Plan, Strategy III.3, Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability to continually assess our efficiency and effectiveness, maximize and leverage resources, and hold ourselves accountable.

FISCAL IMPACT/FINANCING

The cost of the recommended actions will be absorbed within the Department's existing budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The recommended actions are consistent with PEPRA, which allows a person who retires from the County to serve without reinstatement from retirement or loss or interruption of benefits provided by the retirement system; before a period of 180 days following the date of retirement, as long as the Board certifies the position is critically needed; and the retired person has the skills needed to perform work of a limited duration.

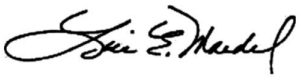
IMPACT ON CURRENT SERVICES (OR PROJECTS)

This action will support the successful implementation of CWS CARES and ensure that all associated deadlines are met.

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 attachments to the Department of Children and Family Services.

Respectfully submitted,



LISA E. MANDEL
Interim Director

LEM:AJ:bb

c: Executive Officer, Board of Supervisors
Chief Executive Officer
County Counsel
Auditor-Controller
Human Resources
Los Angeles County Employees Retirement Association