

**Los Angeles County
Department of Children and
Family Services**

Strategic Plan 2015—2017



STRATEGIC PLAN OVERVIEW

Over the three-year period between January 1, 2015, and December 31, 2017, DCFS seeks to measurably improve child safety, permanency and well-being, while strengthening families and communities, by implementing a Strategic Plan focused upon two primary goals and five core strategies defined in this document.

Each strategy contains specific objectives and priorities that were identified through a process of engaging community stakeholders in focus groups and community meetings. The purpose of the engagement was to capture the essential elements of a child welfare strategic plan as seen, not only through the eyes of the Department, but through the eyes of community partners and county residents.

Vision:

Children thrive in safe families and supportive communities.

Mission:

DCFS practices a uniform service delivery model that measurably improves:

- ◆ Child safety
- ◆ Permanency
- ◆ Well-being

Values:

Cultural Sensitivity: We acknowledge, respect, value, and understand the importance of cultural diversity in all aspects of child welfare practice.

Leadership: We engage, motivate, and inspire others to collaboratively achieve common goals through example, vision, and commitment.

Accountability: We accept responsibility for our actions, behavior, and results.

Integrity: We are honest, forthcoming, and transparent, always acting in accordance with the highest ethical standards and values.

Responsiveness: We take needed action in a timely manner.

STRATEGY 1.1:
ACHIEVE BEST PRACTICES IN
CHILD SAFETY

Objective 1.1.1
Child Safety

Objective 1.1.2
Core Practice Model

Objective 1.1.3
ERDD

Objective 1.1.4
Young Children in Care

Objective 1.1.5
CSEC

Objective 1.1.6
Self-Sufficiency

Objective 1.1.7
Cross Over Youth

GOAL 1:
**CHILD AND
FAMILY
CENTERED
PRACTICE**

STRATEGY 1.2:
MEET PLACEMENT AND
TREATMENT NEEDS OF THE
CHILDREN UNDER DCFS
SUPERVISION

Objective 1.2.1
Child Well-Being

Objective 1.2.2
Permanency

Objective 1.2.3
Kinship Care

Objective 1.2.4
Placement Resources

GOAL 2: OPERATIONAL EXCELLENCE

STRATEGY 2.1:
FOSTER EFFECTIVE AND CARING
COMMUNITY PARTNERSHIPS

STRATEGY 2.3:
PURSUE OPTIMAL DESIGN AND
ACCOMPANYING WORK SYSTEMS

STRATEGY 2.2:
ENSURE THE RIGHT PEOPLE ARE
DOING THE RIGHT JOB

Objective 2.1.1
Partnership and Collaboration

Objective 2.1.2
Community Engagement

Objective 2.1.3
Information Sharing

Objective 2.2.1
Service Excellence

Objective 2.2.2
Workforce Excellence

Objective 2.2.3
Staff Development
and Training

Objective 2.3.1
Information Systems

Objective 2.3.2
Alignment

Strategy 1.1

Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Child Safety (1.1.1) By December 2017, identify and implement clear protocols and establish joint responsibility with other government agencies and community partners to ensure that children who are known to DCFS are safe from maltreatment.</p>	<ul style="list-style-type: none"> • By December 2017, develop a 24 Hour Immediate Response to provide an alternative timeframe for referral response. Evaluate existing models , design and implement a program pilot, evaluate the results of the pilot to determine the feasibility of department-wide implementation. • By December 2017, implement a data-driven protocol to increase the rate of Emergency Response Command Post (ERCP) referral closures to reduce the number of attempted contacts and follow-up referrals sent to the regions. • By June 2017, build internal capacity in each regional office to consistently address timely Emergency Response (ER) Referral Closure within 30 Days. Develop a menu of "strategies" regional offices can utilize to increase timely closure of ER referrals. • By December 2017, collaborate with the Core Practice Model Strategic Plan Objective Team (SPOT) to evaluate Coaching and Mentoring protocols for Emergency Response units.; incorporate California System Organized Practice principles; implement a pilot program; and assess the feasibility of countywide rollout. • By January 2020, expand co-location of staff between DCFS and Law Enforcement agencies. 	<p>Foster Care Entry (Removals) (DCFS Standard <= 4.9%)</p> <p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>Percent of DCFS families receiving Family Maintenance services with reduced Structured Decision Making Risk levels prior to case closure</p>



Strategy 1.1

Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Core Practice Model (1.1.2)</p> <p>By January 2020, implement the Core Practice Model countywide to reduce foster care entry (removal), expedite and increase placement with relatives and in catchment area, improve placement stability and achieve engagement and teamwork Quality Service Review score levels; ensure DCFS clients experience services consistent with the Department's Core Practice Model.</p>	<ul style="list-style-type: none"> By December 2017, implement a Core Practice Model (CPM) Immersion Plan in targeted DCFS regional offices to safely prevent removals, increase placement resource utilization, increase staffing resources, and engage stakeholders in immersion activities. Establish a Core Practice Model Charter that defines CPM roles, alignment structure, and data tracking procedures. By December 2017, implement a Child and Family Team (CFT) certification plan to train all CSWs at the CFT Facilitator level; 50% of SCSWs at the Coach Facilitator level; and, two staff members, per regional office, at the Coach Developer level. By January 2020, implement the CPM Coaching Plan county wide. Create an implementation infrastructure to support the roll-out of the plan, including development of regional office processes to support fidelity to the Core Practice Model and sustainability of the model philosophy. 	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American children)</p> <p>Permanency within 12 Months (3-P1; Federal Standard >=40.5%)</p> <p>Re-entry to Foster Care (Federal Standard <=8.3%)</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p> <p>Quality Services Review Teamwork Scores (Teaming, Case Planning, Assessment and Understanding, Long-Term View)</p> <p>Child and Family Services Review Scores</p> <p>1st or 2nd placement with relatives</p>



Strategy 1.1

Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Eliminating Racial Disparity and Disproportionality (ERDD) (1.1.3)</p> <p>By January 2020, identify and progressively implement county-wide evidence-based interventions aimed at reducing disparity and disproportionality, foster care entry (removals), increased first and second placement with relatives and improved timelines to permanency within the first 12 months (foster care entry) among African American children in the child welfare system.</p>	<ul style="list-style-type: none"> • By December 2017, implement a Cultural Broker Program countywide. • By December 2017, provide Cultural Trainings, development, and support for DCFS staff (via CPM coaching and training), administrators, Community Based Organizations, legal partners, and key stakeholders. • By January 2020, develop and implement the Fatherhood Initiative countywide, including, expansion of the Los Angeles Fatherhood Network, development of Project Fatherhood trainings certification, and support for DCFS staff, community partners, legal partners, and key stakeholders to increase engagement of fathers in the child welfare system. • By December 2017, implement the Effective Black Parenting program. 	<p>Reduction of disparities across all outcomes related to safety, permanency, and well-being</p>

Strategy 1.1

Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Young Children in Care (1.1.4)</p> <p>By December 2017, implement an optimal service delivery model for all children in care, focusing on the accelerated developmental needs of foster children ages five and under.</p>	<ul style="list-style-type: none"> By January 2020, train staff and contracted agencies on how to most effectively work with the age 0 to 5 population, their families and caregivers. Support best practice for this population by having DCFS offices identify “0-5 Champions,” specially trained to work with children in this age group.  By December 2017, increase enrollment in Early Childhood Education (ECE). Develop feedback loop protocols for ECE providers. Create procedures to establish a baseline for the number of children enrolled in ECE, track those children who are not enrolled, and provide reasons for non-enrollment. By December 2017, ensure that a joint Public Health Nurse (PHN)/Children’s Social Worker (CSW) visit will occur for all children ages zero to two years. The PHN will conduct a developmental milestone screening on the child and all siblings, and provide timely service linkage to developmental providers for further screening and services, as needed.  	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>Permanency within 12 Months (3-P1; Federal Standard >=40.5%)</p> <p>Re-entry to Foster Care (Federal Standard <=8.3%)</p> <p>Percent of DCFS families receiving Family Maintenance services with reduced Structured Decision Making Risk levels prior to case closure</p>




Strategy 1.1

Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>CSEC (1.1.5) By December 2017, develop and implement an integrated government agency, service provider, and community service delivery process to reduce foster care entry and re-entry, and to ensure that Commercially Sexually Exploited Children (CSEC) are receiving adequate and timely medical, educational, mental health, and housing services.</p>	<ul style="list-style-type: none"> • By December 2017, evaluate and expand the CSEC First Responders Pilot Program to address the needs of Commercially Sexually Exploited Children. Train DCFS staff and external stakeholders on the revised First Responders program. Roll-out the revised First Responders Program county wide. • By December 2017, explore additional CSEC funding options. Prepare and submit proposals to secure additional CSEC funding. Prepare plans to outline the use of additional funding obtained. • By December 2017, explore additional CSEC Community resources for CSEC, including eliciting new CSEC service provider contracts, and increasing housing services, while strengthening working relationships with CSEC community service providers. 	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5, African American)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Foster Care Entry (Removals) (DCFS Standard <= 4.9%)</p> <p>Re-entry to Foster Care</p> <p>Percent of DCFS families receiving Family Maintenance services with reduced Structured Decision Making Risk levels prior to case closure</p>

Strategy 1.1



Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Self-Sufficiency (1.1.6) By December 2017, develop and implement a service delivery system to support self-sufficiency of Transition Age Youth (TAY) that supports stable housing, vocational training, gainful employment, and life skills development for youth.</p>	<ul style="list-style-type: none"> • By December 2017, implement Philip L. Browning’s Foster Youth Program. Develop training curriculum for managers to facilitate implementation. Conduct outreach to community partners to increase work exposure placement resources. • Develop a Self –Sufficiency Roadmap for Transition Age Youth to support access to stable housing, education, medical/dental services, workforce preparedness, gainful employment, life skills services, and supportive long-term connections. • By December 2017, increase housing opportunities for emancipating youth, in alignment with <i>California Continuum of Care Reform</i> initiative. • December 2017, prepare a plan to provide the County’s Annual Aged Out Youth with resources needed to transition to productive adulthood through self-sufficiency measures Including: Workforce Preparedness, Education, Housing, and Social/Emotional Well-being Services.  • Prepare for expansion of the Workforce Investment Board Jobs Program in 2017, to support youth work-readiness and employment. Preparations to include development of a comprehensive plan for implementation and program training for all managers.  • By January 2020, provide additional training opportunities for foster youth in areas such as vocational education and S-T-E-M (Science-Technology-Engineering-Math) programs.  	<p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p> <p>Non-permanency exits (target 1.5%; current 2.8%)</p> <p>QSR Child Status scores</p>


Strategy 1.1 Achieve Best Practices in Child Safety

Objective	Priorities for 2015-2017	Outcomes
<p>Crossover Youth (1.1.7) By December 2017, identify and provide service linkage and supports to foster youth who are at high risk of being arrested and/or referred to juvenile court for delinquent offenses</p>	<ul style="list-style-type: none"> By December 2017, complete the WIC 241.1 protocol to provide enhanced services to youth designated as dual-system Juvenile Dependency Court dependents (WIC 300) and wards of the Juvenile Delinquency Court (WIC 602). By January 2020, enhance and implement data sharing protocols with the Los Angeles Unified School District (LAUSD) to identify DCFS foster children in grades Kindergarten through 2nd grade whose academic performance is below standards. Provide remedial tutoring where indicated to increase the number of foster children reading at grade level by the time they reach the 3rd grade. <i>Reading at grade level by the 3rd grade is associated with improved outcomes for children in the areas of social, emotional, and academic functioning, as well as enhanced functioning in adulthood.</i> 	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p>


Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objective	Priorities for 2015-2017	Outcomes
<p>Child Well-Being (1.2.1) By December 2017, establish and implement policies, procedures, and staff training to ensure the well-being of children who come to the attention of DCFS, including comprehensive needs assessments and continuous monitoring of the physical, dental, mental health, and educational needs of each child while under DCFS care and supervision.</p>	<ul style="list-style-type: none"> By December 2016, enhance access to, and provision of, mental health services to children under DCFS supervision, including finalizing a pilot of the Psychotropic Medication Authorization (PMA) alert system. Enhancements to include development of data tracking procedures and an infrastructure to: 1) Better support service delivery to high needs children, and; 2) Increase enrollment in intensive mental health services. By December 2016, develop and promote awareness regarding sexual health. Report aggregate numbers of youth prescribed LARCs at the DHS Medical Hubs. Formulate DCFS Policy revisions re: availability of LARCs at DHS Hubs. Create a Pregnant and Parenting Teen (PPT) website. By December 2017, increase the number of children in Out of Home care who receive timely physical and dental care.  By December 2017, promote healthy behaviors by reducing childhood obesity and the health risks associated with unhealthy lifestyles, for children in DCFS care.  <p>(Continued on Next Page)</p>	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>“Strength” rating achieved in the Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.2 moves per 1,000 days)</p>

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

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<p>Child Well-Being (1.2.1) By December 2017, establish and implement policies, procedures, and staff training to ensure the well-being of children who come to the attention of DCFS, including comprehensive needs assessments and continuous monitoring of the physical, dental, mental health, and educational needs of each child while under DCFS care and supervision.</p>	<p>(Continued from Previous Page)</p> <ul style="list-style-type: none"> By December 2017, develop a comprehensive plan to improve educational outcomes for foster youth, aligned with the Local Control Funding Formulas (LCFF). The DCFS Education Section will team with school districts and regional offices to support each school district's Local Control Action Plan (LCAP). By December 2017, implement up-to-date and easy to access resources for undocumented children and families, including implementing a web page on the LA Kids website for the Special Immigrant Status (SIIS) unit providing information for DCFS staff and the Juvenile Court on available programs and resources for undocumented families under DCFS supervision. By December 2016, increase the number of School Districts in Los Angeles County that participate in the Student Information Tracking System (SITS) to ensure that school records for children in foster care are maintained and accessible regardless of the child's placement location.  <p>(Continued on Next Page)</p>	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>"Strength" rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <=4.2 moves per 1,000 days)</p> <p>Quality Services Review (QSR) Child Status scores</p>

Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

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<p>Child Well-Being (1.2.1) By December 2017, establish and implement policies, procedures, and staff training to ensure the well-being of children who come to the attention of DCFS, including comprehensive needs assessments and continuous monitoring of the physical, dental, mental health, and educational needs of each child while under DCFS care and supervision.</p>	<p>(Continued from Previous Page)</p> <ul style="list-style-type: none"> By December 2017, develop comprehensive SIS, Immigration, and Immigration and Customs Enforcement (ICE) training for DCFS staff, Juvenile Court staff, and community partners on immigration options, programs, and resources available to undocumented populations; develop a formal protocol for non-profit organizations requesting U Visa Certifications from DCFS for undocumented populations who are or were under DCFS supervision; develop a proposal for Dependency Court under WIC 317 requesting the appointment of immigration counsel for undocumented dependent children in need of legal representation while in removal proceedings or when removal is ordered by the Court. By December 2017, foster effective collaboration with community partners to expand immigration services to undocumented families while under DCFS supervision.  By January 2020, foster and expand collaboration with local Consulates on behalf of undocumented families while under DCFS Supervision. 	<p>Foster Care Entry (Removal) (DCFS Standard <= 4.9%)</p> <p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>Strength rating achieved in Child and Family Services Review (CFSR) On-site Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.2 moves per 1,000 days)</p>



Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objective	Priorities for 2015-2017	Outcomes
<p>Permanency For All Children (1.2.2) By January 2020, develop and Implement a permanency planning process that improves timelines to reunification, adoption and legal guardianship.</p>	<ul style="list-style-type: none"> By January 2020, improve the timelines to reunification, adoption and legal guardianship, including conducting Rapid Permanency Reviews to identify strategies aimed at reducing the percentage of youth in care 24 months or longer. By January 2020, streamline the Kin-GAP process and revise Kin-Gap Eligibility procedures for Continuing Services CSWs in alignment with the <i>California Resource Family Approval</i> program requirements. Establish a Permanency Meeting protocol with full disclosure of Concurrent Planning options for caregivers (Legal Guardianship vs. Adoption) once Family Reunification efforts have failed, or prior to 21f hearing, whichever comes first; develop a plan for inclusion of Kinship Support Services, Prevention and Aftercare Contractors, and Relative Support Services (RSS) Contractors in the Kin-Gap eligibility process. Ensure submission of Concurrent Planning Assessments (CPA's) no less than 90 days prior to the WIC 366.21(e) hearing. Develop an online Permanency Decision Tree for CSWs. Ensure CSW's release case records to service providers providing services to a family with an existing DCFS case to enhance case planning efforts. 	<p>Permanency within 12 Months (3-P1) Permanency within 12 Months for Children in Foster Care 2 Years or More (3-P3) Median time in out-of-home care Placement Stability Placement with Relatives (DCFS Standard >= 46.0%) Quality Services Review (QSR) Teamwork scores Child and Family Service Review (CFSR) Case Planning scores Non-permanency exits</p>


Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objective	Priorities for 2015-2017	Outcomes
<p>Kinship Care (1.2.3) By January 2020, achieve full implementation of a comprehensive Resource Family Approval (RFA) process consistent with RFA written directives to ensure that whenever possible, children are placed in a relative home and/or maintain a connection to their family of origin.</p> <p><i>Please refer to Placement Resources 1.2.4, which is also impacted by the Continuum of Care Reform (CCR) initiative, California Resource Family Approval (RFA) Program, and the Quality Parenting Initiative (QPI)</i></p>	<ul style="list-style-type: none"> By January 2020, enhance departmental capacity and establish processes to support all caregivers, including Increasing timely placements with relatives and new protocols related to the streamlined Kin-GAP procedures developed for Permanency objectives. By January 2017, prepare relative care providers for the implementation of the 2017 California Resource Family Approval (RFA) program via monthly meetings. Create and launch a CCR-RFA Narrated PowerPoint for DCFS staff. By January 2020, increase support of relatives based upon relative caregiver survey results and utilization of Relative Support Services (RSS) contracted agencies and existing Kinship Care Centers, in collaboration with Prevention and Aftercare Contractors; coordinate relative supports and resources provided by Community Based Organizations (CBOs) in each Service Planning Area (SPA). By January 2016, develop the Approved Relative Caregiver (ARC) funding option program to address disparities in relative caregiver payments; train DCFS staff on the ARC funding option. 	<p>Permanency within 12 Months (3-P1)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p> <p>1st and 2nd Placement with Relatives</p> <p>Placement with Relatives (DCFS Standard >= 46.0%)</p>


Strategy 1.2 Meet Placement and Treatment Needs for the Children under DCFS Supervision

Objective	Priorities for 2015-2017	Outcomes
<p>Placement Resources (1.2.4) By January 2020, achieve full implementation of Continuum of Care Reform (CCR) and a comprehensive Resource Family Approval (RFA) program consistent with CCR and RFA written directives, to ensure rapid and appropriate placements are provided to children in care that meet their unique needs and keep them safe.</p> <p><i>Please refer to Placement Kinship Care 1.2.3, which is also impacted by the California Continuum of Care Reform (CCR) initiative, California Resource Family Approval (RFA) Program, and the Quality Parenting Initiative (QPI)</i></p>	<ul style="list-style-type: none"> • By January 2020, foster Care Recruitment analysis: Analyze recruitment reports. Review outcomes of past recruitment efforts. Develop and prepare for implementation of new targeted recruitment plans in 2017. Develop an implementation plan based upon recommendations. Explore enhanced payment rates for highly specialized populations. Evaluate the outcomes of the recruitment plan post-implementation.  • Develop and implement a plan for Resource Family Outreach and Recruitment in support of the Resource Family Approval program. • Analyze data on challenging behaviors of high risk youth to identify gaps in service provision and resources. • Conduct a survey to identify the training needs of TFC Foster Parents. Develop trainings based upon input obtained. Provide enhanced TFC Foster Parent Trainings. • By January 2017, increase support services for foster parents and develop service enhancements for kinship care providers in alignment with the 2017 California Resource Family Approval program. Hold focus groups to obtain and review foster parent support ideas; develop a plan for enhanced foster parent support based upon input. • By January 2017, develop a comprehensive plan to address utilization of the Foster Care Search System, including an analysis of current utilization, barriers, and system enhancement recommendations.  	<p>Permanency within 12 Months (3-P1)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Family Strengths and Needs Assessment (FSNA)</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p> <p>Placement with Relatives (DCFS Standard >= 46.0%)</p> <p>Placement within Catchment Area</p>





Strategy 2.1 Foster Effective and Caring Community Partnerships

Objective	Priorities for 2015-2017	Outcomes
<p>Partnership and Collaboration (2.1.1)</p> <p>By January 2020, every Service Planning Area (SPA) will have access to a comprehensive network of community supports, formal and informal, to provide quality supportive services and resources that result in a decrease in child welfare entries, an increase in permanency within 12 months of entering foster care, and a decrease in recurrence of maltreatment for all DCFS children.</p>	<ul style="list-style-type: none"> ◆ By December 2017, expand implementation of the Regional Community Alliance (RCA) Councils, comprised of external stakeholders, to provide a forum for DCFS and the community to discuss service enhancements and continuous quality improvement, ensure disclosure, clarity, and inclusion are routine components of engagement with community partners in all aspects of services delivery, including allocation of resources and sharing of outcomes.  ◆ Establish procedures to ensure recommendations made by the RCA are relayed on a regular basis to the Director's Advisory Council. ◆ Utilize surveys of RCAs progress and; provide ongoing support to RCAs in different office regions, especially in those areas with a higher number of issues/needs. ◆ By June 2017, identify and engage community partners who might contribute to the RCAs' purpose and strengthen the community safety net for children and families. ● By December 2017, establish RCAs as an opportunity for regional offices to engage in peer learning, exchange of success stories, and methods to keep the lines of communication open with the community; develop a Partnership and Collaborative Log to spotlight local RCAs and their office collaborative. ● Ensure formal and informal community support persons attend Child and Family Team Meetings, by identifying community members during RCA meetings. Introduce the Core Practice Model and Child and Family Team principles and processes to RCA members. 	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>Permanency within 12 Months (3-P1)</p> <p>"Strength" rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard <= 4.12 moves per 1,000 days)</p> <p>Foster Care Entry (Removals) (DCFS Standard <= 4.9%)</p>

Strategy 2.1 Foster Effective and Caring Community Partnerships

Objective	Priorities for 2015-2017	Outcomes
<p>Community Engagement (2.1.2) By 2020, ensure that each Service Planning Area (SPA) has access to a comprehensive network of formal and informal community supports, including faith-based organizations, to provide quality supportive services and resources that result in a decrease in child welfare entries, an increase in permanency within 12 months of entering foster care, and a decrease in recurrence of maltreatment for all DCFS children.</p> <p>Improve performance and build service capacity of community based organizations by developing a contracting and shared learning process that is achievable and effective.</p>	<ul style="list-style-type: none"> • By December 2017, develop a faith-based initiative, including a Communications Plan and stakeholder training curriculum, to assist with prevention efforts and providing goods and services. Survey regional offices to determine the current level of Faith Based Organization (FBO) engagement. • By December 2017, increase the number of Faith Based Organizations (FBOs) committed to providing goods and services to DCFS; develop standardized tracking tools to capture contributions from the Faith Community; develop a Regional Directory of Faith Based Services and Resources. • By January 2019, provide regional office trainings on ways to increase Faith Based collaborations; train FBO's on working with DCFS children and families, including legal requirements related to separation of church and state. • Develop a film proposal with internal stakeholders input to introduce staff and the community to the DCFS Faith Based Collaborative framework and community safety net. • Develop web-based capability to track families assisted by Faith Based Organizations to minimize, or eliminate, reliance upon manual tracking. • By December 2017, develop a plan to adopt Performance-Based Contracting in 2017, based upon outcome measures identified by DCFS, other appropriate departments, and contracted agencies contracted to provide services, programs and supports for children and families.  	<p>Foster Care Entry (Removal) (DCFS Standard <= 4.9%)</p> <p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (0-5 age, African American)</p> <p>Permanency within 12 Months (3-P1)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement with Relatives (DCFS Standard >= 46.0%)</p> <p>Placement within Catchment Area</p>


Strategy 2.1 Foster Effective and Caring Community Partnerships

Objective	Priorities for 2015-2017	Outcomes
<p>Information Sharing (2.1.3) By January 2020, enhance the countywide information sharing system to increase child safety through timely response, strengthening the countywide safety net to protect children, and increasing communication and information sharing between DCFS, law enforcement agencies, community partners, and the District Attorney's office.</p>	<ul style="list-style-type: none"> By December 2018, revise and Expand Early Warning System, including re-designed programming modules to improve performance and efficiency; alerts to DCFS and law enforcement on high risk allegations of abuse, critical incident or Child Fatality referrals.  Develop Electronic Suspected Child Abuse Report (eSCARS) cross-training sessions for internal and external stakeholders, including a high level DCFS Workflow Chart and decision tree depicting the pathway of a referral made to the Child Protection Hotline. Enhance the E-SCARS system to increase compatibility with Windows (e.g. MS Explorer; Fax Services, PDF software, etc.) Web Browsers (Google Chrome) Design a re-code to include mobile device functionality.   Increase and standardize communication among County departments and contracted agencies by developing a Communications Plan, training curriculum and User Guide. Enhance the interface between eSCARS and the Justice Data Interface Controller for automatic generation of service calls in the Sheriff's Computer Aided Dispatch (CAD) system. By January 2020, support and enhance information sharing process with other County Departments through redesign of the Enterprise Linkages Project (ELP) to support use of integrated data systems in making data-driven policy and program decisions.  	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (African American children)</p> <p>Enhance the County Child Welfare Continuous Quality Improvement System</p> <p>Foster Care Entry (Removal) (DCFS Standard <= 4.9%)</p>


Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objective	Priorities for 2015-2017	Outcomes
<p>Service Excellence (2.2.1) By January 2020, develop and implement a comprehensive child welfare service provision process that creates a culture of service excellence for both internal and external stakeholders, provides service delivery 24 hours per day, seven days per week, and includes ongoing satisfaction evaluation.</p>	<ul style="list-style-type: none"> By January 2020, implement a Customer Experience Survey to elicit feedback from internal and external customers; and, conduct a pilot of the survey in two DCFS Offices prior to county wide rollout. By January 2020, implement a Foster Youth Resource Assessment and Rating Tool, or survey, and a plan to continuously increase utilization of the tool. The tool consists of a voluntary survey that is offered to all foster youth to provide the Department with information about the youths' out-of-home care experience. Tabulation of survey results are to be provided monthly to DCFS administration and the Los Angeles County Board of Supervisors.  	<p>Recurrence of Maltreatment (3-S2; Federal Standard \leq 9.1%) (African American children)</p> <p>Permanency within 12 Months (3-P1; Federal Standard \geq40.5%)</p> <p>“Strength” rating achieved in Child and Family Services Review (CFSR) Onsite Review Instrument (ORI) Child Well-being Outcome 1, Items 12 and 13</p> <p>Placement Stability (Federal Standard \leq 4.12 moves per 1,000 days)</p> <p>QSR Child Status scores</p> <p>Enhance the County Child Welfare Continuous Quality Improvement System</p>

Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objective	Priorities for 2015-2017	Outcomes
<p>Workforce Excellence (2.2.2) By December 2017, develop and implement a comprehensive child welfare service provision process that creates a culture of workforce excellence 24 hours per day, seven days per week, and ensures that a skilled, professional workforce is hired and retained.</p>	<ul style="list-style-type: none"> • By January 2020, increase DCFS staff retention and job satisfaction by providing an environment that is safe, supportive, and rewarding, and conducting job satisfaction surveys. • By December 2017, clarify roles and provide adequate training and resources to clerical staff in order to support the work of CSWs. • By December 2017, identify CSW tasks and activities that can be reassigned to clerical staff for completion, including convening a workgroup of subject matter experts to review and target clerical desk reviews; review clerical staff specifications; identify additional training and resources connected with assigned clerical duties; establish follow-up review procedures to monitor compliance and ensure efficiency. • Develop a comprehensive plan to increase targeted hiring in 2017.  	<p>Enhance the County Child Welfare Continuous Quality Improvement System</p>

Strategy 2.2 Ensure The Right People Are Doing The Right Job

Objective	Priorities for 2015-2017	Outcomes
<p>Staff Development and Training (2.2.3) By December 2017, develop and implement a comprehensive, innovative training curriculum for DCFS staff.</p>	<ul style="list-style-type: none"> • By January 2020, initiate development and Implementation of the Common Core 3.0 Training, including train the trainer components; incorporate the first module into the DCFS University curriculum for newly hired CSWs; ensure development of field instructors; track and monitor delivery of training to staff. • By January 2020, deliver CPM Supportive Training to internal and external stakeholders with the goal of improved outcomes for children and families, as well as improved Quality Services Review (QSR) scores. Develop targeted learning objectives for each stakeholder group. Coordinate the development of a multi-year training plan and track implementation of the plan department-wide. • Enhance Department of Children and Family Services University (DCFSU), including formulation of joint workgroups comprised of DCFS and University Consortium for Children and Families (UCCF) team members; create a report calendar for each specific deliverable.  • By January 2020, develop and provide Cross-training with other County departments; develop a multi-agency committee and delegate workgroups; identify stakeholders and develop an appropriate curriculum; schedule and deliver training; track and evaluate training efficacy on an ongoing basis. 	<p>Enhance the County Child Welfare Continuous Quality Improvement System</p> <p>Quality Services Review Teamwork Scores (Teaming, Case Planning, Assessment and Understanding, Long-Term View)</p>

Strategy 2.3

Pursue Optimal Design and Accompanying Work Systems

Objective	Priorities for 2015-2017	Outcomes
<p>Information Systems (2.3.1) By June 2017, enhance the countywide information sharing system, including modernizing and designing innovative Departmental information systems, in support of increased child safety through timely response and increased communication between DCFS, law enforcement agencies, community partners, and the District Attorney's office.</p>	<ul style="list-style-type: none"> By December 2017, initiate the Court Report Document Management System (CRDMS) pilot to establish a paperless court report system and monitor timely submission of Court Reports. Develop a One Password System: Generate an inventory of applications that do not use the Active Directory for log-in. Prioritize applications according to the volume of users; estimate the resource needs and the number of work hours required for each application. Based upon the evaluation, prepare a project plan. 	<p>Recurrence of Maltreatment (3-S2; Federal Standard <= 9.1%) (African American children)</p> <p>Enhance the County Child Welfare Continuous Quality Improvement System</p>

Strategy 2.3

Pursue Optimal Design and Accompanying Work Systems

Objective	Priorities for 2015-2017	Outcomes
<p>Alignment (2.3.2) By January 2020, enhance organizational productivity and accountability by aligning Federal, State, and County mandates.</p>	<ul style="list-style-type: none"> • By June 2016, complete a crosswalk of major initiatives based upon a comprehensive analysis of current programs and initiatives. • Analyze time-study code utilization to facilitate improvements in time-study code accuracy by DCFS CSWs and SCSWs and to ensure appropriate use of funding/resources. • Incorporate alignment matters into the monthly DCFS Stat Meeting agenda, as part of the Continuous Quality Improvement and data-driven decision making team efforts. • By January 2020, facilitate alignment of major Department initiatives and programs, including the Shared Core Practice Model, Eliminating Racial Disparity and Disproportionality, Continuous Quality Improvement/Data-driven Decision Making, DCFS Quality Services Review (QSR), the Child and Family Services Review (CFSR), the Los Angeles County DCFS System Improvement Plan (SIP), Federal Title IV-E requirements, Continuum of Care Reform (CCR), Resource Family Approval (RFA), the Quality Parenting Initiative (QPI), the County of Los Angeles Strategic Plan, the County of Los Angeles Office of Child Protection Strategic Plan. 	<p>Enhance the County Child Welfare Continuous Quality Improvement System</p>