



24-5546

**DATE:** May 7, 2024 (Item No. {{item.number}})  
**TO:** Board of Supervisors  
**FROM:** Daniel Little, Director, Social Services Agency  
**SUBJECT:** Quarterly Report on Child Welfare Procedures and Protocols

### **RECOMMENDED ACTION**

Under advisement from February 6, 2023 (Item No. 23): Receive report from the Department of Family and Children's Services and other County Departments relating to child welfare procedures and protocols.

### **FISCAL IMPLICATIONS**

There are no fiscal implications associated with receipt of this informational report.

### **REASONS FOR RECOMMENDATION AND BACKGROUND**

At its December 19, 2023 Special Meeting, the Board of Supervisors (Board) issued several referrals and requests for information on a range of topics related to child welfare including prevention, child protection, and interventions. At its February 6, 2024 meeting, the Board provided additional direction related to the referrals issued at the December 19<sup>th</sup> meeting and issued several additional referrals.

Since the Board's February 6<sup>th</sup> meeting, the Department of Family and Children's Service (DFCS) and its partners have worked collaboratively to respond to as many of the Board's referrals as possible by May 7<sup>th</sup> and will be providing additional reports at future quarterly presentations to the Board.

In addition to the Board's referrals and information requests, DFCS leaders and staff have begun or continued to:

- Design a pathway forward that re-envision Santa Clara County's child welfare system as a child and family safety and well-being system, incorporating direction from the Board, the California Department of Social Services (CDSS), and DFCS's strategic framework (*see section titled "Pathway Forward" below*);
- Focus on enhancing safety measures in DFCS's work with communities including assessing what is the right level of intervention for each family based on level of risk factors, and engaging families for safe, preventative solutions;

- Partner with community stakeholders, County partners, and mandated reporters to “keep eyes on and arms around” children at risk of abuse or neglect;
- Deepen cross-system work and strengthen partnerships with traditional child welfare partners in the medical, law enforcement, and legal communities, and develop information sharing processes, and real-time multi-disciplinary teaming;
- Utilize quantitative and qualitative child welfare data to support data driven decision making; and
- Review all policies and procedures to ensure they are up-to-date, and clearly align with the mission and vision of DFCS, child welfare and institutions code, and within the direction of County Administration and Social Services Agency (SSA).

### Pathway Forward

DFCS has continued to do a systematic review and engage CDSS, as the oversight entity for all California child welfare departments. Leadership from DFCS and County Administration have also been meeting with community partners and stakeholders to better understand and address their concerns, including making progress on medical consents, and creating a more robust and engaged partnership with the Children’s Advocacy Center.

One of the requests from CDSS was for DFCS to synthesize its reform efforts into a comprehensive plan that is consistent with the federal framework, the Child and Family Services Review (CFSR),<sup>1</sup> which CDSS oversees for child welfare in California. Specifically, CDSS requested DFCS outline how it would integrate its current work, including the critical direction received from the Board of Supervisors, into its system improvement plan (SIP), which every county is required develop for submission to CDSS on a five-year cycle<sup>2</sup>.

In response to CDSS’ request, DFCS identified three overarching pillars as its unified reform framework: (1) safeguarding children, (2) supporting and developing our workforce, and (3) building key partnerships.

DFCS has organized these efforts into five categories of work, including the specific direction provided through Board’s referrals, that are central to DFCS’s strategic plan and will be reflected in the forthcoming SIP submitted to CDSS:

1. **Safeguarding children:** Holistically review DFCS’s policies and practices and solicit recommendations from external experts;

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<sup>1</sup> CFSR is the framework by which the federal government assess the states’ performances in child welfare by reviewing performance metrics related to (1) safety, (2) permanency, and (3) well-being. Federal Child and Family Services Review (CFSR), available at <https://www.cdss.ca.gov/inforesources/child-welfare-program-improvement/federal-child-and-family-services-review> (last visited Apr. 23, 2024).

<sup>2</sup> The County’s System Improvement Plan (SIP) serves as an operational agreement between the CDSS, Department of Family and Children Services (DFCS) and Probation and provides an outline for how the County will develop and implement measurable goals and strategies to improve safety, permanency and well-being for children and families to specifically address federal measures. The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention, and treatment funds to strengthen and preserve families. 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. The SIP is completed every five years along with a County Self-Assessment (CSA), Peer Review by other CA Counties, and inclusive of SIP annual progress reports, once the SIP is approved by CDSS and the Board of Supervisors. CFSR Instructional Manual available at <https://www.cdss.ca.gov/Portals/9/CCFSRInstructionManual.pdf?ver=2017-10-03-090658-660> (last visited Apr. 27, 2024).

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2. **Safeguarding children:** Use data regarding the federal “recurrence of maltreatment” performance measure for child welfare systems to inform potential changes to DFCS’s November 2023 Interim Direction to staff, as well as future direction in other areas and planned revision to the SIP;
3. **Safeguarding children:** Further implement Structured Decision Making throughout DFCS’s practices with associated training and coaching;
4. **Workforce support and development:** Improve internal communications, revise the legal consultation workflow, and ensure documentation in the state’s CWS/CMS child welfare database; and
5. **Building key partnerships:** Partner with the Board and internal and external stakeholders to support re-envisioning child welfare to better ensure child safety, permanency and well-being, and family strengthening.

## **1. Safeguarding Children: Holistically review DFCS’s policies and practices and solicit recommendations from external experts.**

The Social Services Agency (SSA) and DFCS leadership are working in partnership with the Office of the County Counsel to conduct a holistic policy and practice review related to emergency response, investigative practices, and levels of DFCS or Court intervention and oversight, consistent with the direction from the Board of Supervisors. This effort has already begun with a comprehensive review of all training materials and will focus on (but not be limited to) issues identified as areas of concern or opportunity for improvement by the Board of Supervisors, CDSS, County Administration, County Counsel, DFCS leadership and staff, and the community. DFCS will continue to report to the Board and CDSS about this project.

To ensure this review is thorough, objective, complete, and results in policy and practice changes that reflect state and national best practices identified by experts in the field of child welfare, the County is engaging external experts to guide and support this review. These experts include but (but will not be limited to) retired Child Welfare Director (Riverside County and San Francisco County) Sylvia Deporto, retired Santa Clara County Chief Probation Officer Laura Garnette, Evident Change, and California Child Welfare Indicators Project (CCWIP). These individuals and organizations will help assess DFCS’s current practices and provide an objective, expert assessment and recommendations regarding policy and practice changes. These experts will provide independent assessments and recommendations directly to the Board and County Administration, as well as provide an independent perspective on DFCS’s progress in implementing reforms. An off-agenda report was submitted to the Board on April 22, 2024, outlining community partner and stakeholder feedback on the plan to work with these external experts, additional external expert recommendations, and outlining next steps.

## **2. Safeguarding Children: Further Risk Assessment Efforts**

In addition to reviewing its current policies and practices, DFCS continues to refine risk assessment approach. DFCS has recently engaged Emily Putnam-Hornstein, Ph.D. and Rhema Vaithianathan, PhD around predictive risk modeling. Dr. Putnam-Hornstein is a Distinguished Professor in the School of Social Work at UNC Chapel Hill and co-director of the Children’s Data Network. She is also a research specialist with the California Child

Welfare Indicators Project (CCWIP) at UC Berkeley, which hosts California's child welfare data. Recently, she was the featured keynote speaker at the 2024 Child Abuse Prevention Council Child Abuse symposium. Dr. Vaithianathan is a Professor of Health Economics at Auckland University of technology and director of the Centre for Social Data Analytics.

Drs. Putnam-Hornstein and Vaithianathan are leading experts in predictive risk modeling, an approach to risk assessment that relies on automated (computerized) processes that can be applied to existing data systems. Together, they have developed and implemented tools in Pennsylvania, Colorado, and Los Angeles County. These models can be used to stratify (or triage) cases based on future risk, without any new data entry required. Predictive risk models can be built on an organization's local data – and then defined based on areas of risk or populations that are concerning and defined as priorities.

Predictive risk modeling, an area of focus for Drs. Putnam-Hornstein and Vaithianathan, is an added element to any risk assessment tool to support further analysis based on an organization's defined areas of risk that are concerning and that are factors in critical events.<sup>5</sup> Predictive risk modeling is an additional support to child welfare staff to quickly identify case profiles that are significantly complex and have similar risk factors as other cases where there have been critical incidents including, but not limited to, repeat maltreatment. Predictive risk modeling can also be utilized for reflective supervision and coaching by supervisors when staff initially receive cases to discuss areas of focus for the investigation and/or case management that will need to occur. Predictive risk modeling also allows the child welfare team, particularly the supervisor, to consider any deviation from the SDM tool guidance in balancing the social worker's clinical assessment, current risk and potentiality of certain risk factors impacting the child's safety. The predictive risk model will support in optimizing decision-making, staff assignment, supervision and coaching by providing actionable insights on high-risk cases. DFCS will continue to engage Drs. Putnam-Hornstein and Vaithianathan in determining the best path forward.

Their tools have been subjected to several randomized controlled trials, which have documented significant improvements in child safety and improvements in racial disparities.

### **3. Safeguarding Children: Using the Federal Measure for Recurrence of Maltreatment Data to Inform DFCS's Interim Direction and Planned Revisions to the System Improvement Plan.**

As previously shared with the Board, federal requirements related to child welfare require states and counties to track, report on, and take steps based on specific measures designed to evaluate the performance of child welfare agencies nationwide. The federal measure 4-S2 – recurrence of maltreatment within 12 months of the initial substantiated allegation of abuse or neglect – is the metric specifically designed to determine if a child welfare department is making the right decision to keep a child safe after initial contact with a family. With the reform work focused on child safety, DFCS has been examining the county's outcomes under 4-S2 closely and has made practice changes based on that assessment, which were reflected in the "November 2023 Interim Direction" previously presented to the Board.

Specifically, DFCS reviewed this data in various ways to understand trends that would highlight a need for deeper review in particular areas. From the analysis and review of the

most recent reporting period for Federal Fiscal Year (FFY) 2022 (October 2021 – October 2022), DFCS learned there were higher rates of repeated maltreatment for infants and young children. As infants and young children are among the most vulnerable served and particularly susceptible to the devastating consequences of abuse and neglect due to their age and lower levels of community contact and oversight, DFCS quickly adjusted its practices through the Interim Direction in November 2023 to provide a greater level of focus on infants and children (ages 0-5) based on the data<sup>3</sup>. The Interim Direction directs staff to pursue a higher level of intervention (e.g., court oversight as opposed to informal programs) for a family when the children have a “High Risk” or “Very High-Risk” assessment under the Structured Decision Making (SDM) tool and there is a recent substantiated allegation of abuse. DFCS Continuous Quality Improvement staff and leadership are continuing to monitor federal measure 4-S2 closely through case-level reviews to determine whether additional policy or practice changes are needed to ensure child safety.

In response to one of the Board’s prior referrals, DFCS prepared the attached report titled “Data Guiding November 2023 Interim Direction and Future Assessments,” which outlines how data was used to create the November 2023 Interim Direction. DFCS leadership continues to monitor data trends to determine if additional factors in child and family circumstance warrant similar direction and will to report to the Board on this topic.

#### **4. Safeguarding Children: Furthering Structured Decision-Making Implementation throughout DFCS’s Practices.**

With child safety at the center of DFCS’s reform work, DFCS has been conducting case reviews and identifying specific opportunities for standardizing policies and practices in a manner that is consistent with evidence-based best practices. This includes (1) increasing timely and proper completion of the SDM tools; (2) standardizing safety planning throughout DFCS; and (3) implementing the Interim Direction to ensure appropriate and consistent risk categorization for infants with prenatal substance exposure.

##### *Timely and Proper Completion of SDM tools*

The SDM tools are not only required to be used by all counties in California but are highly effective for supporting safety assessment and child welfare decision-making for children and families: “[i]n California, SDM’s 2015 Annual Report showed that recurrence of maltreatment was less likely to occur when caseworkers followed the SDM Risk assessment recommendation.” With safety being paramount and recurrence of maltreatment as its key metric, it is critical that the DFCS ensure the consistent and timely use of SDM Tools in all cases. Case reviews indicate that there are significant opportunities for improvement on the use of the SDM tools including making sure the information entered into the tool is complete, that the tool is used in a timely manner, and that analysis using the decision-making tool is redone when new information is learned through an investigation.

To move this work forward, DFCS is using a three-pronged approach: (1) developing a new, internal leadership coaching team, (2) continuing current coaching support, and (3)

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<sup>3</sup> California Child Welfare Indicators Project (CCWIP): Recurrence of Maltreatment *available at* <https://ccwip.berkeley.edu/childwelfare/reports/S2/MTSG/r/Fed/1> (last visited Apr. 27, 2024).  
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increasing formal trainings. For the new coaching team, DFCS is creating a structure within the department for real-time coaching on SDM and Safety Organized Practice (SOP)<sup>4</sup>. As a first step, DFCS is implementing a pilot where one manager coach will provide peer coaching to other managers as well as co-designing a coaching model that will support social workers with SDM safety and risk assessment tools. The pilot will last several months to scaffold a clear framework and allow for the development of a department-wide coaching model. DFCS is also creating unit leads who are senior social workers who will be supported by the manager for coaching. The unit leads' primary role will be to provide real-time coaching support to staff within their unit, with a specific focus on the SDM tools.

DFCS continues to provide the opportunity to staff to receive coaching by Transformative Development Solutions (TDS) for specific cases and support needed around Safety Organized Practice (SOP). TDS is contracted to assist DFCS in further implementing a Model of Practice and Coaching Service Delivery Plan that is utilized throughout DFCS. This work is in alignment with the proposed pilot that will further utilize coaching to support staff and strengthen practice. Coaching support will focus on a person-centered reflective approach to support the implementation of State mandated Field Advising as well as integration of initiatives such as SOP, Trauma-Informed Practice, Teaming and Team Development and Cultural Humility.

DFCS also offers trainings by Evident Change to all social worker staff for the required safety and risk assessment tools, which are the Structured Decision Making (SDM) state mandated tools. DFCS also established an implementation committee that monitors and reviews training and utilization of safety and risk assessments in daily practice. DFCS executives, members of the DFCS staff responsible for the System Improvement Plan (SIP), and SSA Staff Development team participate in the above-stated implementation committee to support alignment between training, SIP development, and departmental direction. To deepen safety and risk assessment training, DFCS is working with the SSA Staff Development team and Evident Change to review current trainings for more seamless integration of the SDM tools into all aspects of training.

### *Standardizing Safety Planning*

Through case reviews, it was learned that when one or more safety threats is identified on the SDM Safety Assessment tool, the approaches to safety plans are inconsistent throughout the department. Accordingly, DFCS is currently communicating with department staff to reinforce its policy and practice that all safety plans must be effectively monitored and supervised, and that a family cannot have their investigation closed out when they still have an active safety plan in place given the need for ongoing safety monitoring.

DFCS is also scheduling advanced safety planning trainings to enhance social worker knowledge and skills around all the safety interventions needed to maintain children's safety with their families when possible. This training will also focus on when a safety plan is not a

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<sup>4</sup> Safety Organized Practice (SOP) is a collaborative, culturally respectful, trauma-informed and evidence-informed best practice approach that utilizes skillful engagement, meaningful partnerships with families and their networks, and development of plans that build on a family's strengths and foster behavior change within a family system to ensure child safety, permanency and well-being. Available at <https://humanservices.ucdavis.edu/toolkits/safety-organized-practice> (last visited on April 27, 2024).



safe option for a family and when a higher level of intervention or support is needed for a child to be safe. DFCS is reviewing cases that require safety plans to ensure the required components of that plan are evident and being appropriately monitored. DFCS leadership is also reviewing general trends through the statewide SDM database SafeMeasures that highlight any areas of need around safety planning and related decision making.

*DFCS Implemented Interim Direction: Eyes on and Arms around Vulnerable Children and Families – Determining the Right Intervention for Families Based on Risk Factors*

As mentioned above, through the continued utilization of the State-mandated risk tool and identification of particularly high-risk populations, DFCS is refining its risk stratification matrix to continually align the right intervention to the level of risk and safety concerns of each family. DFCS is also ensuring that there is an increased focus on supervision and monitoring within DFCS to support very high risk/high risk case profiles and particularly vulnerable children and families.

DFCS's current risk stratification matrix is based on data and case reviews to support real-time decision making in alignment with the utilization of SDM. DFCS continues to review the relevant data to determine whether there needs to be adjustments to the direction given to staff, including based on data from the State's Child Welfare Services/Case Management Services (CWS/CMS) database and SafeMeasures. DFCS is moving towards utilizing SafeMeasures to review and analyze data on SDM tool completion to support increased monitoring and supervision of case decisions, as well as whether the clinical assessments are consistent with final decisions regarding intervention level.

*Interim Direction around Substance-Exposed Newborns*

Because a parent's action or inaction to be protective of their children can be significantly impaired by parental substance use, parental substance use is viewed in SDM as a caregiver complicating behavior (conditions that make it more difficult or complicated to create safety for a child but do not by themselves create a safety threat). Further, SDM also indicates children ages 0 – 5 are more vulnerable. Accordingly, the DFCS Interim Direction specifically provided direction to staff to ensure protective decision making especially around assessments for families with parental substance use and children ages 0-5. The Interim Direction includes guidance that no referrals involving parental substance use and substance-exposed newborns indicating abuse or neglect should be screened out<sup>5</sup>, social workers should support safe discharges from hospitals in partnership with medical teams, and that there must be court oversight for children who remain in the home when the most recent allegation of abuse or neglect is substantiated. DFCS has planned a series of trainings to support continued work in ensuring safety and care of this very vulnerable population.

**5. Workforce Support and Development: Improving Internal Communications, Revising Legal Consultation Workflow, and Ensuring Documentation in CWS/CMS.**

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<sup>5</sup> Safe Measures: Hotline Assessment – Preliminary Screening includes only no children under 18, duplicate referral that contains no new information, or referred to another county available at [https://ca.sdmdata.org/Definitions/HT/preliminary\\_defn](https://ca.sdmdata.org/Definitions/HT/preliminary_defn) (last visited Apr. 27, 2024).

Within DFCS, certain core operations are being evaluated and refined as part of DFCS's reform efforts. Thus far, several opportunities have been identified for operational improvements, including the following: (1) improving internal communications, (2) revising legal consultation workflow, and (3) ensuring documentation in CWS/CMS.

### *Improving internal communication*

DFCS is focused on improving its internal communication to ensure all staff have the direction and information they need to be supported and consistent in their critical work. For the last few months, DFCS's communication focus has been to get information out as quickly as possible to impacted staff. The next step is a review of internal communication processes to ensure more timely, effective, and efficient communication department wide. DFCS leadership will be revising its internal communication protocol in partnership with staff to support a reflective process and promote safety culture.

As noted above, DFCS is also completing an internal review of all existing policies to ensure they have been thoroughly vetted by DFCS leadership and other stakeholders as appropriate, and to ensure that a formal review process for policies is consistently followed going forward. SSA is also developing a uniform policy development, review, and communication strategy that will be applied to DFCS. This will include formalized review procedures, mechanisms to track key policies to ensure regular review by impacted staff and connecting any policy revisions to necessary updates in other documents.

Additionally, DFCS recognizes the importance of communication not only from leadership, but also from the workforce to the executive team. DFCS's workforce is made up of dedicated child welfare experts who can provide crucial feedback and insight into DFCS practice, identifying what is working well and what is not. To this end, DFCS management is supporting the union representing DFCS's social workers (SEIU Local 521) in conducting "empathy interviews" to gather feedback directly from DFCS line staff. These empathy interviews were conducted by SEIU Local 521 and provided essential guidance as DFCS policy and practice continues to improve. Following the interviews, SEIU broadly shared the needs of staff, with the most critical being how to support the current workforce around the complexity of their roles and responsibilities through a clarity around practice expectations with the center being the children, youth, and families we serve. SEIU also shared the varying needs of staff and how DFCS must be an agile organization in providing training, coaching support, and resources to help support those needs.

The DFCS Director is also personally holding listening sessions with all work units to hear from staff directly. The DFCS Director has met with 24 individual work units across the agency since becoming the director in August 2023. The feedback has provided insight into opportunities as a department and real-time solutions that could be implemented in partnership with staff. The feedback also helped solidify the need for a framework and action steps around safeguarding children, workforce support and development, and building key partnerships. This direct feedback along with a growing partnership with SEIU and CEMA is helping guide DFCS' pathway forward in providing a culture of safety for staff to support those that respond to the needs of our most vulnerable children and families, and to help DFCS progressively grow as a learning organization.



### *Revising legal consultation workflow*

In response to concerns from staff, the Interim Direction issued in November temporarily changed the legal consultation workflow in a manner designed to reinforce DFCS's role as the decision maker in child welfare decisions. While there are some benefits to this interim model, additional feedback from staff has made clear that there is a need to further adjust the workflow to ensure that line staff directly involved with a family are part of the legal consultation process.

To obtain robust feedback from staff about potential changes to this process, DFCS created a workgroup including staff from across the department to look at the current and prior models of legal consultation with a focus on ensuring DFCS social workers' clinical and SDM assessments are centered in the process. In addition, DFCS leadership and SEIU Local 521 leadership have been meeting twice monthly and have worked collaboratively to assess how best to include social workers and their direct supervisors in legal consultations while ensuring there is clarity on roles and responsibilities of DFCS and counsel. DFCS has also engaged CEMA for input on potential process revisions. Through these efforts, DFCS anticipates it will soon have a revised legal consultation process that is the product of collaboration and discussion with staff at all levels within DFCS and supports a clear process for social workers and supervisors. The targeted implementation for this new approach is in late spring 2024, following discussion of this proposed new process with the Board of Supervisor's ad hoc committee. In the attached report entitled "Legal Consultation Staffing Model," there is a synopsis of DFCS and SEIU outreach to staff and the anticipated revisions to the legal consultation model based this collaborative work.

### *Ensuring documentation in CWS/CMS*

At the direction of CDSS, DFCS is continuing to strengthen practices of documentation in CWS/CMS, which houses all formal documentation for child welfare staff in California listing their activities, decision making, and other information. DFCS is working towards clarifying expectations and practices for documenting specific information regarding child abuse investigatory processes, documenting legal consultations, revising the investigation narrative, and ensuring timely documentation of required information into the CWS/CMS.

## **6. Building Key Partnerships: Strengthening Child Welfare through County and Community Partnerships.**

DFCS will continue to actively engage with the Board and the broader Santa Clara County community to strengthen relationships with a wide range of stakeholders, leaders, and community organizations. DFCS leadership has established regular meetings with key community stakeholders and leaders, local law enforcement agencies, the medical community including County and private hospitals and community clinics, with the Child Abuse Prevention Council (CAPC), Juvenile Justice Commission (JJC) and with the Children's Advocacy Center (CAC), in addition to continuing its deep collaboration with the Behavioral Health Services Department, Public Health Department, and Probation Department.

Administration and DFCS are collaborating with these and other internal and external partners to create an environment that better supports “at risk” families and families involved with the child welfare system to achieve safe outcomes. This includes significant collaboration with the courts, as DFCS believes that a partnership with the courts in engaging and intervening with families are often critical to achieving child safety, permanency, and well-being outcomes for families.

A key component of community partnership is the numerous contracts with community-based organizations (CBO). These CBOs are tasked with providing direct services and interventions to families involved with DFCS. The attached report, “Community Based Organizations’ Service Array,” reviews the multiple partners and services provided throughout the child welfare continuum, identifying strong linkages and any gaps where services and resource linkages may need to be built out further.

DFCS is partnering with the Office of the District Attorney, and law enforcement agencies on interagency coordination and cooperation, in particular the implementation of the joint response protocol, as well as the proposal to implement the eSCARS in Santa Clara County. Please see attached report titled, “Joint Response Protocol and eSCARS.”

Finally, consistent with direction from the Board, DFCS has worked to improve awareness of the Child Abuse and Neglect Center (CANC) hotline through strategic outreach. Please see attached report titled, “Options to Increase Awareness of the Child Abuse and Neglect Center Hotline.”

### **Additional Board Referrals and Requests for Information Regarding DFCS Reform-Related Issues**

At its February 6, 2024 meeting, the Board directed administration to expand the matrix created to track referrals issued on December 19<sup>th</sup> and at subsequent quarterly reports regarding DFCS reform into a comprehensive Reforms Workplan, including goals and objectives, people/departments involved, milestones and timelines. The Board requested that Reforms Workplan seek to unify the Board of Supervisors directives aimed at improving DFCS.

The attached “Reforms Work Plan” attempts to accomplish this goal and provides status updates on all pending or completed referrals from the Board related to DFCS Reform. Also attached to this quarterly report to the Board and listed in the Reform Workplan are the following reports, provided in response to previous requests from the Board:

1. DFCS Staffing Ratios
2. Distinction between Voluntary Services and Court Intervention
3. Changes Made to DFCS’s Operational Policies and Procedures (OPP)
4. Child Welfare Policy Impact on Juvenile Justice Trends
5. Off-Agenda Report relating to the Child Abuse and Neglect Center

### **CHILD IMPACT**

The actions described will have a positive impact on children and youth through the **Safe and**

**Stable Families** indicator by developing a system that will provide individualized care for every child with goal of planned permanency, family engagement, and connections.

### **SENIOR IMPACT**

The recommended action will have no/neutral impact on seniors.

### **SUSTAINABILITY IMPLICATIONS**

The recommended action will have no/neutral sustainability implications.

### **ATTACHMENTS:**

- Data Guiding November 2023 Interim Direction and Future Assessments
- Legal Consultation Staffing Model
- Community Based Organizations' Service Array
- Joint Response Protocol and eSCARS
- Options to Increase Awareness of the Child Abuse and Neglect Center Hotline
- Reforms Work Plan
- DFCS Staffing Ratios
- Distinction between Voluntary Services and Court Intervention
- Changes Made to DFCS's Operational Policies and Procedures (OPP)
- Child Welfare Policy Impact on Juvenile Justice Trends
- Off-Agenda Report relating to the Child Abuse and Neglect Center