

# COUNTY OF LOS ANGELES

## Family and Social Services

FESIA A. DAVENPORT  
Chief Executive Officer



**DATE:** Wednesday, February 8, 2023  
**TIME:** 1:30 PM

**THIS MEETING WILL CONTINUE TO BE CONDUCTED VIRTUALLY TO ENSURE THE SAFETY OF MEMBERS OF THE PUBLIC AND EMPLOYEES AS PERMITTED UNDER STATE LAW.**

**TO PARTICIPATE IN THE MEETING, PLEASE CALL AS FOLLOWS:**  
**Teleconference Call-In Number: (323) 776-6996/ Conference ID: 599 009 090#**  
**[MS Teams Meeting Link](#) (Ctrl + click to follow link)**

### **AGENDA**

Members of the Public may address any agenda item after all Informational Items are presented. Two (2) minutes are allowed for each item.
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- I. Call to Order**
- II. Consent Item(s)** (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):  
-- No Items --
- III. Presentation/Discussion Items:**
  - a. Department of Children and Family Services:** Request for Authorization to Submit the Los Angeles County Child and Family Services Review System Improvement Plan to the California Department of Social Services.
- IV. Public Comment**
- V. Standing item(s)** and those continued from a previous meeting of the Board of Supervisors or from a previous FSS Agenda Review meeting:  
-- No Items --
- VI. Adjournment**

# BOARD LETTER/MEMO CLUSTER FACT SHEET

☒ Board Letter

☐ Board Memo

☐ Other

<b>CLUSTER AGENDA REVIEW DATE</b>	2/8/2023	
<b>BOARD MEETING DATE</b>	2/28/2023	
<b>SUPERVISORIAL DISTRICT AFFECTED</b>	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 <sup>st</sup> <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> 3 <sup>rd</sup> <input type="checkbox"/> 4 <sup>th</sup> <input type="checkbox"/> 5 <sup>th</sup>	
<b>DEPARTMENT(S)</b>	Department of Children and Family Services (DCFS) Probation Department	
<b>SUBJECT</b>	C-CFSR System Improvement Plan	
<b>PROGRAM</b>	DCFS and Probation Child Welfare	
<b>AUTHORIZES DELEGATED AUTHORITY TO DEPT</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>SOLE SOURCE CONTRACT</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain why: N/A	
<b>DEADLINES/ TIME CONSTRAINTS</b>	February 8, 2023 – Presentation to Family and Social Services Cluster February 28, 2023 – Deadline for submission to CDSS	
<b>COST &amp; FUNDING</b>	Total cost: \$0    Funding source: N/A TERMS (if applicable): N/A Explanation: N/A	
<b>PURPOSE OF REQUEST</b>	Approval of the Los Angeles County System Improvement Plan, 2021 - 2025	
<b>BACKGROUND (include internal/external issues that may exist including any related motions)</b>	<p>The C-CFSR is a cyclical process which begins with the identification and analysis of the current system, implementation of solutions which are tested, and an ongoing evaluation and revision of those solutions for continuous quality improvement.</p> <p>The C-CFSR is a five-year cycle, which begins with the C-CFSR County Peer Review and informs the County Self-Assessment (CSA). The third step in the cycle is development of the System Improvement Plan (SIP).</p> <p>The SIP is the operational agreement between the CDSS, Department of Child and Family Services (DCFS), and Probation Child Welfare; and provides an outline for how the County will improve their system of care for children, youth, Non-Minor Dependents (NMD), and families. While counties may have other methods for improving their overall child welfare system, the SIP is a commitment to specific measurable improvements and is not intended to be the County's comprehensive child welfare plan.</p> <p>The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children, youth, and NMDs find permanent families, when they are unable to return to their families of origin. The SIP is a flexible approach to planning for system change and may be adjusted to address ongoing barriers and challenges to completing strategies and/or action steps.</p>	
<b>EQUITY INDEX OR LENS WAS UTILIZED</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how: N/A	

<b>SUPPORTS ONE OF THE NINE BOARD PRIORITIES</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please state which one(s) and explain how: <b>Child Protection:</b> The System Improvement Plan (SIP) includes improvement goals that the County proposes to achieve within the five-year term of the plan (2021-2025) through targeted actions aimed at increasing the number of children achieving permanency within 24 months of entry into foster care. The SIP is a joint effort between the Department of Children and Family Services (DCFS) and Probation.
<b>DEPARTMENTAL CONTACTS</b>	Name, Title, Phone # & Email:  Amy Kim Children Services Administrator III (213) 222-5633 kimamy@dcfs.lacounty.gov  Lisa Campbell-Motton Director (323) 240-2435 Lisa.Campbell@probation.lacounty.gov



BRANDON T. NICHOLS  
Director

**County of Los Angeles**  
**DEPARTMENT OF CHILDREN AND FAMILY SERVICES**  
510 S. Vermont Avenue, Los Angeles, California 90020  
(213) 351-5602



**Board of Supervisors**  
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Fifth District

February 28, 2023

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 FOR AUTHORIZATION TO SUBMIT THE LOS ANGELES COUNTY  
SYSTEM IMPROVEMENT PLAN  
TO THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES  
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**SUBJECT**

The Director of the Department of Children and Family Services (DCFS) and the Chief Probation Officer, are requesting approval and delegated authority to submit the Los Angeles County System Improvement Plan (SIP) report to the California Department of Social Services (CDSS). In order to comply with California's Outcomes and Accountability System (COAS) that monitors the quality of services provided on behalf of DCFS and Probation to foster, probation youth and their families, the approval is required to comply with Federal regulations for the release and receipt of Federal Title IV-E and Title IV-B funds.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Find the Los Angeles County SIP suitable for submission to the CDSS.
2. Approve and delegate authority to the Director of DCFS and the Chief Probation Officer of Probation, or their designees, to submit the Los Angeles County SIP to CDSS.
3. Instruct the Chair to execute the attached CDSS required forms for submission:
  - a. California-Child and Family Services Review (C-CFSR) Signature Sheet; and
  - b. Board of Supervisors Notice of Intent (Child Abuse Prevention, Intervention and Treatment/Community-Based Child Abuse Prevention/Promoting Safe and Stable Families) Contract and Signature Sheet.

*"To Enrich Lives Through Effective and Caring Service"*

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The purpose of the recommended action is to obtain approval to submit the attached Los Angeles County SIP to CDSS. The SIP is one of the principal components of the C-CFSR, which is used to monitor and assess the quality of services provided by both DCFS and Probation.

The SIP is the operational agreement between the County of Los Angeles and the State of California, which outlines a child welfare services improvement plan under the supervision of DCFS and Probation. The findings from the County Self-Assessment (CSA) guide the development of the SIP. The SIP includes improvement goals that the County proposes to achieve within the five-year term of the plan (2021-2025).

### **FISCAL IMPACT/FINANCING**

There are no direct County funds required to complete the SIP process. However, the SIP is required to comply with Federal regulations for the release and receipt of Federal Title IV-E and Title IV-B funds.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

Assembly Bill 636 (Steinberg), Chapter 678, Statutes of 2001, enacted the Child Welfare System Improvement and Accountability Act of 2001. This law requires CDSS to establish the COAS. The COAS commenced in January 2004, with implementation instructions provided to local child welfare and probation agencies through issuances of ACL 04-05. The COAS operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes. Principal components of the COAS include: (1) Outcomes and Analytics County Data Reports, which are provided on a quarterly basis by the University of California Berkeley's Center for Social Services Research Center; (2) County Peer Review (the last one was completed in October 2021); (3) CSA (CDSS approved in July 2022); (4) County SIP which is the current attached plan; and (5) State Technical Assistance and Monitoring.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The SIP defines specific steps to achieve programmatic, operational, and process improvements to ultimately provide improved quality, accessibility, and availability of services for children, youth and families supervised by DCFS and Probation.

### **CONCLUSION**

In order to move forward with the steps necessary to comply with the C-CFSR, the attached SIP is due to CDSS by March 1, 2023, and requires Board approval and signature stamp prior to submission.

Through the continued implementation of COAS, DCFS, Probation and our wide array of stakeholders are committed to working collaboratively to improve service delivery outcomes for


the children and youth of Los Angeles County who are at-risk or are currently placed in out-of-home care.

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 DCFS and Probation.

Department of Children and Family Services  
Brandon T. Nichols, Director  
510 S. Vermont Avenue  
Los Angeles, CA 90020

Probation Department  
Adolfo Gonzales  
9150 E. Imperial Highway  
Downey, CA 90242

Respectfully submitted,

  
\_\_\_\_\_  
BRANDON T. NICHOLS  
DIRECTOR

  
\_\_\_\_\_  
ADOLFO GONZALES  
CHIEF PROBATION OFFICER

BTN:CMM  
AG:FC:mr

Attachments (2)

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

## BOS NOTICE OF INTENT

THIS FORM SERVES AS NOTIFICATION OF THE COUNTY'S INTENT TO MEET ASSURANCES FOR THE CAPIT/CBCAP/PSSF PROGRAMS.

**CAPIT/CBCAP/PSSF PROGRAM FUNDING ASSURANCES  
FOR \_\_\_\_\_ COUNTY**

**PERIOD OF PLAN (MM/DD/YY): \_\_\_\_\_ THROUGH (MM/DD/YY) \_\_\_\_\_**

**DESIGNATION OF ADMINISTRATION OF FUNDS**

The County Board of Supervisors designates \_\_\_\_\_ as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b)** requires that the local Welfare Department administer the PSSF funds. The County Board of Supervisors designates \_\_\_\_\_ as the local welfare department to administer PSSF.

**FUNDING ASSURANCES**

The undersigned assures that the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) funds will be used as outlined in state and federal statute<sup>1</sup>:

- Funding will be used to supplement, but not supplant, existing child welfare services;
- Funds will be expended by the county in a manner that will maximize eligibility for federal financial participation;
- The designated public agency to administer the CAPIT/CBCAP/PSSF funds will provide to the OCAP all information necessary to meet federal reporting mandates;
- Approval will be obtained from the California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP) prior to modifying the service provision plan for CAPIT, CBCAP and/or PSSF funds to avoid any potential disallowances;
- Compliance with federal requirements to ensure that anyone who has or will be awarded funds has not been excluded from receiving Federal contracts, certain subcontracts, certain Federal financial and nonfinancial assistance or benefits.

In order to continue to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan to:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

\_\_\_\_\_  
County Board of Supervisors Authorized Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

<sup>1</sup> Fact Sheets for the CAPIT, CBCAP and PSSF Programs outlining state and federal requirements can be found at:  
<http://www.cdss.ca.gov/inforesources/OCAP/Funding>

# California - Child and Family Services Review

## System Improvement Plan 2021 – 2025





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# Introduction

Los Angeles County (County) is one of the nation's most populous counties with an estimated population of 10 million<sup>1</sup> and one-quarter of California's residents reside in the county. Approximately 2,638,637 children from birth through age 17 years live in the county and 6 % are under the age of 5 years with nearly a quarter of the population 19 years of age or younger. The County has a large public child welfare system serving approximately 30,000 children. The Department of Children and Family Services (DCFS) and the Probation Department, specifically Probation Child Welfare (PCW), serve children who are in foster care or at risk of entering foster care, either through the Juvenile Dependency or Delinquency Court, as a result of actual or potential child abuse, abandonment, neglect, or exploitation. These children are served through a continuum of services that begins with prevention and ends with aftercare. Both child welfare agencies provide protective services to children in their own homes and in Out-of-Home care and promote permanency through guardianship and adoption when reunification is not a viable option.

Across the span of five (5) years, the County has seen an average of 22,179 substantiated child abuse referrals. There was a decrease in the total number of children with substantiated referrals from 23,748 in 2016 to 18,801 in 2020 with the number of substantiated allegations remaining steady until the significant drop in 2020, which may be attributed to the COVID-19 pandemic as there was a sharp decline in the number of referrals during 2020. Across the reporting period, General Neglect accounted for the most allegations substantiated. Of all substantiated referrals, the greatest number was for children ages 6-10 years, which accounted for 26%. The second highest substantiation rate was for children ages 11-15 years, which accounted for 22%. The most common allegation type for substantiated referrals was General Neglect for all age groups. Of those children served by PCW, approximately 80% of these youth have had prior contact with DCFS.<sup>2</sup>

In this report, all references to child welfare refer to DCFS and PCW and include foster youth whether under Dependency or Delinquency status, unless otherwise specified. DCFS and PCW have a strong partnership, work collaboratively to achieve Federal, State, and County child welfare mandates, and strive to improve outcomes for children and families in the areas of safety, permanency, and well-being. This System Improvement Plan (SIP) is a joint endeavor by DCFS and PCW to document shared priorities and strategies of change for the Los Angeles County's child welfare system that will guide improvement efforts through the calendar years 2021 to 2025.

Over the past five (5) years, Los Angeles County made great strides and improvements in the areas of Maltreatment in Foster Care for children under 11, Recurrence of Maltreatment, Placement Stability, and increased relative caregiver placements. However, the Peer Review in October 2021 and the County Self-Assessment process that followed revealed that the areas needing improvement center around permanency, specifically upfront family finding and concurrent planning, assessments and service delivery, and communication and sharing of resources within and between departments. Therefore, this SIP cycle will focus on these areas. The decision-making process used to develop the CAPIT/CBCAP/PSSF service provision plan will also be included in this report.

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<sup>1</sup> Source: P2 2010 and 2020 Census. (Retrieved on November 30, 2021.)

<sup>2</sup> Source: Probation Case Management System (PCMS) (Retrieved on March 10, 2022).

# Narrative

The Los Angeles County 2021-2025 System Improvement Plan (SIP) is the third component of the California-Child and Family Services Review (C-CFSR), which is a systematic analysis of the county's Child Welfare Systems.

The purpose of the C-CFSR is to strengthen the accountability system used in California for the entire continuum of services from prevention through aftercare for the child welfare and juvenile probation systems. Foremost, it establishes core outcomes that are central to maintaining an effective system of child welfare service, based on the mandated federal outcomes and measures. The C-CFSR closely follows the federal emphasis on safety, permanency, and well-being. Included in the C-CFSR are the County Self-Assessment (CSA), which includes the Peer Review, and the SIP and SIP Progress Reports. The 2021-2025 SIP is a 5-year strategic plan to improve specific priority areas identified through the 2022 County Self-Assessment (CSA) and Peer Review

The C-CFSR is a 5-year cyclical process which begins with the identification and analysis of the current system through the CSA and Peer Review and leads to the development and implementation of solutions which are tested in the SIP, and an ongoing evaluation and revision of those solutions for continuous improvement. To meet the changing needs of the system over time, activities are monitored and may be updated through the Annual System Improvement (SIP) Progress Report. The C-CFSR process is guided by a philosophy of continuous quality improvement, interagency partnerships, community involvement and accountability for program outcomes.

During Los Angeles County's Self-Assessment process, data was collected via focus groups, Peer Review, and stakeholder feedback (peers, community partners, county workers, parents, youth, and resource families). Data was discussed and analyzed by representative and stakeholders. Throughout the CSA process, many strengths and best practices were identified in addition to several areas needing improvement and gaps in service array, which impacted entries to foster care and permanency, as well as racial and ethnic disparities, both systematically and individually.

The stakeholder feedback received during the CSA and Peer Review influenced the development of the County's SIP. Stakeholders and core representatives provided insight into the needs of child welfare and probation service recipients and their experiences. In addition, the CSA included quantitative data collected about Los Angeles County's demographics, child welfare populations, and outcome measure performance. The County has used all the information to identify service strengths and gaps and determine the needed strategies in response to improve services and performance.

The composition of the Los Angeles County SIP Planning Team was based on the C-CFSR Instruction Manual list of required core and consulted member representatives. Required stakeholders engaged throughout the SIP process included Department of Children and Family Services (DCFS), Probation Child Welfare (PCW), Department of Mental Health (DMH), Juvenile Court, Indian Child Welfare Act (ICWA) representatives, and service recipients, which included foster youth, parents, resource families, and county agency partners. Various collaborative and committees such as the Eliminating Racial Disparity and Disproportionality (ERDD), and Director's Advisory Council were also engaged to ensure that a wide range of participation and input were gathered for the development of the

SIP. Additionally, in preparing the CSA report, interview, focus groups, and community forums were used to obtain information from numerous consumers, foster parents, relative caregivers, and youth about areas that worked well for child welfare and areas needing improvement; and to develop recommendations to improve the process. This engagement of stakeholders in the development of the strategies resulted in strong support and commitment coming from all levels within and outside of DCFS and PCW.

Los Angeles County DCFS and PCW worked collaboratively to select the Priority Outcome Measures and System Factor to focus on for this SIP. The county selected two (2) Outcome Measures and one (1) Systemic Factor. The county will focus on the Priority Outcome Measure 3-P1: Permanency In 12 Months For Children Entering Foster Care, 3-P2: Permanency in 12 Months for Children in Foster Care 12-23 Months, and Systemic Factor: Agency Collaboration. The SIP outcomes were carefully selected based on the discussion, research, and analysis performed on each measure, in addition to the feedback received from stakeholders and the community. Strategies and action steps have been developed to target and improve those identified areas where the most improvement is needed.

Finally, the County relies heavily upon its Continuous Quality Improvement (CQI) processes, which holds those responsible for completing SIP Priorities, Strategies, Action Steps, including but not limited to County workers, internal and external stakeholders, and service providers, accountable to making adjustments and improvements over time. CQI is a thread that will run through the entire SIP and will be applied to each Action Step during the Core Team Meetings, Federal Case Review process, and Quarterly SIP meetings. There will be a dedicated time to discussing the CQI component to the defined metrics for each Action Step. Additionally, training will accompany any aspect in the SIP that implies improved practice, policy, or protocol or an area needing improvement through training, awareness, or skill development.

## **C-CFSR CORE TEAM AND CORE REPRESENTATIVES**

System improvement is made throughout the entire continuum of care across agencies through the strong leadership and commitment of the team and the core representatives. These members take ownership and leadership of the process collectively and individually and are responsible for the goals, strategies, and action steps developed.

### **C-CFSR CORE TEAM**

The C-CSFR Team is comprised of three primary entities that work together to assure that continuous quality improvement takes place within the Los Angeles County (County) child welfare system. Representatives from the Department of Children and Family Services (DCFS), Probation Child Welfare (PCW) and the California Department of Social Services (CDSS) meet quarterly and work to ensure that the County develops and uses aspects of the C-CFSR—namely the County Self-Assessment (CSA) and System Improvement Plan (SIP)—in efforts to move the County toward greater efficacy. Although various divisions of DCFS and PCW agencies and other individuals/groups participate in the quarterly meetings, the following sections of the Departments hold leadership roles and are critical members of the Team:

- Office of Outcomes and Analytics (OOA), DCFS;
- Community-Based Support Division (CBSD), DCFS; and
- Placement Permanency and Quality Assurance (PPQA), PCW

This team engages stakeholders through the Peer Review process, through annual conference forums, focus groups, and listening sessions, and through monthly and quarterly meetings and workgroups. Stakeholder feedback was key to the Core Team in developing the 2021 – 2025 SIP.

## C-CFSR CORE REPRESENTATIVES

The County understands and values the importance of stakeholder feedback in the continuous quality improvement approach and seeks input from individuals, organizations, and communities to help the system better adjust and conform to the needs of its clients and consumers. The County will continue to work with Core Representatives throughout the 2021-2025 System Improvement Plan timeframe.

The C-CFSR model is built on the belief that client and community partner feedback are vital in the progressive evolution of child welfare systems. The County makes strides to provide opportunities for the required stakeholders to participate in all points of the C-CFSR process. Similarly, the DCFS and PCW also strive to establish and maintain relationships with individuals and community partners for continuous collaboration for program growth and development.

Due to the COVID-19 pandemic, these meetings migrated from in-person meetings to virtual platforms (WebEx, Zoom, Microsoft Teams). While the virtual environment may not have been ideal, the DCFS and PCW were committed to building rapport and maintaining active connections with stakeholders. The following divisions within the DCFS and PCW convene regular meetings with their respective stakeholders in their approaches to continuous quality improvement.

### Department of Children and Family Services (DCFS)

- Resource Family Support Division(RFSD)\*
- Adoptions Division\*
- American Indian Units (AIU)
- Community-Based Support Division (CBSD)
- Health Management Services Division
- High-risk Services Division (HRSD)
- Out-of-Home Care Management Division(OHCMD)
- Youth Development Services Division (YDSD)

### Probation Child Welfare (PCW)

- Upfront Family Finding/Permanency Team
- Federal Case Compliance Team
- Out-of-Home Care Team
- Child Trafficking
- Residential-Based Services(RBS)
- Youth Development Services (YDS)
- Placement to Community Transition Services (PCTS)

\* In September 2021, the Resource Family Support and Permanency Division (RFSPD) was split into two divisions: Resource Family Support; Adoptions.

Prior to the COVID-19 pandemic, the County hosted both periodic and as-needed meetings, forums, and events to gather feedback and information from critical internal and external stakeholders in order to obtain a wide-ranging and substantial understanding of the success and needs of the child welfare system.

## SYSTEM IMPROVEMENT PLAN (SIP) STAKEHOLDER EVENTS

The DCFS and PCW had ongoing engagement with internal and external stakeholders through workgroups aligned with SIP strategies; Regional Advisory Councils; SIP Quarterly Meetings with SIP Leads and Facilitators; monthly meetings and forums with residential program providers,

Foster Family Agencies (FFAs), and Resource Families; monthly meetings with Community-Based Organizations (CBOs) and various service providers; and community organizational meetings in various regions throughout the County. Since the start of the COVID-19 pandemic, the engagement has continued using virtual platforms albeit with a reduced level of participation. Nonetheless, staff remain dedicated to the continued improvement of the County's practice and work related to develop the SIP strategies.

## **PRIORITIZATION OF OUTCOME DATA MEASURES / SYSTEMIC FACTORS & STRATEGY RATIONALE**

### **POPULATION**

The County of Los Angeles is a culturally and ethnically diverse community. When the population in 2019 is broken down by race, Whites accounted for about half of the population (52%), followed by some other races (20%) and Asians (15%). When the population is broken down by Hispanic origin, Hispanics or Latinos accounted for about a half (49%) of the population. Our County is home to many immigrants and refugees; and 34% of the population is foreign born.<sup>3</sup> The diversity is reflected on the composition of languages spoken at home. More than a half of the population (57%) spoke languages other than English at home in 2019.

**Table 1: Population by Race and Ethnicity**

<b>Population by Race and Ethnicity</b>		
<b>Race</b>	<b>2016</b>	<b>2019</b>
White alone	50.2%	52.1%
Black or African-American	8.2%	8.1%
American Indian or Alaskan Native	0.6%	0.8%
Asian alone	14.5%	14.7%
Native Hawaiian and Other Pacific Islander	0.3%	0.3%
Some other race	22.3%	19.9%
Two or more races	3.9%	4.1%
<b>Ethnicity</b>	<b>2016</b>	<b>2019</b>
Hispanic or Latino	48.5%	48.6%
Non-Hispanic or Latino	51.5%	51.4%

Source: DP05 ACS Demographic and Housing Estimates. American Community Survey. (Retrieved on January 27, 2022.)

**Table 2: Language Spoken at Home**

<b>Population by Language Spoken at Home</b>		
<b>Language</b>	<b>2016</b>	<b>2019</b>
Speak only English	43.0%	43.2%
Speak a language other than English	57.0%	56.8%

Source: S1601 ACS Demographic and Housing Estimates. American Community Survey. (Retrieved on January 27, 2022.)

<sup>3</sup> S0501 Selected Characteristics of the Native and Foreign-Born Populations. American Community Survey. (Retrieved on February 2, 2022.)

## LOS ANGELES COUNTY SERVICE PLANNING AREAS

Given the large size of Los Angeles County, approximately 4,300 square miles, the Board of Supervisors (BOS) divided the County up into eight geographical regions called Service Planning Areas (SPAs). These distinct SPAs provide a geographic framework to support coordinated planning, manage service delivery, information sharing, and data analysis at sub-County levels among health and human services agencies serving children and families.

The SPA concept was designed by the Los Angeles County Children's Planning Council (CPC) in conjunction with County departments, service providers, and community leaders to guide collaboration on plans for improving services. The CPC also developed regional public and private bodies called SPA Councils consisting of residents, parents, young people, and service providers. The SPA Councils are designed to develop local action plans and advise County leaders on key issues and policies.

A ninth SPA was established as a County-wide, non-geographic catchment area for American Indian/Native American (AI/NA) clients because Los Angeles has the largest population of urban American Indians in the United States. The AI/NA population is equitably spread across SPAs but unlikely to register as a focus of local efforts, due to their relatively small numbers, and recognition that the sovereign status of Tribal governments alters their relationship with child welfare and other local government agencies (CPC, 2009).

The DCFS and Probation use SPA designations to distinguish service areas and organize local child welfare offices into groups that can communicate more effectively with external partners. Currently, the DCFS has 19 regional offices and Probation has 15 area offices throughout the eight SPAs. The Zev Yaroslavsky Family Support Center in SPA 2 houses more than 1,000 County staff from seven (7) County departments, including the DCFS, Probation, DMH, DPH, Public Social Services (DPSS), Child Support Services (CSS), and Health Services (DHS). This center, which opened to the public in 2015, provides an array of comprehensive health and social services to improve the lives of children and families in the community. While the specific boundaries of local DCFS and Probation offices change in response to the changing needs, demographics and available facilities within the SPA boundaries have remained relatively constant over time.

The value of the SPA boundaries for the department is three-fold:

1. They do not change as often as the department boundaries separating service areas for local offices.
2. They provide geographic definitions that are stable and widely recognized among DCFS partner agencies and stakeholders.
3. They facilitate SPA-based community collaboration, which helps improve the delivery of services.

The SPA breakdowns (Table 4.37) allow for the focus on specific demographics such as social and physical determinants of health, access to care, and health outcomes so that informed decisions can be made about the needs of the population.



**Table 3: Percent of Key Indicators of Health by SPA, 2017**

Health Indicators	Los Angeles County	SPA 1	SPA 2	SPA 3	SPA 4	SPA 5	SPA 6	SPA 7	SPA 8
Percent of populations with household incomes less than 100% federal poverty level.	18.4	21.4	14.9	13.3	24.3	11.9	33.6	17.3	17.4
Percent of adults who are employed.	56.6	46.1	63.1	54.3	53.3	61.6	48.3	56.8	57.9
Percent of adults reporting their health to be fair or poor.	21.5	25.6	17.5	22.9	24.6	10.0	30.6	22.0	21.2
Percent of children ages 0-5 years that are read to daily by a parent or family member.	56.4	58.8	60.0	54.0	54.4	82.7	42.1	56.5	58.4
Percent of children ages 0-17 years that have special health care needs.	14.5	23.1	16.0	9.1	12.3	20.2	12.5	13.4	18.4
Percent of children ages 0-17 years that have difficulty accessing medical care.	11.0	11.9	9.4	14.9	14.5	4.3	15.0	9.5	7.0
Rate of births (per 1,000 females ages 15-19) to teens ages 15-19 years.	22.8	31.2	14.9	18.5	27.9	3.6	44.3	23.8	19.2
Homicide rate among adolescents and young adults ages 15-34 years (per 100,000 population).	10.8	9.8*	4.0	8.9	6.4	3.6*	29.7	9.1	16.6

\* = Statistically unstable

a = In previous Key Indicators of Health by Service Planning Area reports this indicator was worded as "rate of births (per 1,000 live births) to teens ages 15-19 years." The wording has been updated to be more clear.

Note: Data are comparable to prior reports.

Data Source: Los Angeles County Department of Public Health, Key Indicators of Health by SPA, 2017.

The Service Planning Areas (SPA)s are vastly different in ethnic and geographic composition. For example, in 2020, SPA 1 had a total population of 389,000 in contrast to SPA 2 which had a population of over two million. Each SPA requires different resources and services to meet the needs of their populations. From 2016 to 2020, the overall total populations have remained consistent in all SPAs with a slight shift in 0-5 populations. Table 4.43 shows the population changes between 2016 and 2020 for the SPAs.

**Table 4: Population Change by SPA, 2016 to 2020**

Service Planning Area	Age Groups	0-4 years (2016)	0-4 years (2020)	5-19 years (2016)	5-19 years (2020)	20-64 years (2016)	20-64 years (2020)	65 or older (2016)	65 or older (2020)	Total (2016)	Total (2020)
Antelope Valley	Population	35,000	25,000	90,000	80,000	222,000	225,000	42,000	60,000	389,000	389,000
San Fernando	Population	161,000	144,000	376,000	394,000	1,360,000	1,245,000	264,000	378,000	2,160,000	2,161,000
San Gabriel Valley	Population	133,000	113,000	285,000	318,000	1,124,000	1,013,000	233,000	331,000	1,774,000	1,775,000
Metro	Population	74,000	63,000	165,000	199,000	762,000	757,000	139,000	121,000	1,141,000	1,141,000
West Area	Population	59,000	29,000	48,000	98,000	427,000	395,000	117,000	129,000	651,000	651,000
South	Population	107,000	66,000	196,000	279,000	603,000	575,000	107,000	94,000	1,013,000	1,014,000
East Area	Population	95,000	81,000	282,000	318,000	733,000	743,000	201,000	170,000	1,310,000	1,311,000
South Bay	Population	72,000	106,000	322,000	280,000	966,000	893,000	188,000	270,000	1,548,000	1,549,000
<b>All LAC</b>	<b>Population</b>	<b>734,000</b>	<b>626,000</b>	<b>1,763,000</b>	<b>1,966,000</b>	<b>6,197,000</b>	<b>5,846,000</b>	<b>1,291,000</b>	<b>1,551,000</b>	<b>9,986,000</b>	<b>9,990,000</b>

Source: 2016, 2020 California Health Interview Survey



## SPA 9 TRIBAL SERVICE PLANNING AREA

Service Planning Area 9 includes the American Indian/Native American (AI/NA) populations of the County. Los Angeles County is home to the largest urban AI/NA population in the United States. However, there are no federally recognized Indian Tribes in Los Angeles County. There are two non-federally recognized Tribes, the Gabrieleno Tongva Band of Mission Indians and the Tataviam Fernandeno Band of Mission Indians. Neither Tribe has lands in Los Angeles County allotted to their Tribes, but both have existing Tribal governments. The Gabrieleno Tongva Band of Mission Indians is currently applying for federal recognition. The County's population estimated trends over the last few years are as follows (CA Department of Finance 2021):

- CY 2016 – 20, 048
- CY 2017 – 20, 117
- CY 2018 – 20, 153
- CY 2019 – 20, 219

Future projected estimates of the AI/NA population do not differ much from past estimates. However, it is important to continuously track trends and changes in the population to ensure that services are targeted in the areas where needed. The estimates are as follows (CA Department of Finance, 2021):

- CY 2021 – 20, 324
- CY 2022 – 20, 425
- CY 2023 – 20, 571

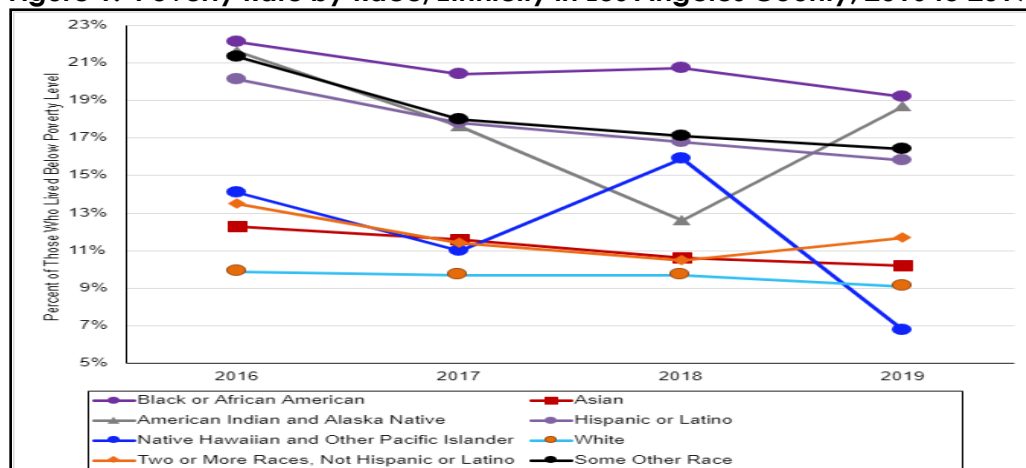
## POVERTY

The County poverty rate was 13.4% in 2019. By age, the corresponding rate was 18.4% for children under 18 years, 11.7% for adults aged 18–64 years, and 13.6% for adults aged 65 years and older. By gender, the rate was 12.3% for male and 14.4% for female.

By race and ethnicity, the three highest rates were exhibited by Black or African-American (19.2%), American Indian and Alaska Native (18.7%) and Hispanic or Latino (15.8%). When adults were excluded and only children were considered, the 2018 rates for Black or African-American and Hispanic or Latino increased, 28.8% (vs. 20.7% including adults) and 24.4% (vs. 16.8%), respectively (Table 4.6).

Figure 1 shows that the percentage (including adults) in 2019 was lower than that in 2016 for all groups. The largest decrease was 52% for Native Hawaiian and Other Pacific Islander, followed by 21% for Hispanic or Latino and 17% for Asian.

**Figure 1: Poverty Rate by Race/Ethnicity in Los Angeles County, 2016 to 2019**



Source: S1701 Poverty status in the past 12 months. American Community Survey. (Retrieved on November 30, 2021.)

**Table 5: Percentage of Lived Below Poverty Level by Race/Ethnicity in Los Angeles County, 2018 to 2020**

Race or Ethnicity	Children	Children and Adults
Black or African American	28.8%	20.7%
Asian	8.9%	10.6%
Hispanic or Latino	24.4%	16.8%
White	8.5%	9.7%
Two or More Races, Not Hispanic or Latino	10.7%	10.5%
Overall	19.8%	14.1%

Source: <https://www.kidsdata.org/topic/234/poverty-race/table#fmt=450&loc=364&tf=108&ch=7,11,726,10,72,9,73,1298&sortColumnId=0&sortType=asc>  
(Retrieved on January 31, 2022.)

## HOMELESSNESS

Each year there is a coordinated effort to account for the number of homeless in the County through the Greater Los Angeles Homeless Count. The number of the homeless in the county (excluding Glendale, Pasadena, and Long Beach) increased by 45% from 43,854 in 2016 to 63,706 in 2020. In both years, about three quarters were unsheltered, and adults in households with no children accounted for more than 80%.

The Board of Supervisors (BOS) for the County is well aware of the challenges for constituents with regard to housing as are the voters. In March 2017, voters resoundingly approved Measure H, the landmark 0.25 percent increase to the County's sales tax to provide an ongoing revenue stream—an estimated \$355 million per year for 10 years—to fund services, rental subsidies and housing. It is designed to fund a comprehensive regional approach encompassing 21 interconnected strategies in six areas to combat homelessness:

- Prevent homelessness
- Subsidize housing
- Increase income
- Provide case management and services
- Create a coordinated system
- Increase affordable/homeless housing

The County jump-started efforts to alleviate homelessness even before passage of Measure H. The County infused \$100 million to launch these strategies in 2016 and \$266 million to fund the Measure H strategies in FY 2017-18. The Chief Executive Office – Homeless Initiative provides oversight and hands-on guidance to deploy the infusion of Measure H funds for services and programs and maximize the alignment and effectiveness of this unprecedented commitment. (source: <https://homeless.lacounty.gov/history/>)

Participants in the County Self-Assessment (CSA) stakeholder meetings and Peer Review repeatedly mentioned the challenges around housing for youth, parents and families. Cross departmental work continues with the Homeless Initiative supported by Measure H in the County. Probation carries a lead role in strategies around prevention for the Family Reunification (FR) support to formally incarcerated persons. The DCFS and Probation Child Welfare (PCW) have the lead responsibility for providing housing supports for youth and families leaving foster care or juvenile probation. The DCFS and PCW will leverage the resources available through the Homeless Initiative by using supports provided to the children and families involved in child welfare services.

Table 6 also indicates that among the eight Service Planning Areas (SPA), SPA 4 (Metro) saw the largest number of the homeless in both 2016 and 2020 while SPA 3 (San Gabriel) and SPA 6 (South) witnessed the largest increase, each by 74%.

**Table 6: Percent Change of Homelessness in Los Angeles County by SPA, 2016 to 2020**

SPA	2016	2020	Change
SPA 1	3,038	4,755	57%
SPA 2	7,094	9,108	28%
SPA 3	2,612	4,555	74%
SPA 4	11,860	17,121	44%
SPA 5	4,659	6,009	29%
SPA 6	7,459	13,012	74%
SPA 7	3,469	4,586	32%
SPA 8	3,663	4,560	24%
<b>Total</b>	<b>43,854</b>	<b>63,706</b>	<b>45%</b>

Notes: Data from the following cities are excluded: Glendale, Pasadena, and Long Beach.

Source: 2020 Homeless Count by Service Planning Area. Los Angeles Homeless Services Authority. <https://www.lahsa.org/data?id=42-2020-homeless-count-by-service-planning-area> (Retrieved on November 30, 2021.)

Los Angeles County completed and finalized a County Self-Assessment (CSA) in June 2022. The CSA is a comprehensive evaluation of Los Angeles County's child welfare system, covering both DCFS and PCW's service areas and practices from prevention and protection through permanency and young adulthood. It is completed every five (5) years and lays the framework for the development of the County's System Improvement Plan (SIP) identifying the target service and program areas needing further attention, development, and growth.

The CSA sets out to conduct a thorough analysis of the Departments' current systems and resources, to highlight agency gaps or challenges that ultimately affect practices and performance outcomes. The SIP is shaped through an analysis of both quantitative and qualitative information that is primarily derived from performance data related to the core Federal Outcome Measures related to safety, permanency, and well-being, the Peer Review, stakeholder feedback, and current existing initiatives that impact the SIP priorities.

During the County Self-Assessment timeframe 2016-2020, Los Angeles County has made great strides in the area of safety for children in their homes, placement stability, and increased placements with caregiver but had challenges related to equitable distribution of services across communities, ongoing engagement between the department and community partners, the court process, and continued workforce development.

Los Angeles County's SIP plan includes priorities that focus on permanency and relies upon the Integrated Core Practice Model (ICPM) through agency and stakeholder collaboration and improved service delivery. As Los Angeles County builds its improvement plan, it is notable that an emphasis throughout the plan will be on disproportionality and disparity, especially for, and disadvantaged populations such as African Americans, Indian/Tribal, and LGBTQ. DCFS and PCW have made great efforts over the past several years to address the issues of disproportionality and disparity particularly among Black or African American children in the system. The County has a well-established Eliminating Racial Disparity and Disproportionality (ERDD) workgroup that convenes regularly and includes County agencies, the Juvenile Dependency Court and child welfare community partners. Additionally, the County is moving away from term "visitation" and shifting to incorporate the term "family time" to promote a more comprehensive approach to increase timeliness to family reunification.

The Department of Children and Family Services (DCFS) and Probation Child Welfare (PCW) have made strides in refining practices and services in the Los Angeles County's child welfare system since the last County Self-Assessment (CSA) in 2016. In the past five (5) years, the agencies embraced the continuous quality improvement approach and have expanded data collection, analysis, and information sharing. Specifically, the County has successfully:

- Met the national standard for Maltreatment in Foster Care for all children under the age of 11 years;
- Met overall the national standard for Recurrence of Maltreatment over the past 5 years for children and youth;
- Successfully improved Placement Stability to meet the national standard; and
- Increased placement with relative caregivers.

The ICPM has been a cornerstone of this success and will be a primary focus of the SIP 2021 – 2025.

Despite the promising achievements over this past review period, the County remains challenged in several areas and needs to strategize efforts over this SIP period to continue its progressive growth. DCFS and Probation Child Welfare (PCW) must hone social work practices and adjust the ways in which services are delivered to improve outcomes for the children and families in their care and custody. From 2016 to 2020, the two agencies did not fare too well on the State and Federal performance measures and demonstrated the ongoing need for continuous quality improvement efforts. The County did not meet the National Standard as follows:

- P1: Performance ranged from 33-29% and never met the NS.
- P2: Performance was not within the NS; unable to increase desired performance to meet NS

The County also identified salient trends in its child welfare data that elicit practice implications:

- The number of African American youths represented in foster care;
- Children between the ages of 0 to 5 and youths ages 16 to 17 had markedly less moves to permanency within 12 months of removal;
- Children of families with substantiated general neglect referrals made up the greatest percentage of children entering foster care.

The observed trends and data patterns clearly speak to the necessity for specific, targeted services in the County to better meet the needs of its children and families. Both internal and external stakeholders, as well as partnering agencies and organizations, acknowledge the lack of specialized services and supports and recommend that DCFS and PCW integrate specific practices and services to effectively tackle the problematic issues that lead to child protective service interventions.

Through various forums and avenues, the Los Angeles County's committed stakeholders have provided DCFS and PCW with invaluable feedback and have essentially laid the framework for a solid Systems Improvement Plan (SIP) that will guide the County for the next five (5) years. The County intends to expend considerable efforts in establishing permanency for children and youths within the first 12 months of entry into the child welfare system, beginning with the first priority of Family Reunification services. The DCFS and PCW will exert efforts to provide a comprehensive continuum of services and strive to:

- Increase Permanency in 12 Month (entering foster care);
- Increase Permanency in 12-23 months
- Increase focus of Integrated Core Practice Model through Agency and Stakeholder Collaboration

## **ESTABLISHING A BASELINE**

The child welfare outcome data measures developed and standardized by the California Department of Social Services (CDSS) are used by California counties to track their performance over time. The outcomes discussed in this section were extracted from the Child Welfare Services/Case Management System (CWS/CMS) and published by the CDSS in partnership with the University of California, Berkeley (UCB), the Center for Social Services Research (CSSR), California Child Welfare Indicators Project (CCWIP). These data reports serve to increase public awareness of the local child welfare system and establish accountability for the Los Angeles County (County) in improving outcomes for children and families. The System Improvement Plan (SIP) is drafted in response to data trends (performance directions) and point-in-time performance information extracted from the child welfare measures found in the CWS/CMS Dynamic Reporting System website.

The child welfare measures found in the CWS/CMS Dynamic Reporting System website include, but are not limited to, categories of federal outcome measures for Safety, Permanency, and Well-Being. To understand more fully the experiences of the child and youth population involved in the County's child welfare system, the County Self-Assessment (CSA) analyzed services provided and outcomes related to those children and youth in care over a five-year reporting period, Calendar Year (CY) 2016 through 2020.

The data baseline for the County Self-Assessment (CSA) was Q4 2021 (January 1 – December 31, 2020). Data trends (performance patterns) were addressed in relation to the seven (7) federal measures within context of their respective national standards and underscored the County's performance in each measure [refer to the 2016-2020 County Self-Assessment, pages 201-234]

**Table 7: Safety Outcome Measures**

<b>Measure</b>	<b>National Standard</b>	<b>2016-2020 Performance</b>
<b>S1:</b> Maltreatment in Foster Care	≤ 8.5 victimizations (per 100,000 days)	<ul style="list-style-type: none"><li>• Unable to sustain the national standard and trending upward.</li><li>• Higher rate of victimization for older youth, especially females.</li></ul>
<b>S2:</b> Recurrence of Maltreatment	≤ 9.1%	<ul style="list-style-type: none"><li>• Consistently achieving national standard.</li><li>• Notable higher rates for Black and Native American populations when compared to other ethnic populations.</li></ul>

**Table 8: Permanency Outcome Measures**

Outcome Measure	National Standard	2016-2020 Performance
<b>P1:</b> Permanency in 12 Months for Children Entering Foster Care	$\geq 40.5\%$	<ul style="list-style-type: none"> <li>Did not meet national standard.</li> <li>Performance ranged from 30%-33%.</li> <li>Moves to all forms of permanency decreased.</li> <li>Children less than one month old experienced significantly fewer moves to permanency in the first 12 months following removal.</li> </ul>
<b>P2:</b> Permanency in 12 Months for Children in Foster Care 12-23 Months	$\geq 43.6\%$	<ul style="list-style-type: none"> <li>Unable to meet the national standard. Performance ranged from 36%-38% until 2020 when significant drop to 30% was experienced.</li> <li>The 16-17 year old age group is the least likely to achieve permanency; highest performance for this age group was 20% in 2017.</li> </ul>
<b>P3:</b> Permanency in 12 Months for Children in Foster Care 24 Months or More	$\geq 30.3\%$	<ul style="list-style-type: none"> <li>Performance was close to meeting the national standard before a sharp decline in 2020.</li> <li>Black children and youth ages 11 through 17 years old experienced the lowest permanency rates.</li> </ul>
<b>P4:</b> Re-Entry to Foster Care	$\leq 8.3\%$	<ul style="list-style-type: none"> <li>Performance did not meet the national standard.</li> <li>Performance was consistently at 4% below the national standard.</li> </ul>
<b>P5:</b> Placement Stability	$\leq 4.12$ moves (per 1,000 days)	<ul style="list-style-type: none"> <li>Performance consistently surpassed the national standard.</li> </ul>

While there is opportunity for improvement in performance in each of the federal outcome measures, the County has chosen to prioritize its focus on 3-P1: Permanency in 12 Months for Children Entering Foster Care and 3-P2: Permanency in 12 Months for Children in Foster Care 12-23 Months, based upon findings made during the 2021 CFSR Peer Review and CSA processes. Additionally, a Systemic Factor that supports the SIP focus areas, as well as practice, is Systemic Factor: Agency Collaboration to strengthen permanency efforts.

## C-CFSR ROUND 4

In August 2022, the County was informed by the California Department of Social Services (CDSS) that CFSR Round 4 would be launched in 2023.

The following table reflects the updated national standards of performance for the Safety and Permanency outcome measures for CFSR Round 4.

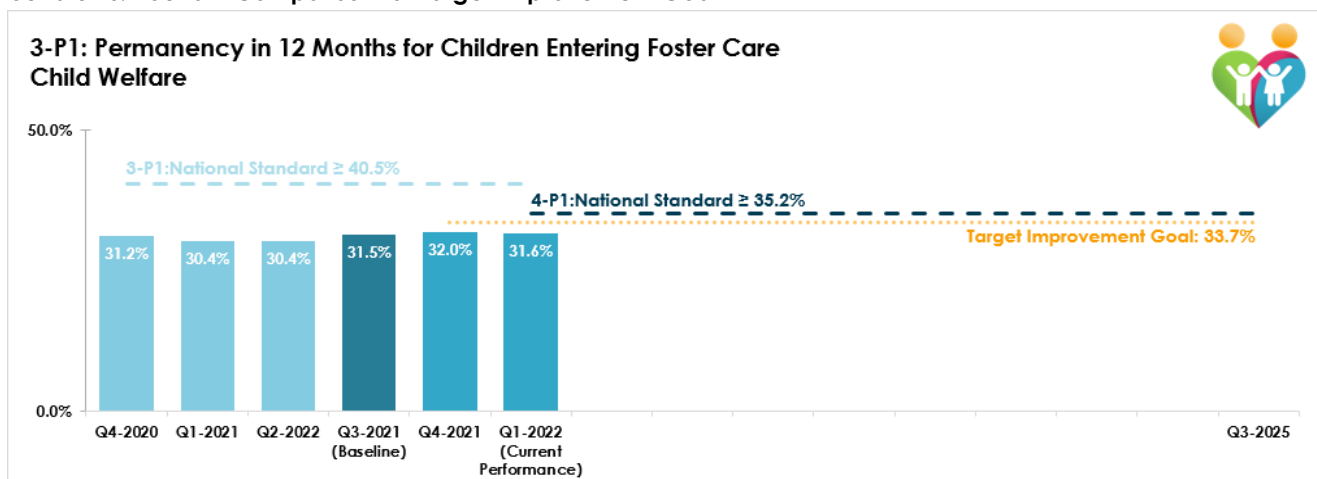
**Table 9: CFSR Round 4 Outcome Measures, Effective 2023**

Outcome Measure	National Standard
<b>Safety</b>	
<b>S1:</b> Maltreatment in Foster Care	≤ 9.07 victimizations (per 100,000 days)
<b>S2:</b> Recurrence of Maltreatment	≤ 9.7%
<b>Permanency</b>	
<b>P1:</b> Permanency in 12 Months for Children Entering Foster Care	≥35.2%
<b>P2:</b> Permanency in 12 Months for Children in Foster Care 12-23 Months	≥43.8%
<b>P3:</b> Permanency in 12 Months for Children in Foster Care 24 Months or More	≥37.3%
<b>P4:</b> Re-Entry to Foster Care	≤5.6%
<b>P5:</b> Placement Stability	≤4.48 moves (per 1,000 days in care)

While the County will maintain its chosen Priority Areas based on the CFSR Round 3 findings as noted in the 2016-2020 County Self-Assessment, it will use the CFSR Round 4 performance standards to measure progress based on guidance provided by the CDSS.

The following graphs display a visual representation of the County's Target Improvement Goals in comparison to performance standards for the current CFSR Round 3 and upcoming CFSR Round 4 for P1: Permanency in 12 Months for Children Entering Foster Care and P2: Permanency in 12 Months for Children in Foster Care 12-23 Months.

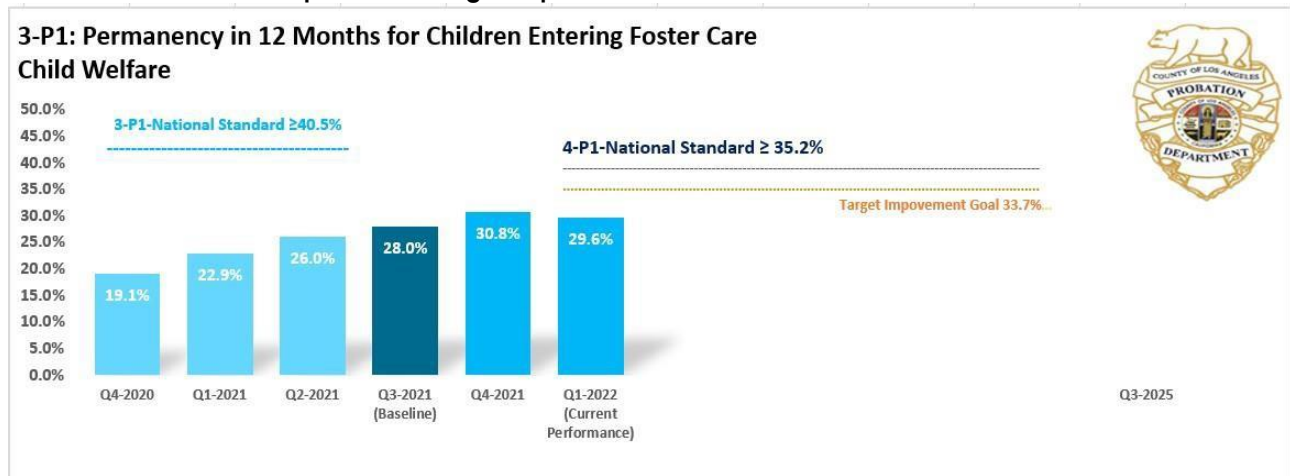
**Figure 2: 3-P1. Permanency in 12 Months for Children Entering Foster Care – Child Welfare Round 3 vs. Round 4 Comparison for Target Improvement Goal**



Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved August 30, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

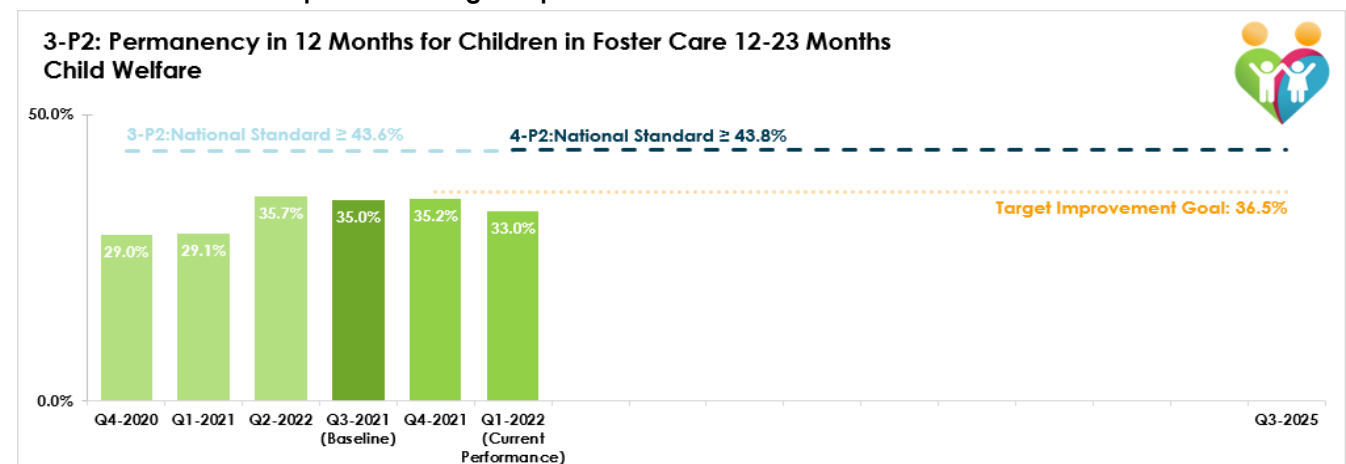


**Figure 3: 3-P1. Permanency in 12 Months for Children Entering Foster Care – Probation Child Welfare Round 3 vs. Round 4 Comparison for Target Improvement Goal**



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

**Figure 4: 3-P2. Permanency in 12 Months for Children in Foster Care 12-23 Months – Child Welfare Round 3 vs. Round 4 Comparison for Target Improvement Goal**



Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved August 30, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

**Figure 5: 3-P2. Permanency in 12 Months for Children in Foster Care 12-23 Months – Probation Child Welfare Round 3 vs. Round 4 Comparison for Target Improvement Goal**

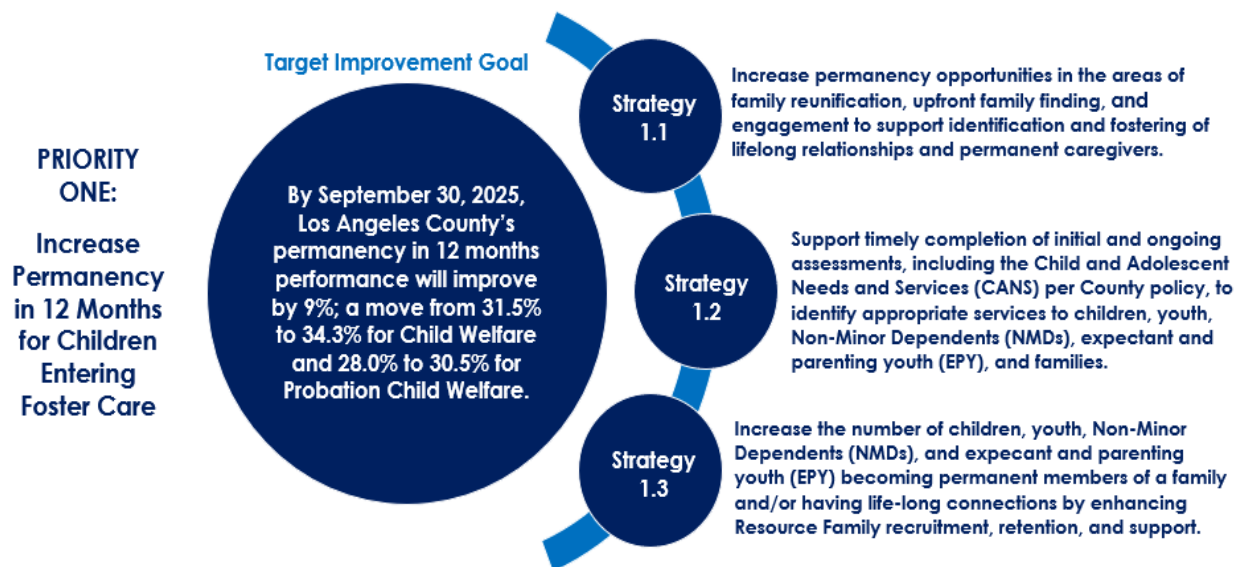


Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>



## TARGET STRATEGIES AND ACTION STEPS

### PRIORITY ONE: Increase Permanency in 12 Months for Children Entering Foster Care

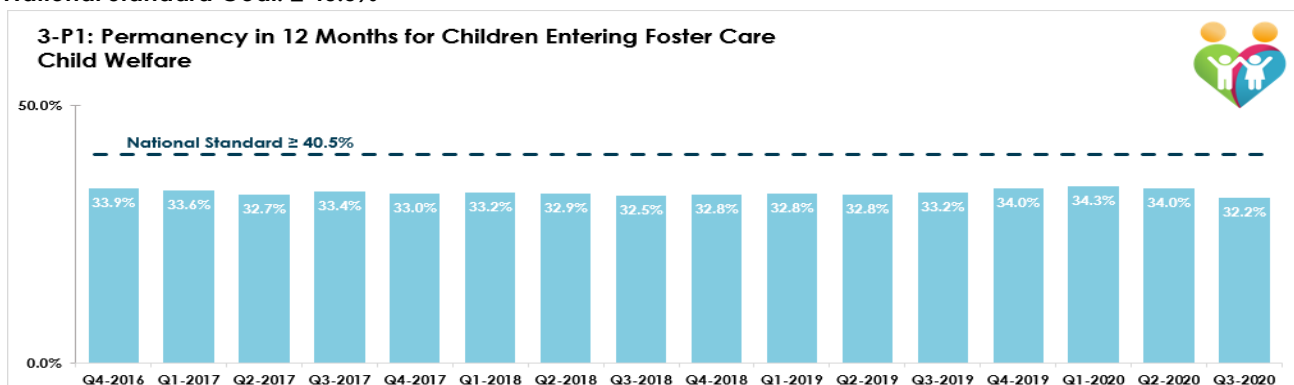


Los Angeles County (County) has experienced a constant reduction in moves to permanency since 2016. While there has been an increase in the total number of children removed, moves to all forms of permanency (reunification, legal guardianship, adoption) have decreased compared to the 40.5% national standard. Priority One for the 2021-2025 Los Angeles County System Improvement Plan (SIP) will focus on efforts to increase Permanency in 12 Months for Children Entering Foster Care.

As a whole, the County child welfare system will focus on permanency opportunities in the areas of family reunification, upfront family finding, and engagement to support identification and fostering of lifelong relationships and connection to permanent caregivers. In combination with child and family team-based practices, the County aims to ensure that children spend no more time than needed in Out-of-Home care, specifically as a strategy to address increased moves to permanency during the first 12 months of a child entering foster care, whenever possible.

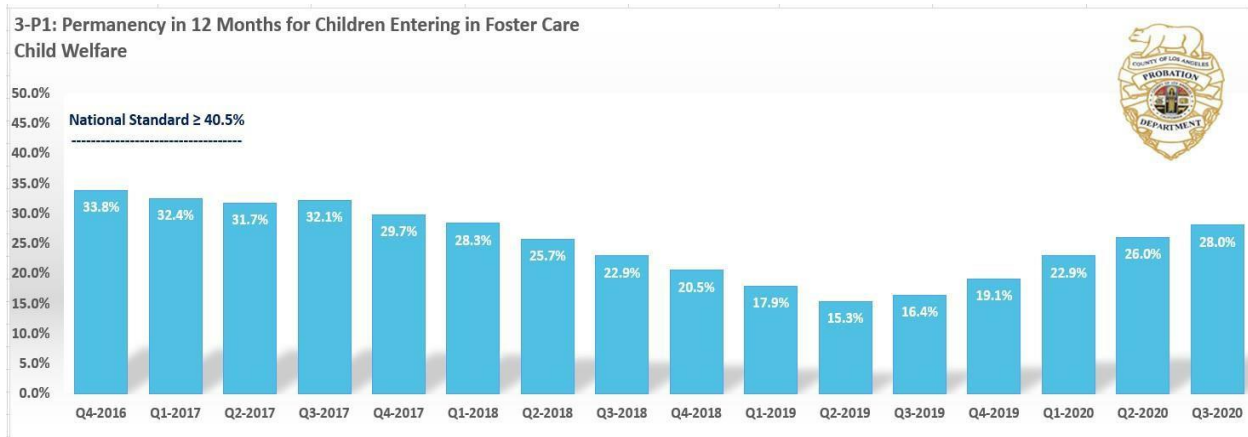
A more in-depth look of outcome measure 3-P1: Permanency in 12 Months for Children Entering Foster Care during the period beginning Q4-2016 through Q3-2020 reflects the most recent quarterly activity. Generally, the County has not achieved the national standard and has consistently underperformed in this federal measure.

**Figure 6: 3-P1. Permanency in 12 Months (Children Entering Foster Care) – Child Welfare**  
National Standard Goal:  $\geq 40.5\%$



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare) Quarters are annual and based on CCWIP data cutoff.

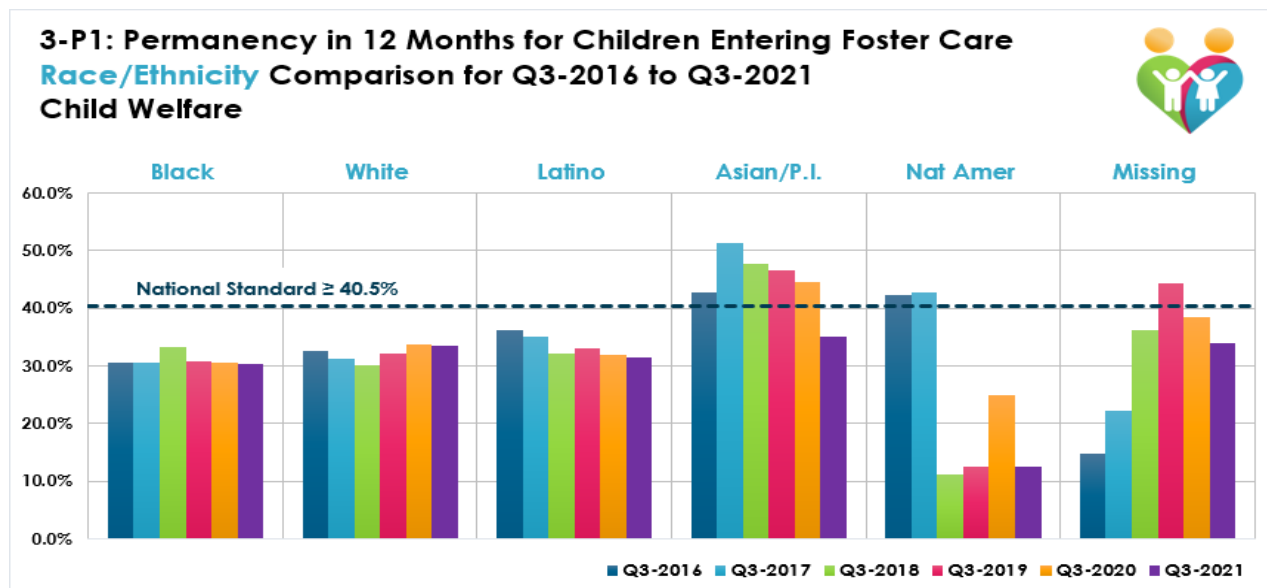
**Figure 7: 3-P1. Permanency in 12 Months (Children Entering Foster Care) – Probation Child Welfare**  
**National Standard Goal:  $\geq 40.5\%$**



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

During the period beginning Q3-2016 through Q3-2021, performance for Child Welfare was well below the 40.5% national standard for all ethnicities except for the Asian American/Pacific Islander child population. In looking at the race/ethnicity breakdown, the Black child population continues to consistently experience delays to timely permanency, while the Asian/Pacific Islander child population more often meets or surpasses the national standard for permanency in 12 months.

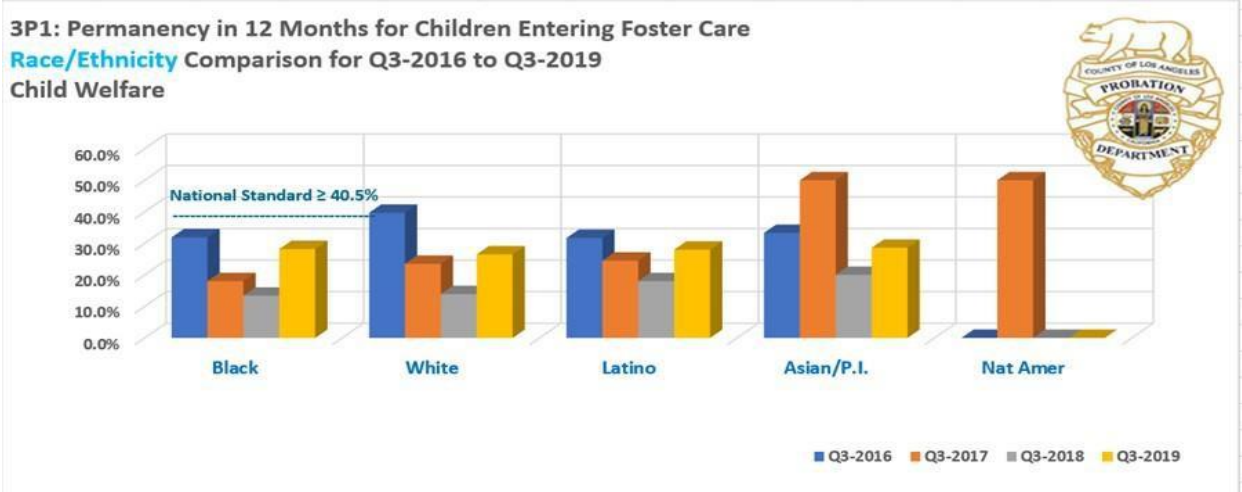
**Figure 8: 3-P1. Permanency in 12 Months (Children Entering Foster Care) by Race/Ethnicity – Child Welfare**  
**National Standard Goal:  $\geq 40.5\%$**



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

During the period beginning Q3-2016 through Q3-2019, performance for Probation Child Welfare (PCW) was well below the 40.5% national standard for all ethnicities, except for Q3-2017 when the standard was achieved for Asian/Pacific Islander and Native American. This success relies heavily on the fact that these are the smallest populations under the care of PCW.

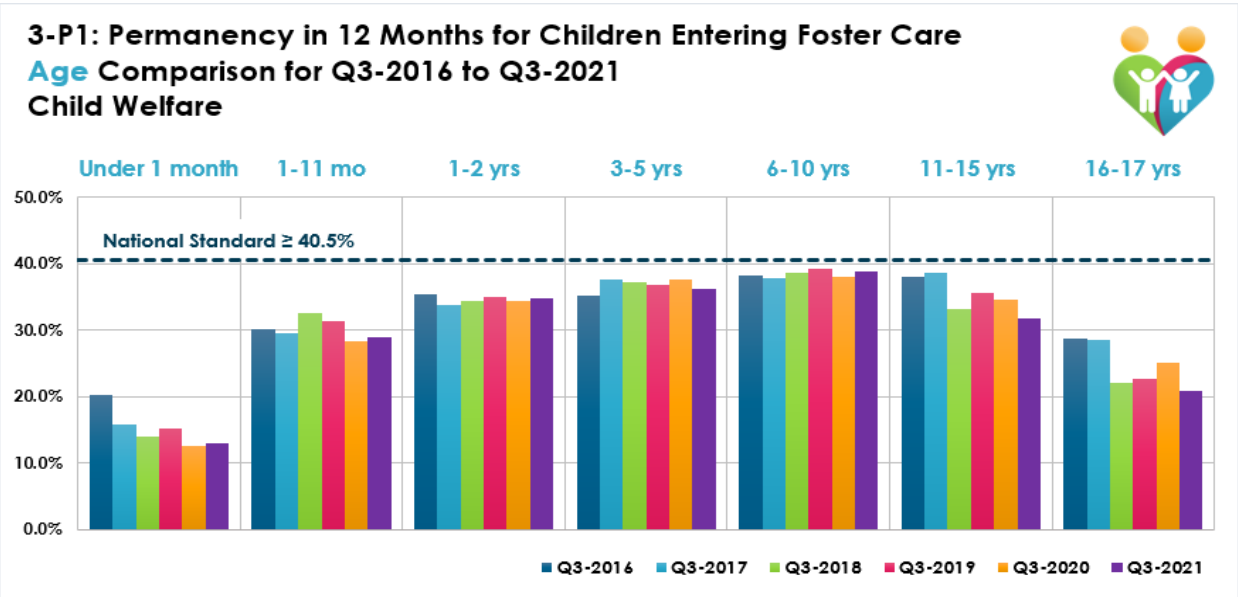
**Figure 9: 3-P1. Permanency in 12 Months (Children Entering Foster Care) by Race/Ethnicity – Probation Child Welfare**  
**National Standard Goal:  $\geq 40.5\%$**



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

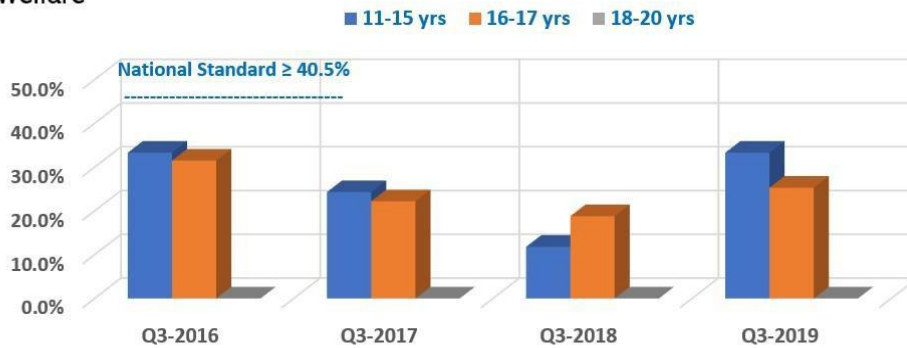
An analysis of the breakdown by age group of this measures shows that the national standard has not been achieved among all age groups. Of significance is that children under the age of one year and youth ages 16 through 17 years old experience the lowest percentage of moves to permanency in the first 12 months following removal dates.

**Figure 10: 3-P1. Permanency in 12 Months (Children Entering Foster Care) by Age Group – Child Welfare**  
**National Standard Goal:  $\geq 40.5\%$**



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

### 3-P1: Permanency in 12 Months for Children Entering Foster Care Age Comparison for Q3-2016 to Q3-2019 Child Welfare



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

### Method for Evaluation and Monitoring of SIP Strategies

DCFS and Probation Child Welfare engaged senior management, division/deputy chiefs and program staff in the development of each of the SIP strategies and corresponding action steps. As part of the ongoing CQI process, DCFS and Probation Child Welfare will evaluate and monitor the effectiveness of strategies through quarterly performance assessment of the federal measure indicators (as applicable for each department), CFSR case review data, and department specific data related to permanency. Quarterly SIP convenings will also be scheduled where SIP Leads will have the opportunity to provide status updates on each of the SIP strategies. Data will be shared on the progress made toward the annual progress milestones as well as, overall target improvement goals. These convenings will provide a forum for SIP Leads to share practice challenges, successes, and lessons learned; all of which will help inform and enhance practice improvement efforts. Action Steps 1.1 G, 1.2 G, 1.3 E, 2.1 D, 2.2 E, and 3.1 I address this approach to evaluation and monitoring.

**Strategy 1.1.** seeks to increase permanency opportunities in the areas of family reunification, upfront family finding, and engagement to support identification and fostering of lifelong relationships and permanent caregivers.

Permanency for this federal outcome measure is defined as reunification with a parent, legal guardianship, or adoption. While the focus of the outcome measure is on the federal definition of permanency, this strategy will also address a broader view of permanency, which is to establish lifelong commitments, safe and loving relationships, and identify permanent caregivers. Specifically, the County will evaluate the impact of upfront family finding efforts on current practice in order to increase the number of potential caregivers in the event the child is unable to return home. To measure impact, the County will track data elements such as relative placements, placement stability, length of time to permanency, and use of Forever Friends, a lifelong connection program for youth placed in STRTPs. For Action Step 1.1.A., the County will support family reunification efforts through increased utilization of kinship services and programs such as Family Preservation and the Parents in Partnership (PIP). This will also be accomplished through collaborative meetings with DCFS, PCW, and other Community Based Organizations (CBOs), as well as the Child and Family Team Meetings (CFTMs), Permanency Collaboration Meetings, and the Resource Kinship Support Meetings. In addition, targeted staff communication strategies will be implemented to increase internal awareness of services and programs. In Action Step 1.1.B., the County will bring together a workgroup to define metrics

and outcomes to support the effective and consistent implementation of upfront family finding efforts, including the identification of fathers and paternal relatives. The workgroup will use baseline data from items 12b and 13 of the CFSR Federal Case Reviews, which identify whether or not fathers' needs are being met, if fathers are involved in the child's case planning efforts and goals, and if services are being delivered.

Through Action Step 1.1.C., the County will aim to ensure that upfront family finding and due diligence protocols are consistently implemented, including the identification of and/or engagement of fathers and paternal relatives across all of child welfare and Probation. Building upon Action Step 1.1.B., the workgroup will consider policy revisions and the development of a process map for distribution to all supervisors, who are the first line of quality assurance. In Action Step 1.1.D., the County will further strive to enhance workforce skill development to engage and team in the use of up-front family finding and concurrent planning through staff training; as well as, the utilization of specialized staff for technical and logistical support to increase permanency. This action step places an emphasis in strengthening engagement and teaming skills in the work with families.

The County has an established Permanency Collaborative; and through Action Step 1.1.E., the County will facilitate discussions with inter-agency partners and subject matter experts to explore opportunities for increasing permanency services for specific populations, such as youth with complex needs, expectant and parenting youth (EPY) in care, and youth at risk of entering care. As we learned from the CFSR Peer Review, there is inconsistent follow through once the upfront family finding activities are initiated. This presents an opportunity to improve intra- and inter-departmental communication among all County departments and providers that serve these populations through various routine meetings focused on case-specific information and defined follow-up action plans.

A current limitation of the data being tracked is the manual tracking process. Upfront family finding efforts do not always result in placement; but do allow for a profile to be created of potential caregivers for the child; thus, increasing a relative pool or identified lifelong connections. In Action Step 1.1.F., the County will explore the feasibility of developing an online tracking system for potential caregivers identified through the upfront family finding process, including, but not limited to, paternal relatives.

**Strategy 1.2** seeks to support the timely completion of initial and ongoing assessments, including the Child and Adolescent Needs and Services (CANS) per County policy, to identify appropriate services to children, youth, Non-Minor Dependents (NMDs), expectant and parenting youth (EPY), and families.

As the County monitors progress related to 3-P1: Permanency in 12 Months for Children Entering Foster Care, the potential impact of utilization of the Child and Adolescent Needs and Strengths (CANS) tool is key. As part of the early assessment process to help accurately match children with caregivers who have the skills, capacity, and resources to meet each child's needs, the CANS assessment tool may have a role in reducing the subsequent referrals generated while a child is in an out-of-home placement. Additionally, the CANS helps to inform case planning in meeting the needs of the child. Action Steps 1.2.A. and 1.2.B. will provide an overview of staff CANS certifications and identify the number of cases with a completed CANS in order to evaluate departmental capacity to conduct assessments per County policy.

The CANS helps care providers decide which of the child or youth's needs are the most important to address in case planning. The CANS also help identify strengths, which can be the basis of a treatment plan or case plan. Helping families understand information about their child, such as assessment results, can lead to improved participation in the decision making process through a partnership between parents, caregivers and child welfare professionals. To that end, Action Steps 1.2.C, 1.2.D., and 1.2.E. will allow for continued guidance to staff in the form of



training, coaching, and other activities that will support the integration of CANS results into the Child and Family Team (CFT) meetings and case plan. These action steps will be aligned with the CANS workgroup to address timely and ongoing issues related to CANS assessments through a collaborative process.

Action Step 1.2.F. will focus on the assessment process for PCW, since Probation Officers do not currently complete the CANS; however, there are numerous and equivalent assessments completed on all Probation foster youth during detention in Juvenile Hall prior to entering foster care. Therefore, PCW will work with DMH and other external stakeholders to identify existing processes by which relevant information from all assessments completed in Juvenile Hall, Short-Term Residential Therapeutic Programs (STRTPs) and other locations is shared. A second step to this action item will be the identification by PCW Supervisors of existing assessment summaries that can be utilized by the DPO to improve case planning, which will include the development of a related training component.

**Strategy 1.3** aims to increase the number of children, youth, NMDs, and expectant and parenting youth (EPY) becoming permanent members of a family and/or having life-long connections by enhancing Resource Family recruitment, retention, and support.

In January 2017, Resource Family Approval (RFA) was implemented by child welfare, replacing the prior separate processes for licensure through Community Care Licensing (CCL) as a foster parent and completion of a home study with child welfare to be approved for placement. Completion of RFA requirements and approval as a resource family home enables the resource parent to foster, adopt or become a legal guardian for dependent children. The RFA Written Directive unified the standards for approving an applicant, including relatives/Non-Relative Extended Family Members (NREFMs) and recruited community applicants.

The County recognizes that just as communities are diverse, our child welfare child, youth, and Non-Minor Dependent (NMD) populations are also diverse. Action Step 1.3.A. will Identify areas of need in recruiting methods and recruitment opportunities, with an emphasis on targeted social media recruitment and exploration of additional funding resources to include the recruitment for children with complex mental health and behavioral needs. This will be accomplished through a collaboration with existing workgroups focused on permanency. In addition to the identification of the needs of specialized populations, this action step seeks to develop a Recruitment and Retention Model to support identifying potential caregivers who are willing and able to meet the needs of the children in care.

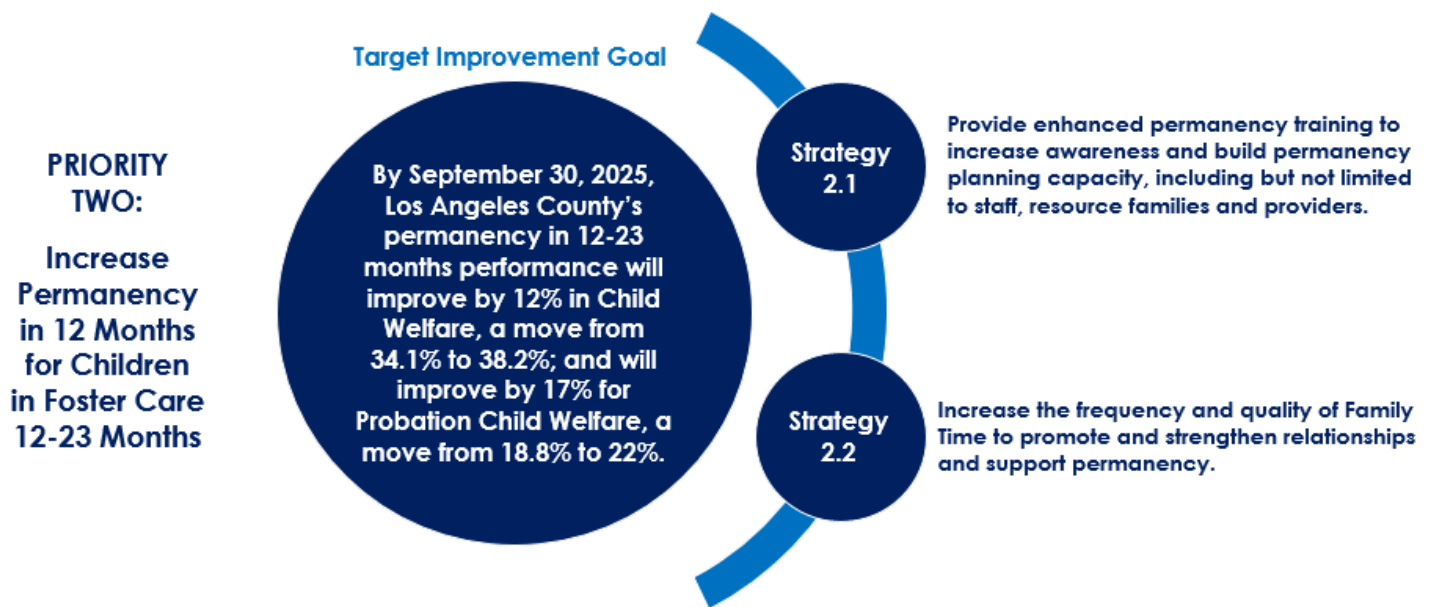
The County understands and values the importance of stakeholder input in continuous quality improvement (CQI) efforts and regularly seeks input from individuals, organizations, and communities to help the child welfare system to adjust, adapt, and meet the needs of its clients and consumers. To that end, Action Step 1.3.B. will cultivate community partnerships that support recruitment efforts in target neighborhoods representative of identified populations in need of care through routine meetings with community partners and consistent ongoing communication.

With the implementation of RFA in January 2017, the RFA Steering Committee was created to guide operations planning, infrastructure building, policy and procedure development, system improvement and problem solving. The RFA Steering Committee met monthly and had representation of both child welfare and Probation child welfare staff from regional operations, policy, revenue enhancement and out-of-home care. Stakeholder voices, such as the Children's Commission for Children and Families, were included in the process. The RFA Steering Committee was sunset in December 2020 having achieved its purpose of tracking and adapting the implementation of RFA towards consistent delivery of high quality, timely RFA assessments and services. Similar to the RFA Steering Committee, Action Step 1.3.C. will focus on the child welfare and PCW RFA teams joining efforts to develop an advisory group to include internal and

external stakeholders, identified resource families, and youth with lived experience to enhance collaboration and align services such as Relative Support Services (RSS), recruitment and training opportunities.

The advisory group will support Action Step 1.3.D. and help identify resources for tangible supports and enhanced training opportunities for Resource Families and Forever Friends through various collaborations. The RFA process helps to prepare families to better meet the needs of vulnerable children in the foster care system and allows for a seamless transition to permanency. Resource parents must complete 12 hours of training during the approval process, eight (8) hours of annual training post-approval, and a renewal assessment every two (2) years. Two primary organizations provide training to the Resource Families after the initial approval. However, the Resource Family can choose to attend trainings from other providers as well. The Resource Family is also required to complete one (1) of two (2) different modules of Higher Education. One module is provided for those Resource Parents who have younger children, and the other module is specifically for Resource Parents who have youth in their Junior or Senior years of high school. As part of this action step, the County will explore the potential modification of existing curriculum to address challenges of this age group and to help the Resource Family learn how to support the youth to consider and succeed in higher education, including college, trade schools and the other formal education options. The Resource Family Support (RFS) Children's Social Worker (CSW) and the PCW RFA Intake Analyst provides support and guidance in selecting and participating in the classes that may be most beneficial to the enhance the capacity of the Resource Family to provide foster care services to children and youth.

**PRIORITY TWO:** Increase Permanency in 12 Months for Children in Foster Care 12-23 Months



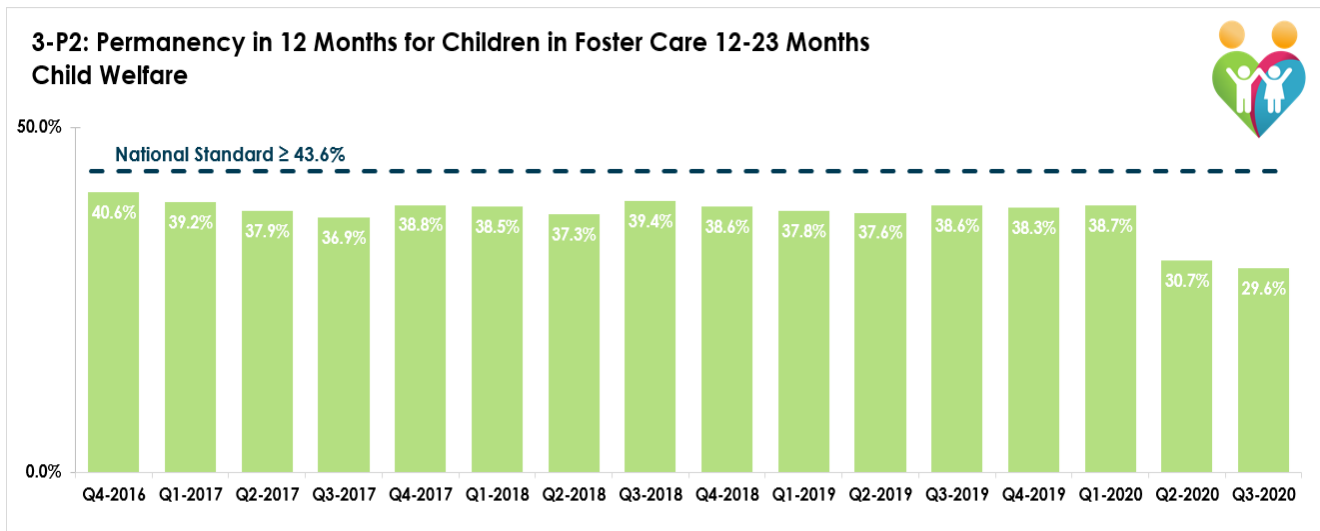
Los Angeles County (County) performance related to permanency measure 3-P2: Permanency in 12 Months for Children in Foster Care 12-23 Months generally reflects performance below the 43.6% national standard. Priority Two for the 2021-2025 Los Angeles County System Improvement Plan (SIP) will focus on efforts to increase Permanency in 12 Months for Children in Foster Care 12-23 Months.

The period beginning Q4-2016 through Q3-2020 reflects how the County consistently underperformed in achieving exits to permanency for those children in foster care for 12-23 months. Child Welfare was closest to meeting the national standard in Q4-2016 and PCW in Q3-2017. Although the County was mostly making steady progress toward meeting the national standard, there was a significant decline in permanency for Child Welfare in Q2-2020 and Q3-2020, as the Court system grappled with how to safely continue operations during the height of the COVID-19 pandemic. While investigations into abuse and neglect proceeded during the pandemic, as did removals into foster care, the Court hearings necessary to terminate jurisdiction related to welfare cases were delayed for months due to the State of Emergency

Health Order and the Courts being limited to only hearing emergency matters. For those cases on a reunification path, visitation between children and parents was limited, halted, or took place virtually, and Court-ordered permanency options were difficult to complete. The adoption hearings were also placed on hold, which further delayed the pathway forward to permanency for children in foster care.

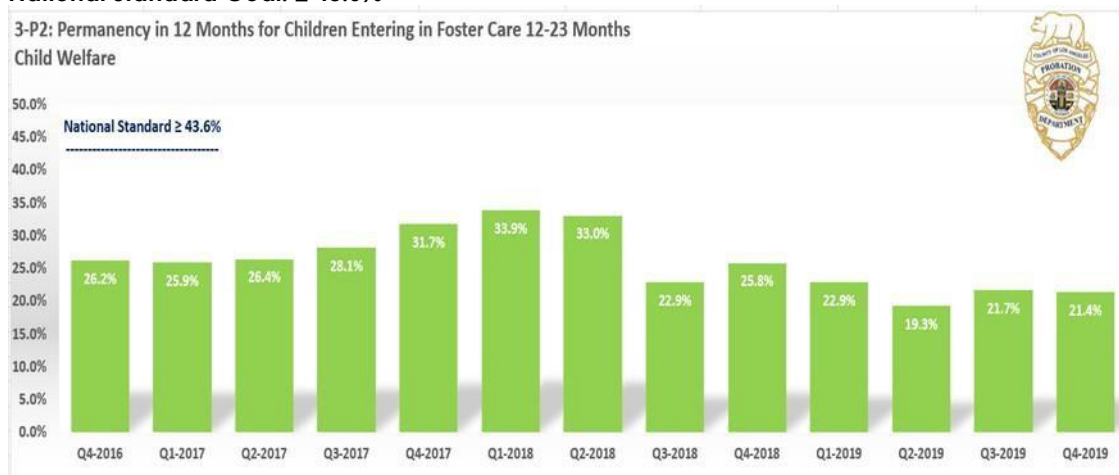
Ironically, the significant decline for PCW happened in Q1-2019 and Q2-2019, just before and at the onset of the COVID-19 pandemic. It is believed that due to the decreasing population of Probation foster youth in care, Delinquency Court did not struggle to maintain proceedings that supported permanency, attributing to the rise toward the National Standard in the following quarters.





Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

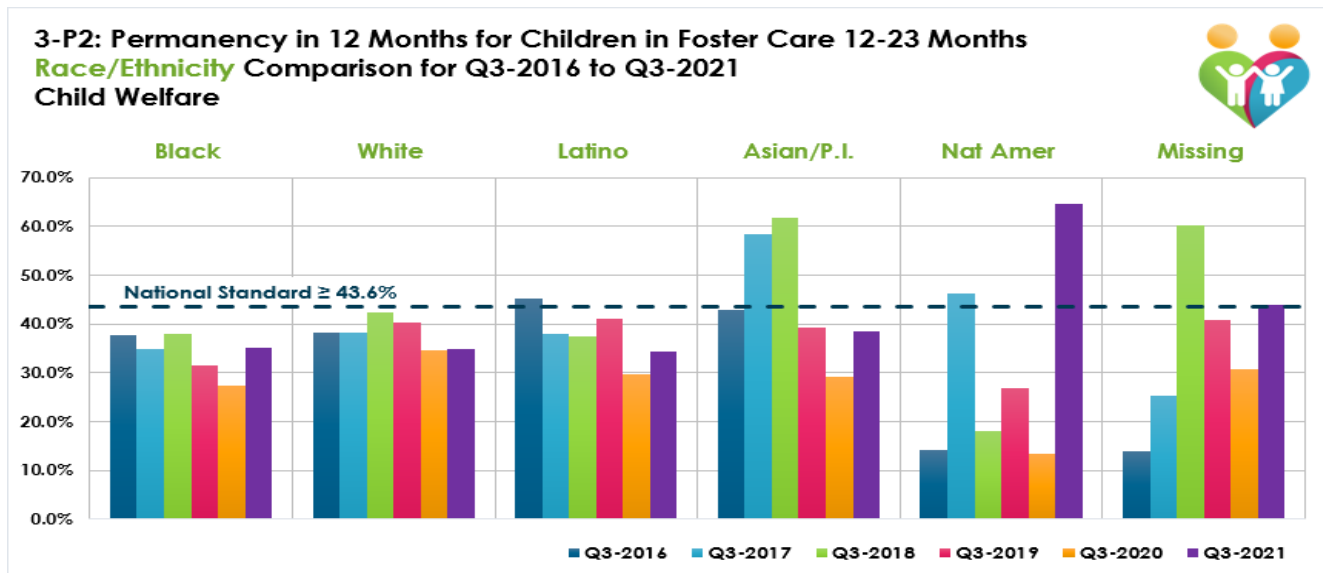
**Figure 13: 3-P2. Permanency in 12 Months for Children in Foster Care 12-23 Months – Probation Child Welfare**  
**National Standard Goal: ≥ 43.6%**



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

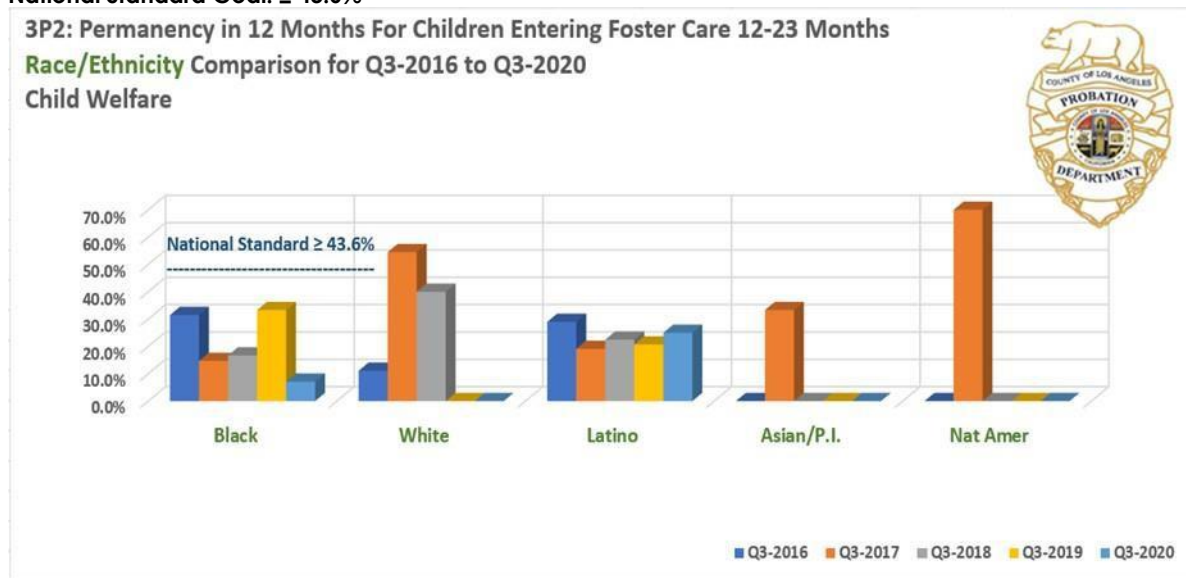
During the period beginning Q3-2016 through Q3-2021, performance was consistently below the

43.6% national standard for Black children and youth. Among all ethnicities, this population continues to consistently experience delays to timely permanency. While the County is committed to Eliminating Racial Disparity and Disproportionality (ERDD) to address the over representation of Black children in the child welfare system, there remain challenges to better serve the needs of this population.



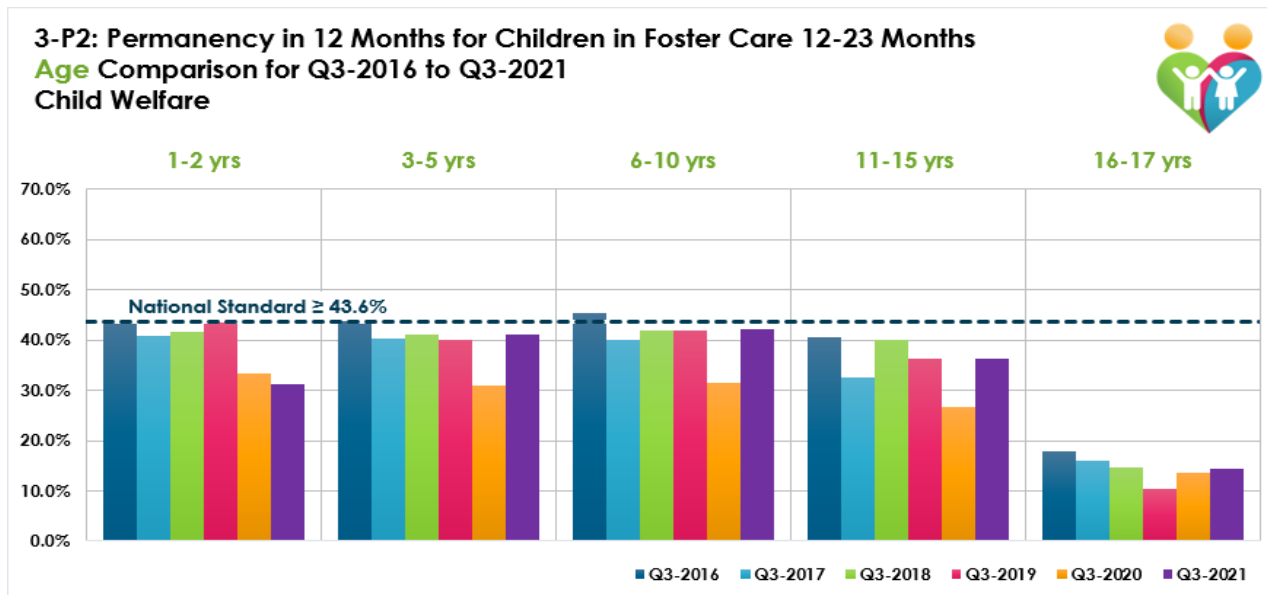
Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

**Figure 15: 3-P2. Permanency in 12 Months for Children in Foster Care 12-23 Months by Race/Ethnicity – Probation Child Welfare**  
**National Standard Goal:  $\geq 43.6\%$**



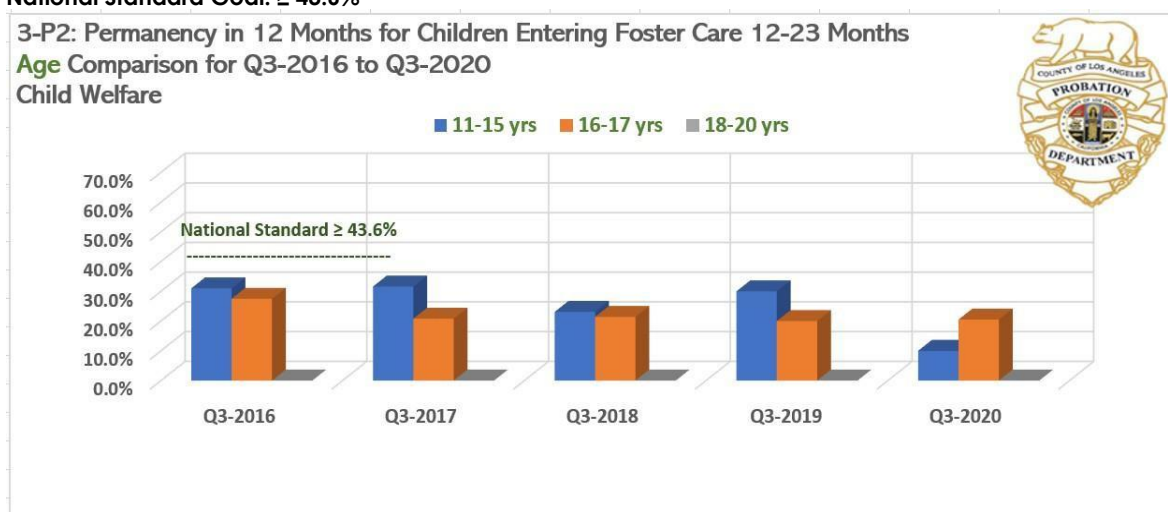
Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

A more in-depth look of outcome measure 3-P2: Permanency in 12 Months for Children in Foster Care 12-23 Months during the period beginning Q3-2016 through Q3-2021 reflects that all age groups are generally making progress toward meeting the national standard with the exception of youth ages 16 to 17 years old. For PCW, this age group has the highest number of runaways and there is a consistent percentage of this population that are missing with Bench Warrants issued by the court.



Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Rezvani, G., Wagstaff, K., Sandoval, A., Yee, H., Xiong, B., Benton, C., Hoerl, C., & Romero, R. (2021). CCWIP reports. Retrieved 08/19/2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: [http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare).

**Figure 17: 3-P2. Permanency in 12 Months for Children in Foster Care 12-23 Months by Age Group – Probation Child Welfare**  
**National Standard Goal:  $\geq 43.6\%$**



Sources: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Hammond, I., Ayat, N., Gomez, A., Jeffrey, K., Prakash, A., Berwick, H., Hoerl, C., Yee, H., Flamson, T., Gonzalez, A. & Ensele, P. (2022). CCWIP reports. Retrieved Sep 6, 2022, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Strategies that may impact the federal outcome measure include timely concurrent planning assessments; ongoing family finding endeavors that involve diligent efforts to identify paternal relatives and other potential permanent caregivers; making concerted efforts to actively involve the child or youth in the case planning process; and providing ongoing supportive training for county workers.

**Strategy 2.1.** will focus on providing enhanced permanency training and technical assistance to build upon existing skill sets and permanency planning capacity for staff, resource families, providers, and any other parties critical to youth development. Enhanced training and technical support will include how best to engage parents, especially fathers, and youth at the onset of contact in order to obtain as much information as possible to assist with appropriate case planning. This training and technical assistance will also provide information relative to specialized programs that can assist with permanency planning and will focus on, including but not limited to, communication, interviewing techniques, and cultural sensitivity.

Through the CFSR Peer Review, Los Angeles County learned that the main challenge to successfully achieving permanency was a lack of communication with parents and youth, and between parents and the potential caregivers. For instance, the severity of allegations may be minimized by parents, and the youth are reluctant to talk about trauma, especially if it will negatively impact their connection and relationship with their parents. It was also learned that parents may be hesitant to participate in services and do not want their child(ren) to be permanently cared for by someone else, even if the parents cannot or are unwilling to care for the child(ren) themselves. Further, it was learned that when parents do agree to participate in counseling services, the therapist may not speak the same language as the parent. This language barrier prevents the parents and provider from receiving and providing effective services.

The Peer Review identified that initial family finding efforts by the county workers were a strength, but there was a lack of follow through. This practice pattern contributed to the overall lack of concurrent planning and limited engagement with extended family members or Non-Related Extended Family Members (NREFMs), which resulted in limited teaming efforts and fewer placement options in the event Family Reunification was unsuccessful. Consequently, the county workers expressed that they were challenged in meeting the permanency needs of the children and youth involved in the child welfare system. Furthermore, these workers openly expressed a lack of familiarity with specialized program units, available resources outside the County, and the services referral process. Action Step 2.1.A. intends to increase staff awareness of processes and timelines for permanency options (reunification, legal guardianship, adoption). This will be accomplished through an assessment of the competencies required to build practice skills focusing on concurrent and permanency planning. Staff awareness will be enhanced through written communications potentially including website links, videos, and general information will be launched as part of implementation.

Every child deserves the support of a loving family. Without that support, the consequences can be devastating. Efforts should be made to ensure that children entering foster care maintain connections to siblings and extended family. Children who are placed with relatives experience less trauma and have fewer moves; and siblings are more likely to be able to stay together when they are placed with a relative. Resource Families provide a special service to children by providing ongoing care to children/youth/NMDs who cannot live with their birth parents. Temporary homes are provided until they can be reunited with their own parents or move on to a permanent home. The Resource Families nurture children/youth/NMDs in their care by providing stability, acceptance and guidance and ensure that educational and therapeutic supports are provided. Action Step 2.1.B. will enhance existing Resource Family training to increase awareness of permanency options (reunification, legal guardianship, adoption) by exploring with the community colleges potential additions to the current curriculum.

During 2020, the County conducted a series of community forum sessions on topics such as how to improve two-way communication between leadership and staff; strengthening collaboration and communication with educational partners and law enforcement; strengthening partnerships between faith-based organizations, community partners, cross-sector partnerships and the child welfare system; listening to youth needs and priorities; engaging parents in how to better provide supports toward reunification; and listening to and advocating for caregiver priorities.

Law enforcement and educational partners described the benefits of information sharing and collaboration, along with the ongoing need for confidentiality. For educational partners, an emphasis was placed on the importance of the Educational Rights Holder (ERH) with the goal of greater information sharing in the future. The faith-based organizations, community partners, and cross-sector partners emphasized the desire for continued collaboration and relationship building. It was learned that while communities may be complex and varied, it is important to

capitalize on the strengths of communities, while acknowledging and leveraging their interdependence. Youth shared their lived experience in their families of origin and the foster care system. They expressed how they face loneliness, feelings of “not belonging”, the need for stability and love. School activities are important to them and help them to have a sense of belonging. Further, youth also shared the need for supportive transitions when they leave care. Many youth expressed how they hope to continue in school and get stable jobs, their desire to inspire other foster children, and possibly become a Resource Parent in order to show foster children what a foster home should feel like. Parents generally expressed that County workers are resourceful, supportive, and build relationships. However, for some parents, support and communication were lacking. An area identified for improvement was the system favoring mothers over fathers, as well as case plans and Court orders neglecting to address the needs of parents and families. Action Step 1.2.C. will build upon existing staff and agency skill sets to: identify and engage key individuals; encourage stronger father engagements; identify resources in support of children and youth permanency as well as, support of the children, youth, and Non-Minor Dependent (NMD) well-being to include utilization of extracurricular and enrichment activities, which may include Healing Arts, mentoring and life-long connections, and vocational and educational enrichment programs. This will be accomplished through coaching and sharing with staff and sharing with substitute care providers opportunities to enhance skills and connect with extracurricular and enrichment activities.

**Strategy 2.2** will increase the frequency and quality of Family Time to promote and strengthen relationships and support permanency.

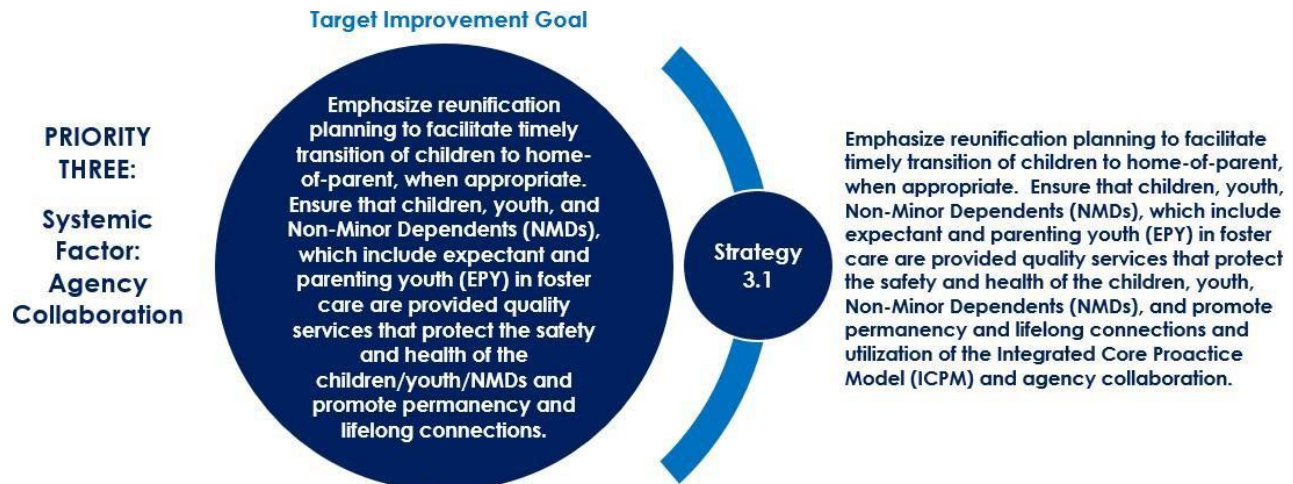
Child welfare, specifically the Department of Children and Family Services (DCFS), is responsible for scheduling over four million hours of Family Time per year that are mandated by Court orders. In 2021, the Time2Connect (T2C) scheduling application was launched. The application is designed to assist staff in coordinating, scheduling, and monitoring Family Time. Benefits of utilizing the T2C application include serving as a platform where Family Time data can be captured, reducing the amount of time staff spends coordinating Family Time, and facilitating communication with Family Time participants through the use of automated notifications.

To continue the implementation of the T2C application, Action Step 2.2.A. will enhance and increase the utilization of Time2Connect scheduling application to support timely and regular Family Time and to increase participation in the Child and Family Team (CFT) through the staff utilization baseline. On-going utilization will be monitored by the section with oversight of this application. Furthermore, Action Step 2.2.B. will strive to maximize utilization of Family Time sites, including collaboration with faith-based organizations, local community-based organizations, and contracted providers. Knowing that Family Time is crucial to family reunification, Child Welfare and PCW will utilize Action Step 2.2.C. to conduct ongoing review, case conferencing, and teaming of the Child and Family Team to evaluate the effectiveness of Family Time plan, comply with court orders, and achieve case plan goals.

The County partners with over 80 public school districts to meet the educational needs of children involved in its child welfare system. As these districts do not encompass the entirety of private and charter schools that operate within the County, this results in a multitude of differing school and educational regulations and practices that can be challenging when delivering child welfare services in the County. The varying enrollment, attendance, discipline, and graduation policies have a direct impact on youths and in some cases have led to delays in enrollment and the forfeiting of earned academic credits because prerequisites and eligibility criteria did not readily transfer or match across the school systems. To help target these issues, Action Step 2.2.D. aims for the County to collaborate with educational partners to support the children/youth/NMDs in remaining in their school of origin and maintaining community and family connections.



### PRIORITY THREE: Systemic Factor: Agency Collaboration



In 2014, the state of California introduced the Continuum of Care Reform (CCR) using the Core Practice Model (CPM). In 2018, lessons learned from implementing the CPM were incorporated into an updated model called the Integrated Core Practice Model (ICPM).

With use of the ICPM, the family develops a case plan to address the issues leading to agency intervention. The family, functioning as part of a Child and Family Team (CFT), works collectively with the Children's Social Worker (CSW), informal supports, and service providers to identify its underlying needs and strengths. Although use of the ICPM has not been integrated into PCW practice as with Child Welfare, the concepts are part of the Probation Officer's development of and collaboration with the CFT and on-going case planning. PCW will work closely with Child Welfare and DMH to learn and integrate the ICPM consistently and uniformly. This needs-driven approach helps tailor services and supports to address any trauma-related behaviors or issues.

**Strategy 3.1** will emphasize reunification planning to facilitate timely transition of children to home-of-parent, when appropriate. Ensure that children, youth, and Non-Minor Dependents (NMDs), which include expectant and parenting youth (EPY), in foster care are provided quality services that protect the safety and health of the children, youth, and NMDs; and promote permanency and lifelong connections through the Integrated Core Practice Model (ICPM) and agency collaboration.

The CFSR Peer Review identified that initial family finding efforts by the CSWs and Deputy Probation Officers (DPOs) were strong but did not seem supported by case planning documentation. This practice pattern contributed to the identified overall lack of concurrent planning and limited engagement with extended family members or Non-Relative Extended Family Members (NREFMs), which resulted in limited teaming efforts. Consequently, the CSWs and DPOs expressed that they were challenged in meeting the permanency needs of the children/youth/NMDs involved in the child welfare system. Furthermore, the CSWs and DPOs openly expressed a lack of familiarity with special program units, available resources outside the County, and the services referral process. It is evident the vital elements of the ICPM, including Planning, Intervention & Service Delivery, and Monitoring, Tracking & Adapting, require more strategic implementation efforts with ongoing coaching. Action Step 3.1.A. seeks to increase participation in the initial Child and Family Team Meetings (CFTMs) and in ongoing case planning in follow-up CFTMs, including but not limited to identified family members and natural supports, such as Upfront Family Finding (UFF), Permanency Partners Program (P3), Parents in Partnership (PIPs), Forever Friends, Cultural Brokers, and Court Appointed Child Advocates

(CASA) to explore methods that support inclusion of the voice of children, youth, NMDs, EPY, and parents. Furthermore, Action Step 3.1.B. will ensure assessment and timely linkage of appropriate services identified in the CFTM for children, youth, NMDs, EPY, parents, and families. Action Steps 3.1.A and 3.1.B will be measured by Item 12b of the CFSR Federal Case Reviews, as it measures if the families received appropriate services, ongoing comprehensive assessments to meet the needs of parents, the types of services that were matched to the needs of the parents, and if they were appropriate in resolving the parents' needs. In addition, Item 13 measures and evaluates the agency's concerted efforts to involve the parents in the case planning process.

Concurrent planning is a vital case management method to support timely legal permanence as it helps caseworkers to focus on the initiation and/or completion of permanency tasks as soon as a child/youth/NMD enters placement to resolve their temporary status. Action Step 3.1.C. will evaluate the effectiveness of services toward the case plan goals through client progress, regular case conferencing, and ongoing assessments as documented in the case plan. As in Action Steps 3.1.A and 3.1.B, this Action Step will also be evaluated for effectiveness through the CFSR case review process.

Child welfare staff utilize the Court Report Document Management System (CRDMS), and PCW staff utilize the Probation Enterprise Document Management System (PEDMS) to electronically file court reports and petition filings with the Los Angeles County Superior Court Odyssey system. The CRDMS utilizes barcodes to identify the Court case numbers for each child for electronic processing. Additionally, Court stakeholders are involved in the System of Care (SOC) workgroup, as well as other forums, in order to collaborate and provide feedback. To further strengthen workforce excellence in case planning, Action Step 3.1.D. seeks to ensure timely completion, submission, quality, and accuracy of Court reports reflecting current information and documentation in support of the case plan goals through developed collaboration with court representatives.

In October 2019, the Continuous Quality Improvement Division (CQID) was created in child welfare, specifically in the Department of Children and Family Services (DCFS). In 2017, PCW further enhanced its CQID to include a team focused entirely on quality and continuous improvement. These CQI teams are centralized divisions providing oversight of agency efforts focusing on continuous quality improvement by conducting in-depth, randomly sampled, and targeted independent quantitative and qualitative case reviews that assess and evaluate the quality and consistency of core practice functions based upon the tenets of the Integrated Core Practice Model (ICPM); as well as support and strengthen practice development and capacity-building efforts within regional offices. Action Step 3.1.E. aims to identify gaps through the Lessons Learned, Practice Tips, and special topic newsletters to enhance the quality of services, strengths, and needs of the service delivery system, and ongoing assessments for children, youth, NMDs, and EPY in care. This identification is to include increasing of timely referrals and service start date for aftercare services, such as STRTP aftercare, Functional Family Probation (FFP), Functional Family Therapy (FFT), Wraparound, Family Preservation, and Regional Center services.

As a result of Assembly Bill 2083 (Chapter 815, Statutes of 2018), passed in 2019, counties were mandated to develop an inter-agency System of Care (SOC). The intent of the legislation was to develop coordinated, timely, and trauma-informed approaches to caring for children and youth in foster care, or at risk of entering foster care, who have experienced trauma. In February 2020, the County enacted a Memorandum of Understanding (MOU) for the inter-agency SOC, that includes but is not limited to, implementation of the Integrated Core Practice Model (ICPM); child and family teaming; screening; assessment; entry to care; recruitment and management of Resource Families; information and data sharing; and staff recruitment, training, and coaching. The MOU seeks to ensure that system partner agency programs and

policies reflect a coordinated, integrated, and effective delivery of services for children, youth, NMDs, and families. The SOC believes that consistent inter-departmental and inter-agency leadership and coordination is essential to successful collaboration on behalf of children, youth, NMDs, and families. Action Step 3.1.F. seeks to enhance effectiveness of permanency services for children, youth, and NMDs by utilizing the System of Care (SOC) Collaborative to improve the various review processes, such as prevention strategies, preservation and ongoing CFTMs, Placement Planning and Intervention Meetings (PPIMs), and Qualified Individual (QI) and Interagency Placement Committee (IPC) processes, and explore improved collaboration related to shared data systems.

In May 2021, child welfare, specifically the DCFS, formed the Supportive Housing Division to streamline and standardize housing services for all Transition Age Youth (TAY) and families experiencing housing instability and/or homelessness. This division focuses on sustained efforts to expand housing resources, continually cultivate partnerships in managing housing resources, and coordinate with contracted vendors to provide quality services in connection with housing resources. Despite these efforts, participants in the County Self-Assessment (CSA) stakeholder meetings and the CFSR Peer Review repeatedly highlighted the challenges around housing for youth, parents, and families. To that end, Action Step 3.1.G. will explore programs in development within other County departments in support of housing for biological parents through collaboration with housing partners.

One of the findings of the Peer Review was that Limited knowledge and collaboration across specialized units (Family Finding, Adoption Services, ICWA, ILP, Guardianship Extended Foster Care (EFC), as well as limited information and resources for caregivers. It was felt that the current technology available for communication and interfacing with the public would be the best place to start sharing information and resources. Therefore, Action Step 3.1.H will create/explore a Communications Plan for the County websites, identifying staff with expertise, to support information sharing across populations. Social media platforms and websites are powerful tools to not only share resources, but to creatively change any negative perceptions of child welfare and the children/youth/NMDs and families served.

### **PRIORITIZATION OF DIRECT SERVICE NEEDS**

CAPIT/CBCAP/PSSF funded programs, including Family Preservation (FP), Prevention & Aftercare (P&A), and Adoption Promotion & Support Services (APSS) utilize a strength-based, collaborative approach aimed at helping families to:

- Identify and build upon existing strengths;
- Resolve problems causing child safety concerns;
- Advocate for their children at school and in other public settings; and
- Expand or establish for the first time, the family's connection to resources and supports in the local community.

One of the primary goals of the CAPIT/CBCAP/PSSF funded programs is increased self-sufficiency within the family and a reduced reliance upon public agency intervention. Services are designed to prevent child abuse and neglect before it occurs, to build families' parental capacities (thereby reducing the likelihood of DCFS intervention); and, to prevent the recurrence of child maltreatment causing families' re-entry into the public child welfare system.

The County gives the funded agencies discretion to utilize whichever program, curriculum, or practice that they deem best meets the needs of the children and families they serve. The County does not mandate that agencies use a particular Evidence Based or Evidence Informed Practice (EBP/EIP), and it is not included in agencies' current contracts. However, many agencies do utilize EBPs/EIPs such as Nurturing Parenting and Trauma Focused Cognitive Behavioral Therapy (CBT).



CAPIT/CBCAP/PSSF funded programs utilize a protective factors approach to reduce the likelihood of maltreatment and to improve child and family well-being. The protective factors approach is a research informed approach that results in strengthened families, optimal child development, and reduced child abuse and neglect.

Through a protective factors approach, families and communities build those protective factors identified as promoting positive outcomes:

1. Increased parental resilience;
2. Social connections;
3. Knowledge of parenting and child development
4. Concrete support in times of need; and
5. A strong social and emotional competence of children.

The CAPIT/CBCAP/PSSF funded programs described above provide a wide array of services, activities, and supports that focus on working with children, youth, and families to build protective factors. For example, funded activities through the Family Preservation Program (including Alternative Response Services<sup>4</sup>) offer In-Home Outreach Counselor (IHOC) weekly visits, Parent Training, Counseling, Teaching and Demonstrating, Substitute Adult Role Model, Child Focused Activities, Anger Management, Auxiliary and Discretionary Funds, in addition to linkage services to developmental, educational, health care, housing, substance abuse treatment, mental health, respite care, domestic violence, and employment services.

A second example, Prevention and Aftercare (P&A) are coordinated community-based services designed to increase the protective factors of children and families. Services can be accessed at any point in time by all families seeking assistance. The P&A contracts, which are based on Service Planning Areas (SPAs), are designed with flexibility to meet the needs of each SPA. The primary goal of the P&A program is to prevent child maltreatment. Services are provided at no cost to families and the only eligibility criterion is that the families be Los Angeles County residents. Some of the services provided are evidence-based and/or evidence informed. The P&A contract requires an assessment of each family for the development of individualized case plans addressing the needs of each child and family. The P&A program includes two countywide contracts that provide culturally-informed services to the Asian Pacific Islander (API) and American Indian/Alaska Native (AI/NA) communities.

The CAPIT program is derived from two legislative initiatives: AB 1733 and AB 2994 (Statutes of 1982). AB 1733 authorizes State funding for child abuse prevention and intervention services offered by public and private nonprofit agencies. CAPIT has established the following goals:

- Identify and provide services to isolated families, particularly those with children five years and younger;
- Provide high quality home-visiting programs formed on research-based models of practice;
- Deliver services to child victims of crime; and
- Support Child Abuse Councils in their prevention efforts.

The County utilizes a Steering Committee and a monthly meeting with contracted agencies as a venue for contractors to provide input on service delivery needs. The Steering Committee is comprised of one contractor representative from each of the eight Los Angeles County Service Planning Areas (SPA) and a representative from the contracted agency serving the American Indian/Alaskan Native. Practice issues as well as service needs of each of the Service Planning Areas in Los Angeles County are discussed and are shared at larger generalized all County meetings and local Regional Community Advisory Council sessions.

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<sup>4</sup> Alternative Response Services (ARS) are short term, family centered services offered to families that have an inconclusive or substantiated disposition with low-to-moderate risk of child for abuse or neglect in lieu of DCFS opening a case.

# Child Welfare/Probation Child Welfare Initiatives

## **CONTINUUM OF CARE REFORM (CCR)**

Continuum of Care Reform (CCR), or Assembly Bill (AB) 403, supports the County's efforts to reduce the number of youth in congregate care. CCR refers to the spectrum of care settings for youth in foster care from the least restrictive and least service-intensive to the most restrictive and most service-intensive. The goal of AB 403 is to reduce youth in congregate care and transition children into home-based family care settings with resource families. Group Homes will transform in a new category of congregate care defined as Short-Term Residential Therapeutic Programs (STRTPs), and all home-like settings such as foster families, relatives, and Non-Related Extended Family Members (NREFMs) has been defined as Resource Families. Resource Families require the same approval standards, training, and adoption home studies, also known as Psycho-Social Assessments, prior to being approved as suitable placements. Additionally, the foster care rate structure has been revised and STRTPs requires accreditation by one of three accreditation organizations, and mental health certifications. Resource Families are approved and monitored by the individual Counties.

Under AB 403, the STRTPs provides short-term, specialized, and intensive treatment and is used only for children whose needs cannot be safely met initially in a family-like setting. DCFS and PCW are working closely with the Los Angeles County Department of Mental Health (DMH) to identify all current residential agencies that have a mental health contract and are accredited or in the accreditation process. Resource Families undergo the Resource Family Approval (RFA) process, and the DCFS and Probation RFA Teams conducts the Adoption Home Studies while the Home Environment/Assessment piece is conducted by contracted Community Based Organizations (CBOs).

The current Rate Classification Level (RCL) system was dissolved at the time of CCR implementation. Under the reform plan, the same rate will be paid to all residential therapeutic homes. In compliance with AB 403, both STRTPs and Resource Families offer core services to children at a rate that correlates with level and type of services they provide. The DCFS and Probation Department have received a combined total of approximately \$4.6 million for foster parent retention, recruitment and support, and training.

## **KATIE A. SETTLEMENT AGREEMENT**

The Los Angeles County Department of Children and Family Services (DCFS) and the plaintiffs in the Katie A., et al. v. Diana Bonta, et al., entered into a Settlement Agreement in May 2003. The Agreement was described as a "novel and innovative resolution" of the plaintiff class claims against the County and the Department and was approved by the Court effective July 2003. The agreement imposes responsibility on the DCFS for assuring that children in the child welfare system achieve four objectives:

1. Promptly receive necessary, individual mental health services in their own home, family setting, or the most home-like setting appropriate to their needs;
2. Receive the care and services needed to prevent removal from their families, dependency, or when removal cannot be avoided, to facilitate reunification while meeting their needs for safety, permanency, and stability;
3. Have stability in their placement whenever possible since multiple placements are

harmful to children and are disruptive of family contact, mental health treatment, and complicate the provision of other services; and,

4. Receive care and services consistent with good child welfare and mental health practices that are also in accordance with federal and State law.

To achieve these four objectives, the DCFS committed to implement a series of strategies and steps that include:

- The use of Medical Hubs to examine newly detained children for their initial examinations;
- The use of Multidisciplinary Assessment Teams (MATs);
- The use of Mental Health Screenings;
- Improving access to Mental Health Services, particularly for Katie A. subclass members primarily through the expansion of Intensive Care Coordination (ICC) and Intensive Home-Based Services (IHBS), as mandated by the Katie A. State Settlement Agreement. These services will also incorporate substance-abuse interventions for those youths with co-occurring disorders. The quality and intensity of these services should be at a level that promotes safety, permanency, and well-being;
- The use of Coaching, as described in the SIP Strategy under Enhanced Organizational Performance;
- Increasing the DCFS Training and Coaching capacity to accelerate Core Practice Model (CPM) implementation for both child welfare workers and mental health service providers;
- Increasing Resource Family capacities to support placement stability and permanency in home-like settings within a child's community;
- Reducing child welfare caseloads to a level conducive for Children's Services Workers (CSWs) and Supervising Children's Social Workers (SCSWs) to adopt the daily elements of practice change envisioned in the CPM, including child and family engagement; identification of strengths and needs; and meaningful teaming with formal and informal support systems, particularly for participation in Child and Family Teams (CFTs);
- Enhancing the Quality Improvement (QI) Process, focusing on evaluating and advancing practices both in child welfare and mental health, which is consistent with CPM principles. The Quality Services Reviews (QSRs) will continue to serve as the primary vehicle to measure quality improvement and be applied more intensely. DMH will expand its capacity to conduct program improvement reviews; and,
- Adding Quality Improvement (QI) Measurements to evaluate trends across time. The measures might include standards related to safety and permanency, numbers of children receiving Intensive Care Coordination (ICC)/IHBS and the more specific impacts of these services on the rates of removing children from their birth homes; placing children with relatives whenever possible or in home-like settings within communities of origin; and reducing the number of replacements for children.

From 2003 until January 2019, the County and Plaintiffs (together, "the Parties") with the advice and assistance of an Advisory Panel of experts worked together to change the County's delivery of mental health services in its child welfare system. Up until the present day, the Court has continued to maintain jurisdiction over the County to enforce the terms of the 2003 settlement agreement. On August 26, 2019, the County filed a motion to terminate the Court's jurisdiction and release the County from this lawsuit (the "Motion"). Instead of spending resources litigating the motion, the Parties decided to dedicate those resources towards the betterment of the Class. In September 2020, the Parties agreed to a new settlement agreement ("Settlement

Agreement").

The Settlement Agreement touches upon all aspects of the County's foster care system. Two of its main objectives are: (1) to increase the number of Class members who receive Specialty Mental Health Services, including Intensive Care Coordination and In-Home Based Services (IHBS); and (2) prevent unnecessary psychiatric hospitalizations, placements in STRTPs, and multiple placements. In light of these obligations, the Parties agreed that the case will end and jurisdiction will terminate on June 30, 2021, or the date the Court grants final approval to the Settlement Agreement, whichever is later.

## **FAMILY FIRST PREVENTION SERVICES (FFPSA)**

### **FFPSA Part I**

The ability to roll-out the FFPSA Part I relies on the co-existence of 1) an approved state prevention plan; and, 2) operational state-wide technology to track and monitor the FFPSA case management and financial claiming activities. The process to obtain federal approval of the state plan may take between another six (6) to 12 months, depending on the number of federal feedback rounds the process will entail. The Child Welfare Services-California Automated Response and Engagement System (CWS-CARES), the state-wide database that will support the FFPSA activities, is scheduled to be operational in fiscal year (FY) 2023-2024; and fully-completed in FY 2023-2025. The Children's Bureau, an office of the Administration for Children and Families (ACF) under the United States Department of Health and Human Services (DHHS) has made allowances for states to be able to claim the FFPSA administrative costs starting the first day of the quarter in which an approvable prevention plan was submitted. Additionally, California has allocated a Block Grant to fund prevention services. In the meantime, the County is working with the CDSS on the potential of local data solutions to track the FFPSA activities.

### **FFPSA Part IV**

As of January 19, 2021, a total of 569 County system-involved youth reside in Short-Term Residential Therapeutic Programs (STRTPs) of which 419 youth are DCFS-placed; and 150 youth are Probation-placed. Planning is currently underway to transition safely and permanently these youth to lower levels of care.

As of January 19, 2021, the County has 30 STRTP providers who operate a total of 79 facilities with 1,046 beds. To date, three of the 30 STRTP providers remain in the accreditation process, which should conclude within a few months.

Efforts continue to seek administrative remedies from the federal Department of Health and Human Services (DHHS) and Centers for Medicaid and Medicare Services (CMS) for the Institutions for Mental Disease (IMD) exclusion. The DHHS informed counties of its intention to apply for an 1115 Waiver in the fall of 2022. However, the STRTP providers are continuing to prepare for IMD Determinations by the DHHS. Based on communications with existing STRTP providers, the County projects the impact of IMD Determinations will result in a potential 409-bed loss, and decreased STRTP capacity to 762 beds by the end of 2022.

DCFS, PCW, and DMH jointly continue to expand lower-level placement capacity, including, but not limited to, the development of Therapeutic Foster Care (TFC) and Intensive Services Foster Care (ISFC) homes. DCFS, PCW, and DMH have also joined CDSS in supporting County providers who have an interest in developing Complex Care Placement Programs (STRTPs for One). Finally, DMH and the Department of Public Health (DPH) Substance Abuse Prevention and Control (SAPC) continue to raise STRTP provider awareness of and provide training on youth substance use. These trainings will continue on a quarterly basis.

As a result of the Waiver ending, DCFS is facing a significant structural budget deficit. Although FFPSA will allow for more primary and secondary prevention services to families, it will not resolve the structural budget deficit of the department. On October 21, 2021, DCFS conducted a presentation to the Children's and Budget Deputies of the Board of Supervisors (BOS) about the projected budget deficit by fiscal year (FY) 2023-2024. As a possible solution, DCFS submitted a budget proposal requesting \$200 million in ongoing state general funds beginning in FY 2022-2023, and annually thereafter, to specifically help mitigate structural budget deficit of the DCFS projected (?) in upcoming fiscal years. DCFS has been engaged in ongoing discussions with the County Chief Executive Officer (CEO), providing information and materials, and participating in planning meetings to advance the proposal within the County legislative and budget proposal process. An email dated October 28, 2021, from the CEO confirmed that request submitted by DCFS is now listed as a County-sponsored state budget proposal.

On December 16, 2021, the DCFS Director had a transition meeting with representatives of the Chief Executive Office-Legislative Affairs and Intergovernmental Relations (CEO-LAIR) regarding the annual \$200 million state budget proposal. Furthermore, as coordinated and joined by CEO-LAIR staff, the DCFS Director and staff participated in meetings with key officials and legislative office staff to discuss and advocate for support of the state budget proposal for the County.

FFPSA will enhance support services for families to help children remain at home and reduce the use of unnecessary congregate care placements by increasing options for prevention services, increased oversight, and enhanced requirements for congregate care placement settings. FFPSA will:

- Provide support prevention services;
- Provide support for kinship (relative) caregivers;
- Limit the congregate care placements;
- Require access to family-based aftercare services to children at least six months post-discharge from STRTP placements; and,
- Improve services to older and transition-age youth.

## **SAFE YOUTH ZONE INITIATIVE**

The Safe Youth Zone is designed to provide a temporary safe haven for at-risk and Commercially Sexually Exploited Children (CSEC). The program provides temporary haven for any youth who faces a potentially threatening situation and needs a place to go, particularly those in danger from human trafficking and abuse. Oftentimes these youth have no place to go for help and end up going back to unsafe spaces, exploiters, traffickers, or other situations where they may be subjected to more abuse, neglect, and/or exploitation. On November 2, 2016, the Safe Youth Zone was piloted at Compton and Century Stations. Other participants included the Los Angeles County Fire Department's Lynwood and Willowbrook Stations, and the Long Beach Police Department. On June 9, 2020, the Los Angeles County Board of Supervisors approved the expansion of the Safe Youth Zone to include all Sheriff's Stations, hospitals, clinics, Fire Departments, and schools. In January 2021, Safe Youth Zone was expanded to all Department of Children and Family Services (DCFS), Probation Offices, Department of Health Services (DHS), Department of Public Health (DPH), and Department of Mental Health (DMH), and posters were provided to post in visible locations.

All County Safe Youth Zones are designated by large yellow signs posted in conspicuous spaces. The Sheriff's Department Facilities Service Bureau personnel began installing signs in visible locations at the front of all Sheriff's Stations. All Department Patrol Stations open to the public for 24-hour service have been designated as Safe Youth Zones. Sheriff's Station lobbies have historically been used as safe places for those who need emergent and non-emergent

services. The new Safe Youth Zone should have little impact to normal station operations. Should a child/youth/NMD come into a station or agency lobby in need of emergency services, personnel should render aid, summon paramedics (if needed), and make necessary notification to the DCFS and/or Probation Department. If the child/youth/NMD is deemed to be a CSEC, immediate notification shall be made to the Special Victims Bureau, Human Trafficking Task Force.

### **COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC) TRAINING INITIATIVE**

Commercially sexually exploited children and youth present with a unique set of needs, requiring a comprehensive approach to engagement and support. Funded by the California Department of Social Services, the CSEC 102 training will provide an advanced and comprehensive curriculum on best practices for serving youth that are commercially sexually exploited. In this 16-hour training, we will build on the skills and concepts learned in CSEC 101, including but not limited to: an exploration of common dynamics when serving and supporting commercially exploited youth and how these dynamics impact the work and the providers. We will also discuss how the trauma of exploitation impacts the behavior, health, help-seeking, general engagement, and healing of youth who have been exploited, as well as a consideration of the role of substance in exploitation and trauma. Finally, significant time is spent exploring and practicing helpful engagement frameworks, including trauma reenactments, the stages (cycle) of change, motivational interviewing techniques and trauma-informed care. Some of the newer trainings are Gangs and Exploitation, CSEC and Native Communities, BOYS Documentary Screening & Male Survivor Panel, and more. These trainings are also offered in Spanish.



## 5-Year SIP Chart

**Priority Outcome Measure or Systemic Factor:** 4-P1: Permanency in 12 Months for Children Entering Foster Care

**National Standard:**  $\geq 35.2\%$  (greater than or equal to)

**CSA Baseline Performance:** 31.5% Child Welfare; 28.0% Probation Child Welfare (PCW) [Q3 2021; published January 2022]

**Current Performance:** 31.6% Child Welfare; 29.6% PCW [Q1 2022; published]

**Target Improvement Goal:** By September 30, 2025, Los Angeles County's permanency in 12 months performance will improve by 9%; a move from 31.5% to 34.3% for Child Welfare and 28.0% to 30.5% for PCW.

- **Year 1:** By September 30, 2023, Los Angeles County's permanency in 12 months performance will work to improve by 2%.
- **Year 2:** By September 30, 2024, Los Angeles County's permanency in 12 months performance will work to improve by 3%.
- **Year 3:** By September 30, 2025, Los Angeles County's permanency in 12 months performance will work to improve by 4%.

**Priority Outcome Measure or Systemic Factor:** 4- P2: Permanency in 12 Months for Children in Foster Care 12– 23 Months

**National Standard:**  $\geq 43.8\%$  (greater than or equal to)

**CSA Baseline Performance:** 34.1% Child Welfare; 18.8% Probation Child Welfare [Q3 2021; published January 2022]

**Current Performance:** 33.0% Child Welfare; 15.2% Probation Child Welfare [Q1 2022; published]

**Target Improvement Goal:** By September 30, 2025, Los Angeles County's permanency in 12- 23 months performance will improve by 12%; a move from 34.1% to 38.2% for Child Welfare and improve by 17%; a move from 18.8% to 22% for Probation Child Welfare.

- **Year 1:** By September 30, 2023, Los Angeles County's permanency in 12-23 months performance will work to improve by 3% (Child Welfare) and by 5% (PCW).
- **Year 2:** By September 30, 2024, Los Angeles County's permanency in 12-23 months performance will work to improve by 3% (Child Welfare) and by 5% (PCW).
- **Year 3:** By September 30, 2025, Los Angeles County's permanency in 12-23 months performance will work to improve by 6% (Child Welfare) and by 7% (PCW).

**Priority Outcome Measure or Systemic Factor:** Systemic Factor: Agency Collaboration

**National Standard:** N/A

**CSA Baseline Performance:** FFY Q1 2020 – Q4 2021 [October 1, 2020 – September 30, 2021] CFSR Case Review OSRI Well-Being Outcome 1, Families have enhanced capacity to provide for their children's needs; Item 13: Child and Family Involvement in Case Planning, Strength Rating Performance Baseline of 38. 5%.

**Current Performance:** FFY Q2 2022 [January 2022 – March 2022]

Item 13: Child and Family Involvement in Case Planning, Strength Rating Performance Baseline of 34. 8%.

**Target Improvement Goal:** By September 30, 2025, Los Angeles County will demonstrate a 5% increase (a move from 38.5% to 40.4%) in CFSR case reviews for cases receiving a "strength" rating in CFSR Case Review OSRI Well-Being Outcome 1: Families Have Enhanced Capacity to Provide for Their Children's Need - Item 13: Child and Family Involvement in Case Planning.<sup>7</sup>

- **Year 1:** By September 30, 2025, Los Angeles County will demonstrate a 1% increase in CFSR case reviews for cases receiving a "strength" rating.
- **Year 2:** By September 30, 2025, Los Angeles County will demonstrate a 1.5% increase in CFSR case reviews for cases receiving a "strength" rating.
- **Year 3:** By September 30, 2025, Los Angeles County will demonstrate a 2.5% increase in CFSR case reviews for cases receiving a "strength" rating.

<b>Strategy 1.1:</b> Increase permanency opportunities in the areas of family reunification, upfront family finding, and engagement to support identification and fostering of lifelong relationships and permanent caregivers.	<input checked="" type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  3-P1: Permanency in 12 Months for Children Entering Foster Care  <b>Measure:</b>  By September 30, 2025, Los Angeles County's permanency in 12 months performance will improve by 9%; a move from 31.5% to 34.3% for Child Welfare and 28.0% to 30.5% for PCW.	
	<input checked="" type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
<b>A.</b> Support family reunification efforts through increased utilization of Family Preservation (FP) and Parents in Partnership (PIP) programs.	April 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>PCW Placement Services Bureau</li> <li>DCFS Family Preservation</li> <li>DCFS and Adoptions (PIP)</li> <li>DCFS Service Bureaus</li> </ul>
<b>B.</b> Define desirable metrics and outcomes in the implementation of upfront family finding efforts into practice.	April 2023	December 2023	<ul style="list-style-type: none"> <li>DCFS Adoptions</li> <li>PCW CQI</li> </ul>
<b>C.</b> Ensure that upfront family finding and due diligence protocols are consistently implemented, including identification of and/or engagement of fathers and paternal relatives across all regional offices.	January 2024	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Adoptions</li> <li>DCFS Service Bureaus</li> <li>PCW RBS and CT Directors</li> </ul>

<b>D.</b> Enhance workforce skill development to engage and team in the use of up-front family finding and concurrent planning; as well as utilization of specialized staff for technical and logistical support to increase permanency.	April 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS Adoptions</li> <li>• PCW Permanency</li> <li>• DCFS Service Bureaus</li> </ul>
<b>E.</b> Expand the Permanency Collaborative to include interagency partners, such as DMH, DCFS RFS, and YDS to explore opportunities for increasing permanency services to include youth with complex needs, such as expectant and parenting youth (EPY) in care, and youth at risk of entering care from Voluntary Family Maintenance (VFM), Camp Community Placement (CCP), and Home of Parent/Probation (HOP) orders.	April 2023	September 2023	<ul style="list-style-type: none"> <li>• DCFS Resource Family Support (RFS)</li> <li>• DCFS Adoptions</li> <li>• PCW PPQA and YDS</li> <li>• DMH</li> </ul>
<b>F.</b> Explore the feasibility of developing an online tracking system for potential caregivers identified through the upfront family finding process, including but not limited to paternal relatives, with the possibility of an additional component for “Connect Our Kids” family tree information.	January 2024	September 2025	<ul style="list-style-type: none"> <li>• DCFS Adoptions</li> <li>• DCFS RFA</li> <li>• PCW RFA</li> </ul>
<b>G.</b> Utilize quarterly review of the Federal Measure Indicators, CFSR data, management data, as well as quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• Probation CQI</li> <li>• DCFS Office of Outcomes and Analytics (OOA)</li> </ul>

<b>Strategy 1.2:</b> Support timely completion of initial and ongoing assessments, including the Child and Adolescent Needs and Services (CANS) per County policy, to identify appropriate services to children, youth, NMD, EPY, and families.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  3-P1: Permanency in 12 Months for Children Entering Foster Care  <b>Measure:</b>  By September 30, 2025, Los Angeles County's permanency in 12 months performance will improve by 9%; a move from 31.5% to 34.3% for Child Welfare and 28.0% to 30.5% for PCW.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
<b>A.</b> Assess the number of staff who completed CANS training and/or certification.	January 2023	March 2023	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> <li>DCFS Training</li> </ul>
<b>B.</b> Conduct a review to determine the number of cases with a completed CANS assessment per DCFS policy.	January 2023	June 2023	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> <li>DCFS CQID</li> </ul>
<b>C.</b> Continue to provide training to staff to fulfill CANS training/certification requirements.	April 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> <li>DCFS Training</li> </ul>
<b>D.</b> Develop a plan to support/address incomplete or missing CANS assessments per DCFS policy, to include coaching and staff training.	July 2023	December 2023	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> </ul>

<b>E.</b> Provide coaching to staff post-training to support the integration of CANS results into the Child and Family Team (CFT) meetings and case plan.	May 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS Countywide and Regional Coaches</li> </ul>
<b>F.</b> Probation Child Welfare to work with DMH and other external stakeholders to identify existing processes by which relevant information from all assessments completed in Juvenile Hall, STRTPS and other locations is shared; identify existing assessment summaries that can be utilized by the DPO to improve case planning, which will include the development of a related training component.	April 2023	October 2025	<ul style="list-style-type: none"> <li>• PCW PPQA</li> <li>• DMH</li> </ul>
<b>G.</b> Utilize quarterly review of the Federal Measure Indicators, CFSR data, management data, as well as quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• Probation CQI</li> <li>• DCFS Office of Outcomes and Analytics (OOA)</li> </ul>

<b>Strategy 1.3:</b> Increase the number of children/youth/NMDs and EPY becoming permanent members of a family and/or having life-long connections by enhancing Resource Family recruitment, retention, and support.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b> 3-P1: Permanency in 12 Months for Children Entering Foster Care  <b>Measure:</b> By September 30, 2025, Los Angeles County's permanency in 12 months performance will improve by 9%; a move from 31.5% to 34.3% for Child Welfare and 28.0% to 30.5% for PCW.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
<b>A.</b> Identify areas of need and develop a Recruitment and Retention Model identifying recruitment opportunities (target social media recruitment) and funding resources to include recruitment for children with complex mental health and behavioral needs.	January 2023	March 2025	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• DCFS RFS</li> <li>• DCFS Adoptions</li> <li>• DCFS Bureau of Clinical Resources and Services (BCRS)</li> <li>• PCW RFA</li> <li>• PCW Permanency</li> <li>• DMH</li> </ul>
<b>B.</b> Cultivate community partnerships that support recruitment efforts in target neighborhoods representative of identified populations in need of care.	January 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• DCFS RFS</li> <li>• DCFS Adoptions</li> <li>• DCFS Bureau of Clinical Resources and Services (BCRS)</li> <li>• PCW RFA</li> <li>• PCW Permanency</li> </ul>



<b>C.</b> DCFS and PCW RFA to develop an advisory group to include internal and external stakeholders and identified resource families, youth, and youth with lived experience (with sub-committees) to enhance collaboration and align services such as Relative Support Services (RSS), recruitment, and training opportunities.	October 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• PCW RFA</li> <li>• PCW Permanency</li> <li>• DCFS Adoptions</li> <li>• DCFS RFS</li> </ul>
<b>D.</b> Identify resources for tangible supports and improved training for Resource Families and Forever Friends through various collaborations.	June 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• PCW RFA</li> <li>• PCW Permanency</li> <li>• DCFS Adoptions</li> <li>• DCFS RFS</li> <li>• DCFS Bureau of Clinical Resources (BCRS) - Level Up Program</li> </ul>
<b>E.</b> Utilize quarterly review of the Federal Measure Indicators, management data, as well as the quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• Probation CQI</li> <li>• DCFS Office of Outcomes and Analytics (OOA)</li> </ul>

<b>Strategy 2.1:</b> Provide enhanced permanency technical assistance to build upon existing skill sets and permanency planning capacity, including but not limited to staff, resource families, and providers.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  3- P2: Permanency in 12 Months for Children in Foster Care 12 – 23 Months  <b>Measure:</b>  By September 30, 2025, Los Angeles County's permanency in 12- 23 months performance will improve by 12%; a move from 34.1% to 38.2% for Child Welfare and improve by 17%; a move from 18.8% to 22% for Probation Child Welfare.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
A. Build upon staff's existing skill set and experience with processes and timelines for permanency options (reunification, legal guardianship, adoption).	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• DCFS Adoptions</li> <li>• PCW Permanency</li> <li>• DCFS Service Bureaus</li> <li>• PCW Placement Services Bureau</li> </ul>
B. Enhance existing Resource Family training to increase awareness of permanency options (reunification, legal guardianship, adoption).	July 2023	December 2023	<ul style="list-style-type: none"> <li>• DCFS RFA</li> <li>• PCW RFA</li> <li>• DMH CWD Training Section</li> </ul>

<p><b>C.</b> Build upon staff and agencies' existing skill sets to:</p> <ul style="list-style-type: none"> <li>• Identify and engage key individuals</li> <li>• Engage fathers;</li> <li>• Connect child/youth/NMD and EPY to resources to support of permanency;</li> <li>• Connect child/youth/NMD and EPY to resources in support of well-being, including but not limited to, utilization of extracurricular and enrichment activities, which may include Healing Arts, mentoring/life-long connections, and vocational/educational enrichment programs.</li> </ul>	October 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS Training</li> <li>• PCW Training</li> <li>• DCFS Service Bureaus</li> <li>• PCW Placement Services Bureau</li> <li>• DMH CWD Training Section</li> </ul>
<p><b>D.</b> Utilize quarterly review of the Federal Measure Indicators, management data, as well as the quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.</p>	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• Probation CQI</li> <li>• DCFS Office of Outcomes and Analytics (OOA)</li> </ul>

<b>Strategy 2.2:</b> Increase the frequency and quality of Family Time to promote and strengthen relationships and support permanency.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  3- P2: Permanency in 12 Months for Children in Foster Care12 – 23 Months  <b>Measure:</b> By September 30, 2025, Los Angeles County's permanency in 12- 23 months performance will improve by 12%; a move from 34.1% to 38.2% for Child Welfare and improve by 17%; a move from 18.8% to 22% for Probation Child Welfare.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
<b>A.</b> Enhance the utilization of Time2Connect scheduling application to support timely and regular Family Time as well as expand participation in the CFT.	June 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Time2Connect Program</li> <li>DCFS Service Bureaus</li> </ul>
<b>B.</b> Maximize utilization of Family Time sites, including collaboration with faith-based organizations, local community-based organizations, and contracted Family Time Site providers.	September 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Family Time Program</li> <li>DCFS Service Bureaus</li> </ul>
<b>C.</b> Conduct ongoing case reviews, case conferencing, and Child and Family Teaming to evaluate the effectiveness of the Family Time plan, comply with court orders, and achieve case plan goals.	June 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS CQI</li> <li>PCW CQI</li> <li>DCFS Contract Monitoring</li> <li>PCW Contract Monitoring</li> </ul>

<b>D.</b> Collaborate with educational partners to support children/youth to remain in their school of origin and maintain family and community connections.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS Bureau of Clinical Resources and Services (BCRS)</li> <li>• DCFS Service Bureaus</li> <li>• DCFS Education Program</li> <li>• PCW Education Program</li> <li>• PCW Placement Bureau</li> </ul>
<b>E.</b> Utilize quarterly review of the Federal Measure Indicators, CFSR data, management data, as well as quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• Probation CQI</li> <li>• DCFS Office of Outcomes and Analytics (OOA)</li> </ul>

<b>Strategy 3.1:</b> Emphasize reunification planning to facilitate timely transition of children to home-of-parent, when appropriate. Ensure that children/youth/NMDs, including expectant and parenting youth (EPY), in foster care are provided quality services that protect the safety and health of the children/youth/NMDs and promote permanency and lifelong connections through focused utilization of the Integrated Core Practice Model and agency collaboration.	<input type="checkbox"/> CAPIT	<b>Applicable Outcome Measure(s) and/or Systemic Factor(s):</b>  Systemic Factor: Agency Collaboration  <b>Measure:</b>  By September 30, 2025, Los Angeles County will demonstrate a 5% increase (a move from 38.5% to 40.4%) in CFSR case reviews for cases receiving a "strength" rating in CFSR Case Review OSRI Well-Being Outcome 1: Families Have Enhanced Capacity to Provide for Their Children's Need - Item 13: Child and Family Involvement in Case Planning.	
	<input type="checkbox"/> CBCAP		
	<input type="checkbox"/> PSSF	Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	<input checked="" type="checkbox"/> N/A		
Action Steps:	Implementation Date:	Completion Date:	Program / Section / Unit Responsible:
<b>A.</b> Increase participation in the initial Child and Family Team Meetings (CFTMs) and in ongoing case planning in follow-up CFTMs, including but not limited to identified family members and natural and formal supports, such as UFF/P3, PIP, Forever Friends, Cultural Brokers, CASA to explore methods that support inclusion of the voice of children/youth/NMDs, EPY, and parents.	October 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> <li>PCW Placement Services Bureau</li> </ul>
<b>B.</b> Ensure assessment and timely linkage of appropriate services identified in the CFTM for children/youth/NMDs, EPY, parents, and families.	October 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>DCFS Service Bureaus</li> <li>PCW Placement Bureau</li> </ul>



<b>C.</b> Evaluate the effectiveness of services toward the case plan goals through ongoing evaluation of client progress, regular case conferencing, and ongoing assessments as documented in the case plan.	July 2024	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• PCW CQI</li> </ul>
<b>D.</b> Ensure timely completion, submission, and quality/accuracy of court reports reflecting current information and documentation in support of the case plan goals.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• Court Representatives</li> <li>• DCFS Courts</li> <li>• PCW Courts</li> <li>• DCFS Service Bureaus</li> <li>• PCW Placement Bureau</li> </ul>
<b>E.</b> Identify gaps through the Lessons Learned, Practice Tips, and special topic newsletters to enhance the quality of services, build upon strengths, address gaps or needs within the service delivery system, and support ongoing assessments of children/youth/NMDs and EPY in care. This identification is to include an increase in timely referrals and service start date for aftercare services, such as STRTP aftercare, FFP, FFT, Wraparound, Family Preservation, and Regional Center services.	September 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• DCFS CQI</li> <li>• PCW CQI</li> <li>• DCFS Service Bureaus</li> <li>• PCW Placement Services Bureau</li> </ul>
<b>F.</b> Enhance effectiveness of permanency services for children, youth, and NMDs by utilizing the System of Care (SOC) Collaborative to identify areas needing improvement in review processes, prevention strategies, preservation and ongoing CFTMs, Placement Planning and Intervention Meetings (PPIMs), and Qualifying Individual (QI) and Interagency Placement Committee (IPC) processes; explore improved collaboration related to shared data systems.	October 2024	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• SOC EAC</li> <li>• SOC ILT</li> </ul>
<b>G.</b> Explore programs in development within other county departments in support of housing for biological parents.	April 2023	June 2024	<ul style="list-style-type: none"> <li>• DCFS Housing Division</li> </ul>
<b>H.</b> Create/explore a Communications Plan for the County websites, identifying staff with expertise, to support information sharing across populations.	January 2024	September 2025 (Ongoing)	<ul style="list-style-type: none"> <li>• PCW Public Affairs</li> <li>• DMH</li> <li>• DCFS Public Affairs</li> </ul>

I. Utilize quarterly review of the Federal Measure Indicators, CFSR data, management data, as well as quarterly SIP convenings, to inform the CQI process in the assessment of practice challenges and successes, and the identification of lessons learned, which will inform practice improvement efforts at the Bureau and Regional level.	July 2023	September 2025 (Ongoing)	<ul style="list-style-type: none"><li>• DCFS CQI</li><li>• Probation CQI</li><li>• DCFS Office of Outcomes and Analytics (OOA)</li></ul>
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## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION

#### PROGRAM NAME

The Family Preservation Program

#### SERVICE PROVIDER

The DCFS has 60 contracts with 27 agencies to provide FP services to Department of Children and Family Services (DCFS) and Probation Department children and their families throughout Los Angeles County.

The 27 agencies and their service area are outlined in the list below:

#	AGENCY NAME	DCFS OFFICE
1	Allies for Every Child	West Los Angeles
2	Behavioral Health Services	South County, Torrance
3	Hillsides	Belvedere, Palmdale, Pomona
4	Boys and Girls Club of West San Gabriel Valley	Glendora
5	Boys and Girls Club of San Fernando Valley	West San Fernando Valley
6	Child and Family Center	Lancaster, Palmdale, Santa Clarita
7	Children's Institute, Inc.	Compton, South County, Metro North, Torrance, Wateridge
8	Chinatown Service Center	Countywide
9	Dignity Community Care dba Hospital CA Hospital Medical Center	Metro North, Vermont Corridor
10	D'Veal Youth and Family Services	Pasadena
11	El Centro de AMISTAD	West San Fernando Valley
12	El Centro del Pueblo	Metro North, Pasadena, Vermont Corridor, Wateridge
13	Florence Crittenton	Belvedere, South County
14	Foothill Family Services	El Monte, Glendora
15	Helpline Youth Counseling	Belvedere, Santa Fe Springs

#	AGENCY NAME	DCFS OFFICE
16	Human Services Association	Santa Fe Springs
17	Para Los Ninos	Metro North, Wateridge
18	Penny Lane	Lancaster, Palmdale, Van Nuys/San Fernando Valley
19	Personal Involvement Center	Lancaster, Torrance, Wateridge
20	Project Impact	Compton, Wateridge
21	San Fernando Valley Community Mental Health	Van Nuys/San Fernando Valley, Santa Clarita
22	Shields for Families	Compton, Vermont Corridor, Wateridge
23	SPIRITT Family Services	Belvedere, Glendora, Pomona, Santa Fe Springs
24	Star View	Compton, South County, Metro North, Santa Fe Springs, Vermont Corridor, Wateridge
25	The University Corporation (Strength United)	Van Nuys/San Fernando Valley
26	United American Indian	County-wide
27	Uplift Family Services dba Pacific Clinics	Pasadena

## SERVICE PROVIDER

FPP is a strength-based, collaborative program aimed at helping families to identify and build upon existing strengths; resolve problems causing child safety concerns; advocate for their children at school and in other public settings; and expand or establish for the first time, the family's connection to resources and supports in the local community. One of the primary goals of FPP is increased self-sufficiency within the family and a reduced reliance upon public agency intervention to ensure children remain safely in their own homes. FPP is a comprehensive program that provides an array of services.

The Family Preservation Programs offers various Family Preservation (FP) Services consistent with DCFS' Integrated Core Practice Model, including the implementation of Child and Family Team (CFT) meetings and/or other collaborative meeting processes. FP provides services, resources and supports to DCFS and Probation families experiencing family functioning challenges, which may contribute to child abuse, neglect, and/or exploitation.

FP is divided into two program categories: 1) Family Preservation (FP) Assessment Services, and 2) Family Preservation (FP) Intervention Services. FP services and supports are provided in order to prevent: (a) subsequent referrals generated by the Child Abuse Hotline; (b) substantiated allegations of child abuse and/or neglect; (c) newly opened child welfare cases; and (d) child removals and placement in out-of-home care among DCFS referred Family Preservation Services clients. In this effort, FP agencies coordinate and collaborate with other PSSF agencies to facilitate successful client navigation across the service delivery continuum.

FP Assessment Services (FPAS) are those services provided to families who come to the attention of DCFS where there is risk due to identified issues related to mental health, substance abuse and/or domestic violence. Licensed clinicians or registered interns screen adult family members using a DCFS approved screening instrument to assess parental strengths and challenges. Family Assessment Services are offered to families to help identify and address problems before further child protective services intervention is required. FPAS can be used to determine whether Partnerships for Families (PFF), Alternative Response Services (ARS), or Prevention and Aftercare (P&A) may be beneficial to offer families.

The services provided to Emergency Response Command Post (ERCP) also include Assessment Services, Linkage services, In-Home Outreach Counseling (IHOC), Teaching & Demonstrating (T&D) Homemaking services, Child and Family Team (CFT) meetings, and Emergency Funds. The services provided to the regional offices include Assessment services, Linkage services, and Child and Family Team (CFT) meetings.

Family Preservation Intervention Services has two components: Open DCFS/Probation cases, and Alternative Response Services (ARS).

1. DCFS/Probation FP services will be provided for families when they are referred and when any of the following conditions apply: families with substantiated referrals with moderate to very high SDM risk; families receiving family reunification services and are expected to return home within 90 days; families receiving family maintenance services; or families with juvenile probation involvement. The length of the services will be a maximum of six months. There may be additional two 3-month extensions.
2. ARS is for families that have an inconclusive or substantiated disposition with low-to-moderate SDM risk of child abuse or neglect allegation who are in need of support services. ARS are short-term (maximum of 90 days), family centered services or resources that assist families by strengthening the family functioning while keeping children safe. In addition, they are designed in the effort to prevent future removal of the child(ren) from the home. Services are comprehensive and family-focused to fit the individual needs of each family.

## **FUNDING SOURCES**

<b>FUNDING SOURCE</b>	<b>LIST FUNDED ACTIVITIES</b>
CAPIT	
CBCAP	Alternative Response Services
PSSF Family Preservation	Family Preservation Assessment and Intervention Services.
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	NCC covers funding for all FP assessment and intervention services not covered by other funding sources.

## IDENTIFY PRIORITY NEED OUTLINED IN CSA

3P-1: Permanency in 12 Months for Children Entering Foster Care

## TARGET POPULATION

In general, the target population for FP Services is the children and families who are in need of services to prevent future child maltreatment and/or DCFS/Probation involvement. The target population is divided among the following types of FP services:

FP Assessment Services target parent(s)/caregiver(s) with open DCFS referrals alleged to have domestic violence, mental health and/or substance abuse issues.

FP Intervention Services target moderate to very high-risk families, as determined by the Structured Decision Making (SDM) tool, with substantiated Emergency Response/Emergency Response Command Post (ER/ERCP) referrals. These families may be receiving Family Maintenance Services (voluntary or court ordered) from DCFS/Probation or Family Reunification Services if a family's children will be reunifying within 90 days.

Eligible families include, but are not limited to:

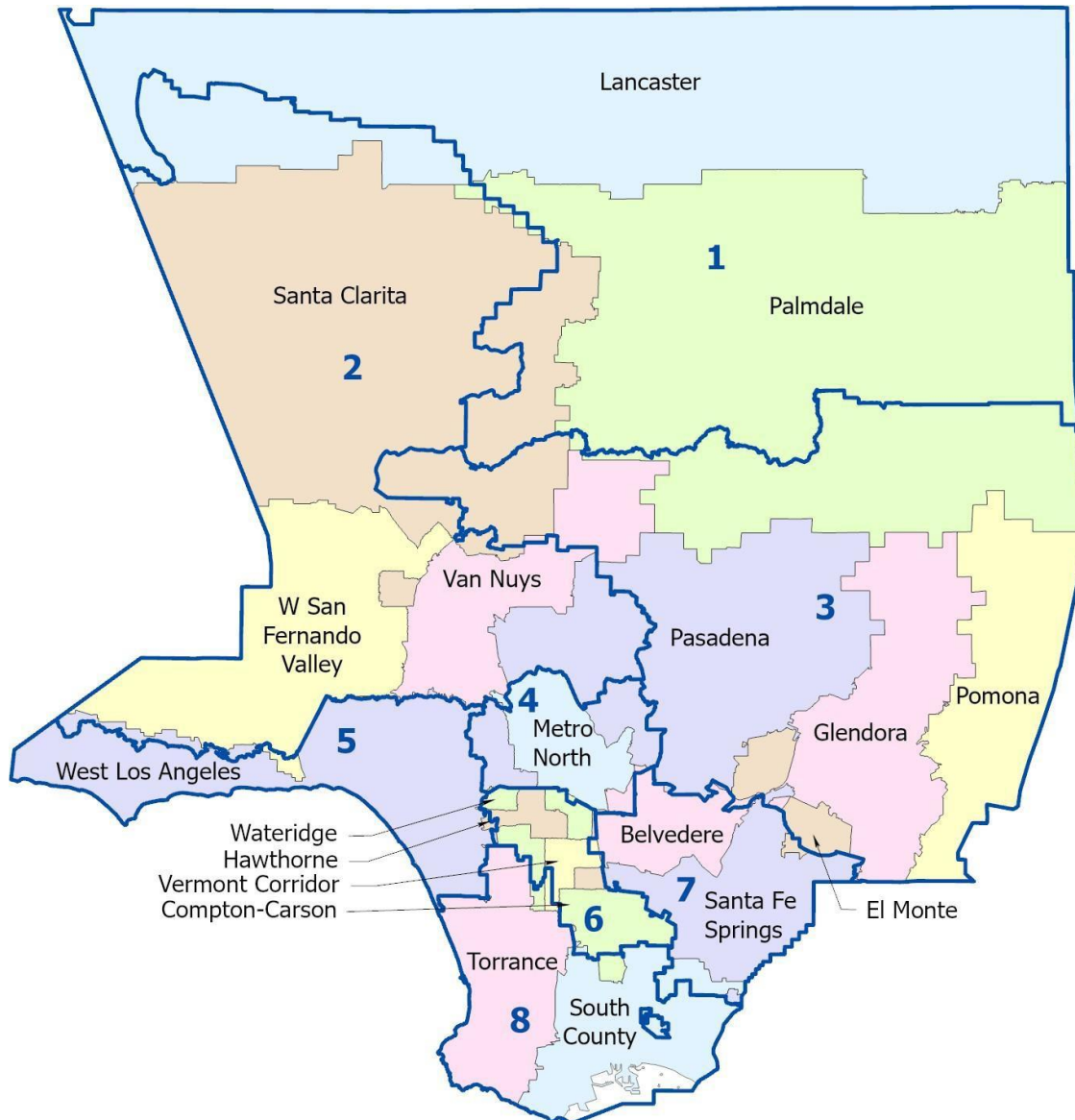
- Children who have been victims of sexual abuse when the perpetrator no longer has access to the child(ren);
- Families with crises that threaten the break-up of the family unit;
- Families with domestic violence and/or substance abuse issues;
- Families with mental health and/or developmental disability issues;
- Families with children who have behavioral problems and/or are truant from school; and
- Families with Probation delinquent children who are at risk of out-of-home placement.

## TARGET GEOGRAPHIC AREA

The DCFS contracts with 27 agencies aligned with Departmental Regional Offices throughout Los Angeles County to provide FP services. Below is a map of Los Angeles County's nine Service Planning Areas (SPAs) where FP services are provided.



**Figure 1:** Department of Children and Family Services, Map of Service Planning Area (SPA) and Regional Offices



## TIMELINE

Current SIP Cycle: 10/15/2020 – 10/14/2025

## EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
Reduce the Recurrence of Maltreatment for families participating in Family Preservation Services.	Los Angeles County's Family Preservation Program will meet or surpass the national Recurrence of Maltreatment standard of 9.1% for four consecutive quarters.	Administrative Data provided by Business Information System Division.	Quarterly reports will be run to capture the recurrence of maltreatment among children who were victims of a substantiated or indicated report of maltreatment during a 12-month reporting period.

QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
Services, activities and supports are delivered as contractually required.	All agencies will be subject to a thorough review of adherence to contractual requirements. Any findings will be addressed via a Corrective Action Plan.	Technical Reviews.	Minimally once per year.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Survey.			

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION

#### PROGRAM NAME

Prevention and Aftercare Services (P&A)

#### SERVICE PROVIDER

There are 10 agencies contracted to provide Prevention and Aftercare Services (P&A). Eight agencies deliver services within their Service Planning Area (SPA) and two agencies provide County-wide culturally informed services.

- Asian Pacific Islander – Special Services for Groups
- American Indian/Alaskan Native – United American Indian Involvement

#	AGENCY NAME	DCFS SPA AND REGIONAL OFFICE
1	Children's Bureau	SPA 6: Compton-Carson, Hawthorne, Wateridge, Vermont Corridor
2	Para Los Niños	SPA 4: Metro North
3	Penny Lane Centers	SPA 1: Lancaster, Palmdale
4	South Bay Center for Counseling	SPA 8: Torrance, South County
5	Special Service for Groups	County-wide: Asian Pacific Islander Unit
6	SPIRITT Family Services, SPA 3	SPA 3: Glendora, El Monte, Pasadena, Pomona
7	SPIRITT Family Services, SPA 7	SPA 7: Belvedere, Santa Fe Springs
8	The Help Group, SPA 2	SPA 2: Santa Clarita, West San Fernando Valley, Van Nuys
9	The Help Group, SPA 5	SPA 5: West Los Angeles
10	United American Indian Involvement	SPA 9: American Indian Section

\* New P&A contracts went into effect in March 2021 and April 2021. The previous P&A providers are SPA 1-Children's Bureau, SPA 2-Friends of the Family, SPA 3-HealthRIGHT 360/Prototypes, SPA 4-Children's Institute, SPA 5-Allies for Every Child, SPA 6-Shields for Families, SPA 7-SPIRITT Family Services, SPA 8-South Bay Center for Counseling, SPA 9-United American Indian Involvement, and County-wide Asian Pacific Islander-Special Service For Groups.

## PROGRAM DESCRIPTION

The P&A program incorporates the successes and “lessons learned” from the Prevention Intervention Demonstration Project and the Family Support Program, both of which ended in December 2014. P&A addresses several of the underlying factors associated with the incidence of child abuse and neglect, such as poverty, social isolation, and lack of access to community resources. P&A services were designed to prevent child abuse and neglect before it occurs; to improve families’ protective factors thereby reducing the likelihood of DCFS intervention; and to prevent the recurrence of child maltreatment causing families’ re-entry into the public child welfare system. Families who are DCFS-referred, self-referred, or referred by community agencies are eligible for P&A. Services include: Case Navigation; Parenting Education, Economic Development, and other unique services designed for each community. Services are provided based upon DCFS Service Planning Areas (SPAs) or Countywide Asian/Pacific Islander and American Indian/Alaskan Native, and require ongoing collaboration between the community agencies and DCFS regional offices.

## FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	Basic Needs/Concrete Supports, Behavioral Health/Mental Health Services, Case Management, Community Network Development, Domestic Violence, Early Childhood Services, Financial Literacy Education, Health Services, Housing Services, Information and Referral, Parenting Education, Parent Leadership Training, Peer Support, and Youth Development
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB2994	Basic Needs/Concrete Supports, Behavioral Health/Mental Health Services, Case Management, Community Network Development, Domestic Violence, Early Childhood Services, Financial Literacy Education, Health Services, Housing Services, Information and Referral, Parenting Education, Parent Leadership Training, Peer Support, and Youth Development

## IDENTIFY PRIORITY NEED OUTLINED IN CSA

3P-2 – Permanency in 12 Months for Children in Foster Care 12-23 Months

### TARGET POPULATION

- All Los Angeles County families are eligible, whether DCFS referred or not.
  - Families within the general population to prevent child maltreatment before it occurs.
- At Risk families known to the public child welfare system to prevent child maltreatment.
  - P&A may be best considered for closed ER referrals with unfounded or inconclusive allegations and low to moderate Structured Decision Making (SDM) risk levels, as this is a less intensive intervention than ARS or PFF.
  - P&A is also utilized for Evaluated Out Child Protection Hotline (CPH) referrals through the Community Prevention Linkages Program.
- Families in which child maltreatment has already occurred to treat its negative impact and prevent further abuse or neglect.
- Families with a closed child welfare case or a child welfare case approaching case closure (After care services.)
  - P&A may be offered to families whose cases are safely closing and they have pending case plan services.
- Families who are receiving Alternative Response Services (ARS), Partnerships for Families (PFF), or Family Preservation (FP), where P&A services are non-duplicative.

### TARGET GEOGRAPHIC AREA

The DCFS contracts with 10 agencies aligned with Service Planning Areas (SPAs) throughout Los Angeles County to provide FP services. Below is a map of Los Angeles County's nine SPAs where P&A services are provided.

Refer to Figure 1: Department of Children and Family Services, Map of Service Planning Area (SPA) and Regional Offices.

### TIMELINE

Current SIP Cycle: 10/15/2020 – 10/14/2025

## EVALUATION

### PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

For all DCFS identified and referred clients who have accepted P&A Services

Desired Outcome	Indicator	Source of Measure	Frequency
Improve participants' protective factors.	Participant protective factors will be higher after participation in P&A services.	Protective Factors Surveys.	Once per contract year.

### QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Services, activities and supports are delivered as contractually required.	All agencies will be subject to a thorough review of adherence to contractual requirements. Any findings will be addressed via a Corrective Action Plan.	Technical Reviews.	Minimally once per year.

### CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Client Surveys (The Standards of Quality for Family Strengthening and Support Participants Survey and the One-Time Event survey)	At least annually or sooner if service termination occurs earlier; for events, after an event	Survey results are reviewed to determine if families are satisfied with the services.	If overall satisfaction is low, the agency is required to provide a corrective action plan.

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION

#### PROGRAM NAME

Child Abuse and Prevention Intervention Treatment (CAPIT)

#### SERVICE PROVIDER

There are nine agencies contracted to provide Child Abuse and Prevention Intervention Treatment (CAPIT) services. Seven agencies deliver services within their Service Planning Area (SPA) and two agencies provide countywide services.

The agencies are listed in the chart below:

#	AGENCY NAME	DCFS SPA AND REGIONAL OFFICE
1	Personal Involvement Center	SPA 1: Lancaster and Palmdale
2	Strength United	SPA 2: Santa Clarita, West San Fernando Valley, Van Nuys
3	Parents Anonymous	SPA 3: Glendora, El Monte, Pasadena, Pomona
4	Children's Institute	SPA 4: Metro North ; SPA 6: Compton-Carson, Hawthorne, Wateridge, and Vermont Corridor
5	El Nido Family Services	SPA 5: West LA
6	Helpline Youth Counseling, Inc.	SPA 7: Belvedere and Santa Fe Springs
7	South Bay Center for Counseling	SPA 8: Torrance and South County
8	Special Service for Groups	County-wide: Asian Pacific Islander Section
9	United American Indian Involvement	County-wide: American Indian Section



## PROGRAM DESCRIPTION

CAPIT agencies provide individual, family and group counseling, parent education, in-home services and case management services. The program funds are available for use for families who are at risk for child abuse and neglect and for those already involved in the public child welfare system. Families are able to receive services, free of charge.

- Behavioral Health/Mental Health: CAPIT agencies provide clients with a wide array of counseling services including individual, couples, family and group. Many counseling services are available in-home to better meet the needs of families. Individual and group services are available for children and adults in different modalities.
- Case Management: All CAPIT agencies provide Case Management services, which includes an on-going assessment of client's needs, service coordination, service plan implementation, case conferencing and closure. Clients receiving Case Management services may also receive counseling and/or parenting education services.
- Parent Education: CAPIT providers offer Parent Education as part of their array of services, activities and supports. Parent Education is delivered via formal instruction in accordance with the Nurturing Parenting Program for Parents and Their School-Age Children curriculums. These curricula support and enhance the knowledge of parenting and child development.

## FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Behavioral Health/Mental Health; Case Management; Parent Education
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s): AB2994	

### **IDENTIFY PRIORITY NEED OUTLINED IN CSA**

3P-1: Permanency in 12 Months for Children Entering Foster Care

### **TARGET POPULATION**

CAPIT program funds are available for DCFS involved families and community families at risk for child abuse and neglect. This includes families who are isolated, involved in substance abuse, infants and preschool age children at risk of abuse, children exposed to domestic violence, children with behavioral problems, adolescents, including pregnant and parenting adolescents and their children and children with chronically mentally ill parents, residing in Los Angeles County.

### **TARGET GEOGRAPHIC AREA**

CAPIT services are available to any family residing in Los Angeles County. The nine agencies provide services throughout Los Angeles County. The agencies can also utilize zip code waivers to provide services to families residing outside of the SPA.

Refer to Figure 1: Department of Children and Family Services, Map of Service Planning Area (SPA) and Regional Offices.

### **TIMELINE**

Current SIP Cycle: 10/15/2020 – 10/14/2025

The current Child Abuse and Neglect Prevention, Intervention and Treatment (CAPIT) contract began on July 1, 2020 and ends on June 30, 2023. The contract has two, one-year options to extend through June 30, 2025.

## EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
Safety.	<p>Of all <u>DCFS referred families</u> within 6-12 months of successful completion of Intervention and Treatment services:</p> <ol style="list-style-type: none"> <li>1. Percentage of families included as the subject of subsequent child abuse and/or neglect referrals</li> <li>2. Percentage of families involved in subsequent substantiated child abuse and/or neglect referrals.</li> <li>3. Percentage of families with cases opened.</li> <li>4. Percentage of children removed from parent(s) and placed in out of home care.</li> </ol>	<ol style="list-style-type: none"> <li>1. CWS/CMS Monthly Reports.</li> <li>2. CWS/CMS Monthly Reports.</li> <li>3. CWS/CMS Monthly Reports.</li> <li>4. CWS/CMS Monthly Reports.</li> </ol>	The Program Monitor completed annual Technical Reviews on all the contracted agencies.

Desired Outcome	Indicator	Source of Measure	Frequency
	<p>Of all <u>community or self-referred</u> families within 6-12 months of successful completion of Intervention and Treatment services:</p> <ol style="list-style-type: none"> <li>1. Percentage of families included as the subject of child abuse and/or neglect referrals</li> <li>2. Percentage of families involved in substantiated child abuse and/or neglect referrals.</li> <li>3. Percentage of families with cases opened.</li> <li>4. Percentage of children removed from parent(s) and placed in out of home care.</li> </ol>	<ol style="list-style-type: none"> <li>1. CWS/CMS Monthly Reports.</li> <li>2. CWS/CMS Monthly Reports.</li> <li>3. CWS/CMS Monthly Reports.</li> <li>4. CWS/CMS Monthly Reports.</li> </ol>	

QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
Ensure agency's adherence to contract agreements.	Program Monitor completes a tool and notes any deficiencies; if deficiencies are noted, the agency will complete a Corrective Action Plan (CAP) and address how they will remedy any findings.	Complete technical review and review client case records and agency's financial records.	Annual review.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Protective Factors Survey.	At beginning and end of services.	The results are utilized to assess the increase of the protective factors.	The responses are reviewed during the annual technical reviews.
Adult- Adolescent Parenting Inventory	Pre and post enrollment in parenting education classes	The responses to the inventory provide an index of risk for practicing behaviors known to be attributable to child abuse and neglect.	The responses are reviewed during the annual technical reviews.

## CAPIT/CBCAP/PSSF PROGRAM AND EVALUATION DESCRIPTION

### PROGRAM DESCRIPTION

#### PROGRAM NAME

Adoption Promotion and Support Services (APSS)

#### SERVICE PROVIDER

There are seven agencies contracted to provide Adoption Promotion and Support Services (APSS). The seven agencies deliver services within the eight County Service Planning Areas (SPA).

#	AGENCY NAME	DCFS SPA AND REGIONAL OFFICE
1	Penny Lane Centers	SPA 1: Lancaster and Palmdale
2	Olive Crest	SPA 2: Santa Clarita, West San Fernando Valley, Van Nuys
3	Five Acres	SPA 3: Glendora, El Monte, Pasadena, Pomona
4	Children's Bureau	SPA 4: Metro North
5	UCLA TIES for Families	SPA 5: West LA
6	Children's Bureau	SPA 6: Compton-Carson, Hawthorne, Wateridge, Vermont Corridor
7	Wayfinder Family Services	SPA 7: Belvedere, Santa Fe Springs
8	Children's Institute, Inc.	SPA 8: Torrance, South County

\* The current SPA 8 Provider will be sunsetting their APSS contract as of December 31, 2022. Negotiations are underway to use a "rate increase" to allow a current APSS Agency to provide services in SPA 8.

## PROGRAM DESCRIPTION

The APSS program is designed to encourage, expedite and maintain Los Angeles County DCFS and Probation children and eligible non-minor dependents in safe, loving adoptive homes. The families who participate are provided with adoption-specific supportive services in the effort to move forward with or preserve adoptive placements, prevent adoption disruption, and/or work with children and caregivers who are hesitant about adoption or are in need of additional support to fully understand the adoption process.

In addition to case management, which includes linkages to services not directly provided by the contractor's program, APSS services include parenting, therapy, mentors and support groups. The APSS program is part of a continuum of care consistent with the Los Angeles County mission to enrich lives through effective and caring service and the Integrated Core Practice Model, which ensures the physical, emotional, social and educational needs of children are met in a safe and nurturing environment. DCFS partners with community-based contractors to provide adoption-focused specialized services when adoption is in the best interest of the child or non-minor dependent.

## FUNDING SOURCES

source	list funded activities
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	Case Management, Parenting; Therapy; Mentoring; Support Groups
OTHER Source(s): AB2994	



### **IDENTIFY PRIORITY NEED OUTLINED IN CSA**

3P-2 – Permanency in 12 Months for Children in Foster Care 12-23 Months

### **TARGET POPULATION**

The APSS serves: (1.) Children or non-minor dependents that could benefit from a more permanent plan of adoption. (2.) Children or non-minor dependents who are hesitant about being adopted. (3.) Matched and unmatched children, caregivers and families involved in the DCFS/Probation adoption process, including pre-adoption activities, or participating in the Resource Family Approval process and the adoption home study process. (4.) Children, non-minor dependents or families in need of support and services before and after adoption finalization, up until the youngest prospective adoptive or adopted child is age 21.

### **TARGET GEOGRAPHIC AREA**

The DCFS contracts with seven (7) agencies aligned with the eight County Service Planning Areas (SPAs) throughout Los Angeles County to provide APSS services.

Refer to Figure 1: Department of Children and Family Services, Map of Service Planning Area (SPA) and Regional Offices.

### **TIMELINE**

Current SIP Cycle: 10/15/2020 – 10/14/2025

## EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
<ol style="list-style-type: none"> <li>Children have permanency and stability in their pre-adoptive and adoptive homes.</li> <li>Children move from foster care into permanent adoptive homes.</li> <li>Encourage finalized adoptions.</li> </ol>	<ul style="list-style-type: none"> <li>Performance Target 1: Of the families that have received APSS services, the percentage of dissolutions of adoptive placements or finalized adoptive homes shall not exceed 15%.</li> <li>Performance Target 2: Of the families that have received or completed APSS services, the percentage of children who were stabilized or made progress toward the goal of a permanent adoptive home shall meet a minimum of 70%</li> </ul>	Contractor reports.	<ol style="list-style-type: none"> <li>Monthly</li> <li>Annual</li> <li>Ad hoc</li> </ol>

QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
County has staff dedicated to providing on-going monitoring of contract deliverables and requirements.	Ongoing monitoring through onsite or virtual Technical Reviews of all contract requirements and Statement of Work deliverables; evaluate and tracks Corrective Action Plans; review of budgets and invoices; monthly services, client and outcome program reports; monthly and ad hoc meetings with contractors; collaboration and coordination with DCFS Regional office and Adoptions staff; Protective Factors Surveys; and client complaints.	County tracks: 1. Deficiencies noted in Technical Reviews and Corrective Action plans 2. Client and services rates, including increases / decreases for each; and, 3. Periodic and overall rates of achieving outcomes and goals.	Ongoing, monthly, quarterly, annually; and, as needed.

CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Protective Factors Surveys.	At start of services and every six months.	Client reported progress tracked and compared with overall APSS goals and outcomes.	As needed.

CAPIT/CBCAP/PSSF EXPENDITURE WORKBOOK  
PROPOSED EXPENDITURES  
WORKSHEET 1

(1) DATE SUBMITTED: _____					(2) DATES FOR THIS WORKBOOK: 7/1/21 thru 6/30/22					(3) DATE APPROVED BY OCAP: _____									
(4) COUNTY: Los Angeles					(5) PERIOD OF SIP: 10/15/21 thru 10/15/25					(6) YEARS: 4					Internal Use Only				
(7) ALLOCATION (Use the latest Fiscal or All County Information Notice for Allocation):					CAPIT: \$ 3,373,249		CBCAP: \$536,917		PSSF: \$7,640,931										
No.	Program Name	Applies to CBCAP Programs Only	Name of Service Provider	Service Provider is Unknown, Date Revised Workbook to be Submitted to OCAP	CAPIT		CBCAP		PSSF						OTHER SOURCES	NAME OF OTHER	TOTAL		
					Dollar amount to be spent on CAPIT Programs	CAPIT is used for Administration	Dollar amount to be spent on CBCAP Programs	CBCAP is used for Administration	Dollar amount to be spent on Family Preservation	Dollar amount to be spent on Family Support	Dollar amount to be spent on Time-Limited Reunification	Dollar amount to be spent on Adoption Promotion & Support	Dollar amount of PSSF allocation to be spent on PSSF activities (Sum of columns G1-G4)	PSSF is used for Administration	Dollar amount from other sources	List the name(s) of the other funding source(s)	Total dollar amount to be spent on this Program (Sum of Columns E, F, G5)		
A	B	C	D1	D2	E1	E2	F1	F2	G1	G2	G3	G4	G5	G6	H1	H2	I		
1	Prevention and Aftercare Services		multiple agencies (10)							\$1,888,692			\$1,888,692		\$5,459,114	DMH	\$7,347,806		
2	Prevention and Aftercare Services		multiple agencies (10)										\$0			County Fund	\$0		
3	Family Preservation - FP & ARS		multiple agencies (35)				\$536,917		\$3,200,000				\$3,200,000		\$186,437	KIDS' Plate	\$3,923,354		
4	Family Preservation - FP & ARS		multiple agencies (35)										\$0		\$25,370,100	County Fund	\$25,370,100		
5	Adoption Promotion & Support Services		multiple agencies (8)									\$2,785,307	\$2,785,307		\$0		\$2,785,307		
6	Time-Limited Family Reunification		Dept. of Public Helath				\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
7	CAPIT				\$2,740,017		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$2,740,017		
8					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
9					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
10					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
11					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
12					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
13					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
14					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
15					\$0		\$0		\$0	\$0	\$0	\$0	\$0		\$0		\$0		
	Totals				\$2,740,017		\$536,917		\$3,200,000	\$1,888,692	\$0	\$2,785,307	\$7,873,999		\$31,015,651		\$42,166,584		


**(2) YEARS: 2021-2025**

Rev. 8/2013



# California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☒ Progress Report ☐

County	Los Angeles
SIP Period Dates	2021 - 2025
Outcome Data Period	Q3 2021 through Q3 2025
County Child Welfare Agency Director	
Name	Brandon Nichols
Signature*	
Phone Number	(213) 351-5602
Mailing Address	510 So. Vermont Ave., 10th Floor, Los Angeles, CA 90020
County Chief Probation Officer	
Name	Dr. Adolfo Gonzales
Signature*	<i>Karen M. Miller for AG</i>
Phone Number	(562) 940-2501
Mailing Address	9150 E. Imperial Hwy., Downey, CA 90242
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Cynthia McCoy-Miller, Senior Deputy Director
Signature*	<i>Cynthia McCoy Miller</i>
Phone Number	(213) 518-6667
Mailing Address	510 S. Vermont Ave., 10th Floor Los Angeles, CA 90020
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Mail the original Signature Sheet to:

\*Signatures must be in blue ink

Children and Family Services Division  
Outcomes and Accountability Section  
California Department of Social Services  
744 P Street, MS 8-12-91  
Sacramento, CA 95814

## Contact Information

Child Welfare Agency	Name	Amy Kim, Children Services Administrator III
	Agency	Los Angeles County Department of Children and Family Services
	Phone & E-mail	(213) 222-5633 kimamy@dcfs.lacounty.gov
	Mailing Address	Office of Outcome and Analytics 510 S. Vermont Ave., 10th Floor, Los Angeles, CA 90020
Probation Agency	Name	Lisa Campbell-Motton, Director
	Agency	Los Angeles County Probation Child Welfare
	Phone & E-mail	(323) 240-2435 Lisa.Campbell@probation.lacounty.gov
	Mailing Address	Placement Permanency & Quality Assurance 11701 So. Alameda St., 2nd Floor, Lynwood, CA 90262
Public Agency Administering CAPIT and CBCAP  (if other than Child Welfare)	Name	Not Applicable
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Cynthia McCoy-Miller, Senior Deputy Director
	Agency	Los Angeles County Department of Children and Family Services
	Phone & E-mail	(213) 518-6667 mccoyc@dcfs.lacounty.gov
	Mailing Address	510 S. Vermont Ave., 10th Floor, Los Angeles, CA 90020
CBCAP Liaison	Name	Cynthia McCoy-Miller, Senior Deputy Director
	Agency	Los Angeles County Department of Children and Family Services
	Phone & E-mail	(213) 518-6667 mccoyc@dcfs.lacounty.gov
	Mailing Address	510 S. Vermont Ave., 10th Floor, Los Angeles, CA 90020
PSSF Liaison	Name	Cynthia McCoy-Miller, Senior Deputy Director
	Agency	Los Angeles County Department of Children and Family Services
	Phone & E-mail	(213) 518-6667 mccoyc@dcfs.lacounty.gov
	Mailing Address	510 S. Vermont Ave., 10th Floor, Los Angeles, CA 90020