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September 30, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning, Director
Department of Children and Family Services


Calvin Remington, Interim Chief Probation Officer
Probation Department

**RESPONSE TO THE MAY 31, 2016 BOARD MOTION (ITEM NO. 5) ON A
COUNTYWIDE UPFRONT FAMILY FINDING PROTOCOL.**

Executive Summary

This is in response to your Board's motion on May 31, 2016, instructing the Department of Children and Family Services (DCFS) and the Probation Department to provide a report on a countywide upfront family finding protocol. The report is to include the following:

1. Develop a plan to increase relative placements and overall role of relatives and Non-Related Extended Family Members (NREFMs) in the lives of children in foster care.
2. Establish an Upfront Family Finding program based on current State and Federal law, and a review of models and best practices in other jurisdictions, as well as those in DCFS and Probation Child Welfare Regional Offices. The review shall consider programs that include partnering with community based organizations, as is done, for example in Alleghany County, Pennsylvania.
3. Develop a single countywide protocol for the Upfront Family Finding program to be coordinated with the existing DCFS Permanency Partners Program (P3) and Probation Child Welfare's Permanency and Family Finding, and a timeline and estimated budget for program implementation, training and policy development.

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The Department of Children and Family Services, in partnership with Probation, the Office of Child Protection and the Courts have developed a pilot program that addresses the three elements requested above. The attached report details the development and planned implementation of the family finding and engagement pilots for both Departments.

If you have any questions or need additional information, you may call me or your staff may contact Aldo Marin, DCFS Board Liaison at (213) 351-5530 or Lisa Campbell-Motton, Probation Child Welfare Placement Permanency and Quality Assurance Director at (323) 240-2435.

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DS:SG:TC:tc

Attachment

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

UPFRONT FAMILY FINDING PROGRAM – Los Angeles County

Background and Scope

On May 31, 2016, the Board of Supervisors issued a motion by Supervisor Sheila Kuehl and Supervisor Hilda Solis to direct the Departments of Children and Family Services (DCFS) and Probation Child Welfare (PCW), in collaboration with the Office of Child Protection and the Courts, to report back in 120 days (September 30, 2016) on ways to accomplish three (3) specific goals: (a) develop a plan to increase relative and Non-Related Extended Family Member (NREFM) placements and the overall role of relatives; (b) establish an Upfront Family Finding program based on current legislation, models and best practices from other jurisdictions, and partnering with Community Based Organizations (CBOs); and (c) develop a single countywide protocol for Upfront Family Finding with coordination by DCFS Permanency Partners Program (P3) and Probation's PCW, with a timeline and estimated budget for program implementation, training, and policy development.

Establish an Upfront Family Finding Program Based on Current Legislation, Models, and Best Practices from Other Jurisdictions and Partnering with CBOs

Our review of the literature included Child Trends 2015 "Family Finding Evaluations: A Summary of Recent Findings", which reviewed 13 evaluations of family finding programs from across the country, as well as numerous other studies. We also examined successful implementation models, including Family Connections Hawaii, Extreme Recruitment, and 30 Days to Family out of St. Louis, MO. In addition, we explored the Alleghany County, Pennsylvania model in regards to their family finding and Kinship Care model provided by A Second Chance, Inc. Reviews of practices included not only a review of the literature, but also consultation by leading experts in the field including Kevin Campbell, Bob Lewis, Bob Friend, and Darla Henry. Further, we have participated in a number of webinars regarding new policy and practice including most recently, the "Understanding Family Finding, Relative Assessment and Approval" webinar, provided by the Alliance for Children's Rights. Our review also included discussion with Departmental subject matter experts and extensive consultation with the Office of Child Protection.

We noted an array of implementation and model variations for family finding, recruitment, and engagement. Implementation has included the use of external family finders (contracted staff outside the child welfare/probation child welfare agencies) and internal family finding professionals (members who were employees of the child welfare/probation child welfare agencies). Studies have also looked at the effectiveness of utilizing family finding and engagement techniques at initial entry into the foster care system, as well as for children and youth who have been in care for numerous years. Almost all the models have been implemented with the use of a secondary worker being primarily responsible for the family finding work and not that of the primary Deputy Probation Officer or Children's Social Worker (County Worker). Although there are a few new studies that are looking at the potential impact of having the primary County Worker be responsible for all family finding and engagement activities, these are still

limited in scope and may not be as effective in large complex counties such as Los Angeles.

Based on the review, consideration was given to the utilization of contract staff, full-time family finding staff, part-time family finding staff, or adding the family finding and engagement work to the workload of the existing County Worker. We reviewed the impact of each of these implementation strategies, taking into consideration the current research, cost, timelines, workload impact, and current staffing structure. In consultation with internal and external stakeholders and partners, a variety of approaches were assessed for the most valuable elements, and it was determined that the best course of action would be to incorporate the most effective practices from a variety of models rather than subscribe to a specific model. At this time, no one specific model has a preponderance of evidence showing it is more effective than the others over a long period of time or over a number of jurisdictions. Our family finding and permanency model will consist of a team whereby passionate, persistent child welfare and probation child welfare staff are engaged and intimately involved in cases. The team will be comprised of clerical staff that specializes in electronic searching, specifically trained secondary County Workers whose primary function is to locate and engage a large number of relatives, and the primary County Workers. The primary County Workers, who are a critical part of the teaming process, are aided in the location and engagement of relatives and take an active role in facilitating their involvement with the children, youth, and families.

Plan Overview

Currently, DCFS and PCW have dedicated family finding staff that provide family finding for children and youth who qualify for services. These services are primarily focused on children who have been in the foster care system for an extended period of time and have few or no family resources. In the past several years, DCFS and PCW have expanded family finding services to a limited number of children who are newly detained within the past 30 days. For PCW, this typically happened as a direct result of early identification through team collaboration that the youth was crossing over to delinquency or becoming a dual jurisdiction case. In addition, some DCFS offices utilize clerical staff who are assigned to assist primary CSWs in running specialized computer searches to locate relatives and assist with sending out relative notification letters to those relatives. In both DCFS and PCW, the number of children and youth receiving these services were limited and did not begin immediately when a child was taken into care. Additionally, a standardized protocol was not used for searching and procedures could vary between offices and departments.

To increase relative placements and the overall roll of relatives, a pilot plan will have family finding efforts moved upfront to the child/youth's first point of entry typically occurring at removal from home. A coordinated effort will be made between the primary County Worker and clerical staff to immediately locate relatives. In addition, family finding staff will be assigned much earlier to continue the follow up of the initial search efforts and will engage relatives and connect them back to all assigned County Workers to

increase teaming across workers and family. This pilot plan will assist the Departments in formalizing the procedures and developing a standard process for family finding and engagement. Consideration was given to utilizing a consolidated approach in which both DCFS and PCW would centralize the search function across both Departments. However, given the need to closely team and engage with the primary assigned County Worker and provide immediate assistance at the time of detention, a centralized process would not be optimal. As indicated in the research, having team members closely collaborating on a coordinated search and engagement effort is critical in the success of family finding. Having a centralized approach between Departments may delay intense efforts; therefore, the decision was made to move forward with a parallel process.

Plan to Increase Relatives and NREFM Placements and the Overall Role of Relatives

Overview of Upfront Family Finding Program

- When a child/youth is detained a request will be made to clerical/support staff to run an immediate computer search to attempt to locate additional relatives who may be placement or support options. Information about possible leads will be provided to the primary assigned County Worker who is involved with the detention for immediate follow-up.
- Clerical/support staff will then mail out relative notification letters to the initial list of relatives identified within 2 business days, alerting them of the detention and providing information regarding how they may become involved.
- A specialized family finding County Worker will then be assigned to continue search efforts for relatives. These workers will conduct an in-depth search, engage any newly discovered relatives and explore how they could be involved with the child/youth and family. Special attention will be made to not only assess the relative as a placement option but also delve into other ways in which a relative can participate in the case.
- The family finding County Worker can assist with live scan appointments, making home assessment referrals and linking the relatives to the assigned primary workers. In addition, the family finding workers can help the primary worker in having the family member monitor visits, assist with transportation etc.

To increase relative placements, including NREFM placements, it is critical that a comprehensive plan be established that focuses on three key components: 1) identification of and searching for relatives; 2) locating relatives; and 3) engaging those relatives. Both DCFS and PCW have developed detailed plans within their respective Departments to achieve these goals. The plans share a common understanding of the needed protocols to meet state and federal mandates. Specifically, AB 938, which was effective January 1, 2010, amended both WIC 309 and WIC 628 to require social workers and probation officers to exercise due diligence to identify and engage relatives and provide notice to relatives when a child is removed from their home. This notification requires that within 30 days of a child's removal, a written notice will be provided to all known adult family members to the fifth degree. In addition, AB 403, which will be in effect as of January 1, 2017, will dramatically change

requirements for relative placement approval and the support that will be provided to them as caretakers, as well as many other changes for all out-of-home care providers.

Both DCFS and PCW have underscored that early identification of relatives is one of the critical components of making successful relative placements, and is mandated by law. A plan that modifies current practices has been introduced for both Departments. The first component in identifying relatives begins with the primary workers interviewing all adults and age appropriate children regarding family members and other adults who may be resources for the family. The identification and searching for relatives continues with the initial search efforts of clerical/support staff and will continue throughout the life of a case. The second component involves the locating of relatives and will be conducted by the assigned family finders working in collaboration with other assigned workers to provide a thorough follow-up search for contact information and additional family members, with immediate notice to relatives via the relative notification letters. The family finders will specifically focus on interviewing age appropriate children and youth regarding any family members and NREFM that may provide support and potential placement options for the child. This additional interview outside of the traumatic event that is detention may result in additional leads that may not have been identified previously.

Lastly, the third component of engaging relatives will be done by family finding workers and all others workers assigned to the case. If the family finders locate the relatives, they will engage them and invite them to participate with the department in case planning and support to the family. The located family members will be linked to the other workers on the case to continue the engagement of the family. Family finders will also check back with family members to ensure they are being included in actives such as child and family team meetings, offers for visitation or placement if appropriate.

This plan will initially be piloted in two (2) DCFS offices, one (1) Juvenile Hall, and one (1) Residential Treatment Camp program. In addition, family finding searches on behalf of children and youth placed in the Transitional Shelter Care facilities utilizing clerical/support staff in the Accelerated Placement Teams (APT) is in development. These clerical/support staff will use the same search technology as the full pilot and will be available after hours and on weekends to begin searching for a family without delay. Piloted programs implemented in both Departments will mirror key elements within their respective framework.

Internal clerical/support staff from each Department has been identified who will initiate the searching and locating of relatives using a variety of computerized searches, including Lexus/Nexus or Clear, LEADER Replacement System (LRS), social media, Probation Case Management System (PCMS) and Child Welfare Services/Case Management System (CWS/CMS). The clerical/support staff will also immediately generate the initial relative notifications. Then, utilizing P3 staff for DCFS cases and the Placement Permanency and Quality Assurance (PPQA) staff for Probation cases, they will continue to search and engage all relatives. Both Departments will be moving staff to the front-end in pilot sites. While the overall family finding processes will be

consistent across each of the pilot sites, each Department will have slight variations due to the special and unique needs of the Departments.

Department of Children and Family Services

DCFS has elected to pilot the new upfront family finding and engagement process in the Santa Fe Springs and Glendora regional offices. These two (2) offices represent both an office with a high and low number of relative placements, which will allow the Department to look at potential impact of both respectively. The pilot is tentatively scheduled to begin in November 2016, and will utilize existing clerical staff (Adoption Assistants) and P3 Children's Social Workers (CSWs) who will work in partnership with primary case carrying CSWs, Dependency Investigators, and others for up to 90 days. The pilot population will focus on children who are detained and are to be placed into non-relative care at the time of detention. Given current staffing resources, the pilot has been limited to this population with a goal towards expansion to include all detained children.

In the Santa Fe Springs office, four (4) P3 CSWs will be assigned to the pilot, as well as one (1) Children Services Administrator I (CSA I) who will provide supervision to the unit. All back end P3 referrals for this office will be referred to other P3 units for P3 services for the duration of the pilot. Additionally, three (3) AAs and one (1) Dependency Investigator Assistant (DIA) that are connected to the Dependency Investigation Units in the office will rotate search assignments for the duration of the pilot.

In the Glendora office, six (6) P3 CSWs and one (1) P3 Supervising Children Social Worker (SCSW) will be assigned to the pilot. As in the Santa Fe Springs office, back end P3 referrals for the Glendora office will be referred to other P3 units for the duration of the pilot. Additionally, two (2) AAs that are connected to the Emergency Response section have been designated to perform the search assignments.

The identification and location of relatives will begin during the Emergency Response (ER) phase, where the primary CSW will interview the family and gather information about extended family members. If detention occurs, the primary CSW will use provided information to assess for immediate placement opportunities. If no relative placement options are available, the ER CSW will immediately engage the Adoption Assistant (AA) to begin completing searches for other potential family members. If information is found that would yield an immediate placement option, the AA will notify the ER CSW for a follow up with the identified relative. Within two days, notification letters will be sent out to all relatives located from the search results, directing relatives to contact the ER CSW. This will allow for timely location and engagement with the relatives. After preliminary searches and relative notification has been provided by the AA, a more comprehensive family finding and engagement phase will be provided by the P3 CSW. The P3 CSW will then be assigned to the case as secondary social worker. During this phase, the P3 CSW will review the initial searches, complete additional searches, as well as interview and engage parents, children, and newly discovered relatives. The P3

CSW will be discussing with relatives their desire for connection, placement or permanency. While the focus will be on locating relatives interested in immediate placement, the family finding and engagement process used by the P3 CSW will seek to keep relatives engaged with the family in a variety of ways. P3 CSWs will discuss with relatives options for their involvement, which may include visitation with the child, phone calls, monitoring of visits, assisting parents with transportation, and providing general support. If a relative is identified as a potential placement option, the P3 CSW will aid the relative in obtaining a home assessment by expeditiously making a referral to the Adoption and Safe Family Act (ASFA) unit prior to January 2017, and to the new Resource Family Approval (RFA) intake unit beginning in 2017. The RFA unit will replace the current ASFA process under the new AB 403, Continuum of Care Reform (CCR) and begin the process to approve the relative for placement. Changes to the relative home approval process initiated by AB 403 will also include additional support for relatives by CBOs that will assist them with their immediate needs, provide tangible supports, and additional training.

The intense identification of relatives at the beginning of the case will allow for a greater opportunity for relative placement and support options for the child. Given the Core Practice Model (CPM) and the focus on teaming and family involvement, the inclusion of relatives in Child and Family Team (CFT) meetings and open communication is imperative. In observance of the teaming approach employed by DCFS, the P3 CSW will be in close contact with the primary CSW and other assigned CSWs regarding family finding and engagement efforts during the course of their assignment. All CSWs will partner to ensure that family members are engaged and invited to participate in the case plan activities and CFT meetings. P3 involvement is time limited; therefore, family finding and engagement work will continue to be completed throughout the life of the case by the primary CSW. As the assignment of the P3 CSW comes to a close after a maximum of 90 days, detailed information about the results of the work completed, family members identified and engaged, as well as ongoing work needed to be done will be documented in CWS/CMS and provided to the primary CSW.

Probation Child Welfare (PCW)

PCW supervises approximately 1,000 foster children in out-of-home care, and of those, approximately 650 children are placed in residential programs. Those children not in residential program care are typically with relatives, NREFMs, or foster parents. Due to the fact that the majority of Probation foster children are in residential programs, it is critical that PCW decrease this number by increasing relative/NREFM placements for these youth. Since many of Probation foster children crossover from DCFS, the front-end work on these cases are actually DCFS' back-end cases that may have been assigned a P3 worker that PCW can work with closely. For those youth that have not crossed over to Probation from DCFS, PCW's front-end work must start at detention. Due to the fact the majority of the youth are detained at Los Padrinos Juvenile Hall and then transported to the other two (2) halls as appropriate, the Early Identification pilot program will initially start here and expand to the other two (2) Juvenile Halls; Central and Sylmar. At the same time, we will pilot this program at one (1) selected Residential

Treatment Camp program by utilizing the Lead Multi-Disciplinary Team (MDT) Coordinator to target youth within the first 30-60 days who have no suitable family to which they may return.

The pilot for Los Padrinos Juvenile Hall is tentatively scheduled to begin in November 2016, and for Camp, in collaboration with the Camp MDT Coordinator, in January 2017. Initially, PPQA Program Analysts will be utilized to work in partnership with Juvenile Hall Intake Detention Control (IDC) staff, Camp MDT Coordinator, primary Deputy Probation Officers (DPOs), Investigating DPOs and others for a time limited period of 90 days, after which the case will be assigned to a specialized PPQA Permanency Officer, who will be the secondary worker on the case until the case has reached permanency or is closed out. The pilot population will focus on children who have been detained in Juvenile Hall for under a 30-day time period and those placed in camp under a 90-day time period.

The pilot program in Juvenile Hall will begin with the IDC staff, who will complete the initial identification and location of relatives for all detained youth, in accordance with AB 938. Within two (2) days, the notification letters will be sent out to all relatives located from the search results, directing relatives to contact the Program Analyst or their designee. The Program Analyst will work closely with IDC by sharing the list of youth detained and all relatives/NREFM information on a daily basis. Together, the Early Identification Team will identify those youth who cannot return home due to having no family or no suitable family to whom they may return home. The Program Analyst will then utilize the list of youth to continue the initial work of the IDC staff and conduct extensive searches utilizing all search methods previously noted, as well as begin contacting relatives/NREFM contacts provided.

The pilot program in Camp will begin with Camp Headquarters' staff and the MDT Coordinator on all youth who entered camp within the 90 period of November 1, 2016-January 1, 2017. After careful review of all of these youth, those who have no family or no suitable family to whom they may return home, will be identified, and if not already sent out by IDC staff, notification letters will be sent out within two (2) days of identification to all relatives located from the search results, directing relatives to contact the Program Analyst or their designee. After being fully vetted, any prospective caregivers will immediately be included in the MDT process and meetings. The MDT Coordinator will work closely with the Program Analyst to engage families and begin upfront permanency efforts to allow youth to immediately be placed with family and prevent placement in a residential program.

After preliminary searches have been conducted and relative notification and engagement has been provided by Early Identification Teams at both pilot locations, the case will be assigned to a PPQA Permanency Officer for a more comprehensive engagement phase for both those cases that have identified family and those that are still in the family finding stage. For those youth that the Early Identification Team deem suitable for recruitment of a foster or adoptive family, the process will be initiated immediately. Those cases that are identified for Adoption, Legal Guardianship and

Recruitment are discussed and reviewed monthly with the Permanency Collaboration Committee, which is made up of Probation, DCFS, and committed partnering agencies. Once prospective caregivers are engaged, and they become candidates to be Resource Families, they will be referred to the Resource Family Approval (RFA) Team who will begin the new approval process under the AB 403, Continuum of Care Reform (CCR) of the Resource Family for placement. Changes to the relative home approval process initiated by AB 403 will also include additional support for relatives by CBOs that will assist them with their immediate needs, provide tangible supports, and additional training.

As already stated, the intense identification of relatives at the beginning of the case will allow for a greater opportunity for relative placement and support options for the child. In alignment with the Department's Juvenile Justice Practice Model (JJPM) and the focus on teaming and family involvement, the inclusion of relatives in Child and Family Team (CFT) meetings and open communication is imperative. The PPQA Permanency Officer and the RFA Team will ensure that the Resource Family is consistently included in the CFT process. PPQA will be able to provide all gathered and verified information to the Placement Officer as soon as the youth is placed and work closely with them on all initiated activities, as well as connecting them to the RFA worker assigned, so that engagement with all parties can begin immediately, not wasting any valuable time to place the child in a permanent home as quickly as possible.

PCW has a well-established practice of including and supporting relatives/NREFMs in Multi-Disciplinary Team (MDT) meetings, ensuring financial and supportive benefits and assistance and increasing the overall role of relatives and NREFMs by including them in volunteer programs, when appropriate and engaging them in a variety of Probation Child Welfare conferences and System Improvement Plan (SIP) activities. Additionally, caregivers, both related and non-related, are included in stakeholder forums, training opportunities, focus groups and panels, and policy/program development so that we can learn from them and better meet their needs as we move toward more effective permanency practices. Children, youth, and parents are being asked who the important people are in their lives and any significant available contacts are included in the case planning meetings and provided with visitation opportunities wherever the child is residing, which includes juvenile hall and camp.

Single Countywide Protocol for Upfront Family Finding with Coordination by DCFS' P3 and Probation's PCW

As noted in the Board Motion, both DCFS and PCW have very successful family finding and engagement programs through the P3 and PPQA programs. Currently, these programs are focused primarily on youth who have been in the system for an extended period of time; however, over time, efforts have been made to steadily move toward the front end of the process. DCFS and PCW utilize various computer systems to run searches on newly detained children/youth, and at that point, the case is referred to either program. With the implementation of AB 403 and RFA changes beginning in January of 2017, this is a unique opportunity to realign these resources to utilize the

expertise already contained within these sections with the additional new resources that are now being put into place. A detailed procedural guide has been developed which addresses the step by step process for upfront family finding. The procedural guide outlines the case flow, listing specific duties and responsibilities for members of the team.

In alignment with the System Improvement Plan (SIP) and the Foster Parent Recruitment, Retention, and Support (FPRRS) Plan, both DCFS and Probation are refocusing the resources and efforts of their successful family finding teams, P3 and PPQA, toward children and youth who enter into each of their systems. The single countywide protocol will include the identification of training and specialized conferences and coaching opportunities for members of both teams to attend together, as well as quarterly or bi-annual joint meetings to strengthen the partnership and communication between the two operations. The monthly Permanency Collaboration Committee meetings are critical to enhancing the countywide protocol, which is a partnership between DCFS and Probation and includes other partners such as County Counsel, Alliance for Children's Rights, and the Kidsave Program.

Timeline and Estimated Budget for Program Implementation

Planning for the new upfront family finding protocol has commenced in both Departments. DCFS and Probation have had collaborative meetings to discuss program changes and a plan for a roll-out. Multiple meetings have occurred with the Office of Child Protection with both DCFS and PCW to vet the pilot programs and receive feedback. Further, discussion of the plan with community partners has begun and a meeting with both the Dependency and Delinquency Bench Officers has been scheduled. DCFS and PCW have initiated implementation meetings with the piloting regional offices, juvenile hall, and camp with target start dates of November 2016 and January 2017. These pilots are anticipated to run six months with a progressive pilot roll-out for the remaining regional offices, juvenile halls, and camps countywide. Working in conjunction with the Office of Child Protection and the Center for Strategic Public-Private Partnership, potential funding is being explored through philanthropic groups to hire an outside analyst, who will assist in providing an evaluation of the pilot. The roll-out will be affected by lessons learned and additional staffing levels, which will be impacted by approval and funding from the Board of Supervisors. The countywide roll-out of this model of family finding and engagement work for DCFS and PCW is anticipated to be completed by the end of Fiscal Year 2017/2018.

To fully implement family finding and engagement for all detained children, additional funding for increased staff, as well as search licenses would need to be provided as this represents an additional workload impact for both Departments, currently not practiced by existing staff.

DCFS

The pilot is being implemented with existing staff and resources. Workloads responsibilities are being shifted to accommodate the new tasks associated with the pilot. This will allow the Department to gather information about the workload impact if the pilot was to be expanded countywide.

It is preliminarily estimated that the total DCFS net additional costs to be approximately \$5,025,582. Specifically:

- Upfront Family Finding Implementation - estimated cost of approximately \$2,198,935 for 30 additional part-time P3 CSWs and \$616,224 for seven additional part-time P3 Supervising Children's Social Workers.
- Back-end Family Finding Support/Enhancement/Continuation - estimated cost of approximately \$1,465,956 for 20 additional part-time P3 CSWs.
- P3 Administration additions to support the additional P3 staff – estimated cost of approximately \$308,780 for two additional Children's Services Administrator I staff and \$171,590 for two additional Senior Typist Clerks (STCs).

Probation

It is preliminarily estimated the total Probation net additional costs to be approximately \$1.56 million. Specifically:

- Upfront Family Finding Implementation – estimated cost of approximately \$367,000 for three DPO II staff.
- Back-end Family Finding Support/Enhancement/Continuation – estimated cost of approximately \$871,000 for six DPOs and one Supervising DPO.
- Data Collection and Analysis – estimated cost of approximately \$321,000 for one STC and two Program Analysts.
- Linkage of CCR to Upfront Family – estimated cost of approximately \$78,500 for one Consultant hired for a one-year period.

The estimates included in this report are not intended to be viewed as a budget request at this time. Initial estimates are based on projected costs given current knowledge and may be updated based on information learned during pilot implementation. Additionally, the pilot anticipates the ability to shift current resources and workloads to accomplish specific steps within the pilot. If resources are deemed insufficient, then additional staffing may be needed. Conversely, if a decrease in services is realized due to the success of upfront family finding then the additional back-end staffing need may

decrease. For PCW, additional staff is currently necessary to fulfill this increased workload for both upfront and back-end permanency work.

Training and Policy Development

PCW and DCFS are involved in numerous training opportunities. DCFS Policy Section and PCW have already been engaged in the planning process, are a part of the pilot kick-offs, and have begun to identify potential policies that may need to be modified based on the pilot protocols. PCW will bring the Probation Staff Training Office (STO) into these discussions for coordination of potential policy and training needs upon the conclusion of the pilot. STO will work with PCW to partner with the UC Davis Extension Resource for Family Centered Practice to provide training annually on Concurrent Planning, Permanency, Family Finding and Relative Searches, Foster Parent Recruitment, Retention, and Support. Modifications will be made after the full implementation of the plan based on lessons learned and changes that are made to the existing procedures for relative notification and engagement. Current training for the pilot is being provided by the P3 and PPQA Program Administration teams. Core Practice Model (CPM) coaches are being engaged during the pilot planning process and are to be a part of the implementation team in the pilot offices. Cross training between the DCFS and Probation pilot programs is being planned. Documentation has been shared between both Departments to ensure a similar protocol in terms of searching, engagement, and documenting of efforts. After pilot implementation lessons have been learned, the training program will develop a more comprehensive and in-depth training that will identify areas in which CPM and JJPM intersects with the family finding and engagement.