RFA Backlog Data, Efforts and Plan

Name of County: Alameda
Submitted by: Michelle Love
Date: May 15, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:
1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

46 (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause Greater than 90 days</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

In addition:
- All RFA applications with placements are delayed for good cause.
- Alameda County has completed 119 Matched and 84 Unmatched RFAs, which includes new applicants and some conversions.
- There are 74 Licensed/Unmatched homes that have been converted to RFA approved homes, these are homes with placements.
- 10 ICPC homes have been approved for RFA.

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also, provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Efforts to address backlog include:
- Continued engagement in cases where the applicant has not followed through with the RFA Process and disengage non-responsive applicants timely.
• Continue to meet individual applicant needs by offering to meet with applicants after hours to complete the RFA process.
• Waiting for CDSS direction on processing of converting Relative Approval (RA) and licensed families to RFA approved homes that does not include completing the Family Evaluation and the Written Report. Completing this work for the hundreds of RA and licensed families precludes counties from processing unmatched RFA Applicants that wish to foster which affects recruitment efforts.
• Request assistance from non-contiguous counties to complete Emergency RFAs and Compelling Reason RFAs for RFA Applicants that live in their counties.
• Utilize teaming meetings to prioritize family members/fictive kin selected to move forward with the ERFA and Compelling Reason RFA process. These selected family members/fictive kin would likely have the greatest possibility of completing the RFA process and committing to caring for the dependent and Non Minor Dependent.

Plan:
• In the Fall of 2018:
  o 7 additional Child Welfare Workers will be assigned to RFA for written reports only, for a total of 22 new staff for the written report, with 17 existing Placement Services Child Welfare Workers, who do all other aspects of the of the application.
  o 1 additional Child Welfare Supervisor will be added to form a new RFA Unit with the new RFA Child Welfare Workers.
  o 2 additional Child Welfare Workers will be assigned to Placement Services.
  o Add clerical support to conduct the background clearance process for all RFAs.
  o Replace the SAFE Written Report process with the CDSS Written Report format to expedite the processing of RFAs.
  o The assigned RFA Child Welfare Worker will provide continuous communication with the caregiver regarding the RFA process and when the application is to be approved as an RFA home.

Please see attached two county created forms used to communicate details of the RFA Process with caregivers.
May 22, 2018

Alpine County submitted information that stated it has one (1) application pending more than 90 days.
Short-term, interim funding for emergency caregivers with placement of children/NMDs prior to resource family approval

Request for funding past 60 days

Name of County: AMADOR

Submitted by: Anne Watts, Program Manager

Date: May 2, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

TWO (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

NOT APPLICABLE FOR AMADOR COUNTY.

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Name of County: Butte
Submitted by: Jennifer Allen
Date: May 11, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions is met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

0 (insert number of applications)

Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants pending</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>without good cause</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>greater than 90 days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with good cause</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>greater than 90 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The existing backlog applications that are pending with good cause are due to the delays caused by the applicants' not making themselves available or submitting requirements as outlined in the Written Directives.
B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also, provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

The recent changes to the RFA directives and the background assessment guidelines will improve the Butte County Resource Family Approval Unit timelines to approval for all applicants. There is always a priority given to emergency placement caregivers due to the statutory 90-day requirement and the need for timely supportive resources.

Our strategies to eliminate the existing backlog are:

a. Increase in RFA staff;
b. Weekly staffing's to address cases approaching 90 days;
c. Focus RFA social worker duties for RFA approvals;
d. Utilize Social Service Aides to contact RFA applicants encouraging the completion of the RFA Directives requirements timely;
e. Explore utilizing in-house staff to complete family evaluations;
f. Implement letters and/or phone calls to Emergency placement caregivers to advise them of the status of their application.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Calaveras
Submitted by: Mayle Johnson
Date: 5-14-18

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

1 (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Colusa
Submitted by: Donna Dennis, PMII
Date: May 23, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

0 (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Not applicable.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Contra Costa
Submitted by: Lori Castillo, Division Manager
Date: 05/07/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

14 (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>9</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Contra Costa County currently has 19 RFA applications where a child is placed in the home prior to approval. 14 of those applications have been pending for longer than 90 days. All 14 of the applications pending longer than 90 days have good cause and reasons for the delay include: family did not follow up on necessary paperwork, pending fingerprinting/clearances/background checks for other adults in the home, and unable to attend required training. Please see the CCC Backlog Plan Attachment for case specific delay reasons for each of the 14 cases.

Contra Costa County also currently has 174 RFA applications where there are no children placed in the home. 130 of those applications have been pending longer than 90 days. 9 of these applications do not have a good cause reason documented in the file and one of the first steps in our backlog plan is to identify and document the reason for the delay on these 9 cases.

In order to meet the 90 day approval timeline for Emergency Placements and improve our timely processing of all RFA applications, CCC is implementing the following back log plan.

In terms of staffing:
- Utilize temporary and contracted staff to assist with RFA.
- Hire two RFA workers to fill vacant positions.
- Hire a second RFA supervisor to fill a vacant position.
- Reorganize staff to allow Social Casework Assistants to handle the home environment assessments.
- Utilize clerical staff to track and complete clearances.
- Train Social Casework Assistants to complete annual updates and household change updates.
- Request 2 additional Social Casework Assistants to assist with RFA components.

In terms of business processes:
- Refer new RFA emergency placement applications to Lilliput Families to complete the RFA approval process.
- Increase contract to refer 100 Family Evaluations in the fiscal year 18/19 to Lilliput Families to complete.
- Prioritize applications with children in the home.
- Increase training capacity and add additional Pre-Approval training and CPR/First Aid classes.
- Follow up to close out applications when the applicant is no longer interested or when the child has returned home to remove them from pending list.
- Update the Emergency Placement packets to streamline the emergency placement process.

In terms of systems:
- Create written report templates to auto-populate from the RFA database to assist and expedite the writing of family evaluations and other written reports.
- Update our RFA database to include an “in home prior to approval” and a “foster child in placement” indicator to be able to accurately pull data and more efficiently follow up on pending cases.
- Add an indicator for ICPC cases and out of county homes to help identify barriers specific to those types of applications.

We will also continue to work closely with our applicants and provide information about processing times as appropriate and will pay Emergency Assistance per AB 110 to our caregivers with a child in placement prior to approval.

We anticipate this backlog plan will allow us to eliminate the backlog of applications pending past 90 days where a child has been placed in the home prior to approval by 09/01/2018.
Name of County: **Del Norte**

Submitted by: **Deanna Perry Ellis, Social Worker Supervisor**

Date: **05/15/2018**

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

0 (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:
   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants</th>
<th>WITH Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pending Without Good Cause Greater than 90 days</td>
<td>0</td>
<td>1 awaiting Pre-Service Training (less than 120 days)</td>
</tr>
</tbody>
</table>

No present backlog. Del Norte has an RFA Unit consisting of 1 Supervisor and 2 RFA Social Workers. 1 Social Worker completes the requirements portion and 1 Social Worker completes the assessment piece.
May 10, 2018

Attn: Irma Munoz, LCSW
County Liaison, Social Service Consultant III

For the past seventeen months, El Dorado County RFA has utilized a triage approach to address the flood of families coming into RFA and funnel them in the best direction. We believe this pragmatic approach has kept our timelines for most families under ninety days. Additionally, it has helped keep our back-log in motion towards approvals. Our process includes the following:

Upon receipt of RFA referral, we do an immediate team triage screening of the type of family being referred to RFA and a funneling towards the appropriate process.

1. Our first highest priority family is the Relative/NREFM with a child placed into emergency care. This is our highest priority due to funding challenges for the children in these homes.
   a. These families are targeted with the highest amount of RFA resources, including:
      i. For some families, $2000 Family Evaluation and report expeditiously done by Lilliput Children’s Services
      ii. Intensive case management to address funding issues and other concerns to support expedited RFA process

2. Our second highest priority is incoming ICPC referrals for RFA.
   a. These are infrequent, but they are met with intensive case management and resources to meet the 60 day deadline.

3. Our third highest priority is Relative/NREFM families who wish for their Rel./NR child to be placed in their care (but the specific child may not).
   a. We often network with our local FFA’s to serve these families. This is due to our inundation of families with children already placed in emergencies. These relative/NREFM families receive a high level of services with the exact same RFA process they would have received with the County. RFA does not guarantee placement, but the FFA’s are working with many of these families to assess for general approval to care for children in need. We will serve any family that feels determined to work with the County and not with an FFA.

4. Our fourth highest priority is recruited resource families from the community. These are community members who want to foster or adopt because it is what they desire as a family.
   a. We prioritize families that want to serve our highest need children (school aged and teen children, special needs, medically fragile, etc.).

Vision Statement:
Transforming Lives and Improving Futures
b. Families that are strictly determined to adopt infants are referred to local FFAs that specialize in adoption, unless the family feels determined to work with the County and not with an FFA.

5. Our final priority is Conversion Families
   a. Relative/NREFM families are the first conversion priority
   b. Licensed homes are the second conversion priority

This continuum from highest priority to lower priority (under the timelines and resource constraints all counties are experiencing in RFA) has helped us direct families towards the most effective process. Within the process, we've developed many tools to help us with efficiency. Some of these have included:

- Weekly Unit meetings
- Close seating arrangements with strong emphasis on teamwork
- Constant quality assurance efforts to adapt our approach and our tools to do the best work we can for our families.
- Front end (home inspection, orientation, background checks, document collection) and back end (family evaluation, report, training, document completion, final approvals) delineation of the RFA process, with both sides working in tandem towards the final approval
- Aggressive training and cross-training of staff, locally and with the state.
- Bi-annual RFA day of program development (3 completed so far)
- Development of in-county forms that capture state requirements and tailor to El Dorado County child welfare flow.
- Pragmatic problems solving to help families continue moving forward. All voices and ideas are welcome.
- Use of a full-time clerical support
- Use of technology, including computer applications, BINTI, CWS/CMS, email, texting, etc. within the unit and with families.
- Active engagement with FKCE program to keep families supported and educated. Co-facilitation with FKCE.
- Active engagement with community and with our collaborative partners.
- Collaborative work to support Child Welfare Placement efforts

Case specific information was redacted. Subject to approval, information may be released upon request.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: __Glenn________________________
Submitted by: ______Susie Irons_____________________
Date: ___05/15/18________________________

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

____1______ (insert number of applications)
____4_______ (without placements)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:
   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Glenn County has a low backlog, which should be eliminated easily by September 1, 2018.
Glenn County plans on utilizing the NOA templates RFA 100 and RFA100A to notify emergency caregivers for the issuance and discontinuance of the Short term, Interim funding. Glenn County currently has a backlog of only one emergency caregiver past 90 days with good cause. The county plans on approving this caregiver by May 23, 2018 since a legal consult was requested and the county just received the legal summary back from the state attorney. Glenn County also has 4 RFA applicants without placement past 120 days which the RFA unit should approve by June 30, 2018. Two of these applicants asked to take a break during the RFA process and the other two required a legal consult. One of the legal consults is scheduled on May 21, 2018 and the legal summary was just received from the state attorney last week.

The plan to eliminate the current backlog is as follows.

Part 2

Strategies and Protocols

A. Utilize time-line for completion of different aspects of the RFA approval process. The RFA timeline is attached.
B. Front-end Social Worker will assist applicants with initial RFA application process.
C. Schedule case staffings when issues arise with families, i.e. possible denials, exemption requirements, investigations and appeals.
D. Assist families with foster care funding during emergency care placement.
E. Prioritize RFA applicants according to number of days since application signed.
F. Prioritize based on type placement, i.e.: emergency or without placement.
G. Assign priority applicants to RFA Social Worker.
H. Send back-log referrals to Chico Regional State adoptions branch for assistance in family evaluations to be completed.
I. Front-end RFA Social Worker will maintain applicant files and ensure that all required documents are handed in on a timely basis.
J. Check-in frequently with applicants to identify possible barriers (i.e. home environment issues, language barriers, computer literacy issues) and to offer support as needed.
K. Assist families in procuring needed documentation (i.e. police reports, reference letters) for exemption process.
L. Send out action pending letter to remind applicants to complete RFA process requirements.
M. Assist families with other training options if there are barriers to pre-service training.
N. Assist families in obtaining CPR/First-Aid certification.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Humboldt County
Submitted by: Julie Perata
Date: May 15, 2018

**Purpose:** The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

eight (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Imperial County
Submitted by: Carmela Ruiz
Date: May 15, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

   Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

   ___________ (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Please refer to attached document labeled Imperial County Resource Family Approval Backlog Plan.
Imperial County Resource Family Approval Backlog Plan

Imperial County Children and Family Services has a total number of 79 applications of which 52 have a child placed with them as an emergency placement. Of those 52 placements, there are 27 applications that have been pending over 90 days. These 27 applications are pending good cause due to lengthy criminal background checks and exemptions, the need for additional assessments, individual family circumstances or emergencies, and other reasons outside the control of the county such as applicants not making themselves available or lack of follow through with required training.

Imperial County has taken, and or will take the following strategies to eliminate the RFA backlog by September 1, 2018.

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 2018</td>
<td>Re-evaluate existing procedures and processes in RFA.</td>
<td>Increase social worker's efficiency by simplifying tasks and reducing unnecessary procedures and processes.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Clerical/Office Technician Changes</td>
<td>Utilize support staff to perform a variety of clerical duties related to filing, form processing, record maintenance, and typing or data entry of RFA documents allowing RFA Social Workers to work on caseload management.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Bi-weekly case staffing of pending RFA applications, prioritizing applications that have children placed as an emergency placement that surpass the 90-day timeframe.</td>
<td>To identify barriers and challenges, including Social Worker, Supervisor, and Program needs.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Enhanced communication between the RFA and the assigned case carrying social worker Social Worker.</td>
<td>Allow for identification and elimination of potential barriers that delay timely approval of RFA applicants that have children placed in their home.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Designate and train a Social Worker on Background Assessment Guide (BAG).</td>
<td>The background assessment will be assigned to a designated RFA BAG social worker; this will allow the RFA social worker to focus on other aspects of RFA.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Briefing on Updates</td>
<td>Staff is informed timely of any legislative changes to RFA Program via emails, meetings, and State Website for All County Letters (ACL) and All County Information Notices (ACIN)</td>
</tr>
<tr>
<td>April 2018</td>
<td>Tablets, Portable Scanners and printers were ordered for RFA Unit</td>
<td>The necessary tools to practice in the field will allow social workers to expedite applications, orientations, and necessary documentation.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Review data integrity of existing resource family applications.</td>
<td>Accuracy of data ensures Social Workers are meeting proper timeframes.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Modify orientation and Live-Scan schedule.</td>
<td>Flexibility of staff to conduct more orientations and live-scans per week will expedite RFA process.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Utilize Foster Parent College</td>
<td>RFA Social Workers will refer applicants to this training resource; thus applicants can complete training hours timely.</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td>Details</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>May 2018</td>
<td>Clerical Staff – Weekly Communication with RFA Applicants</td>
<td>Utilize clerical staff to reach out to RFA Applicants to remind them that they are missing training hours. This will allow RFA Social Worker to focus on Family Evaluations and Written Reports of applicants who have completed above requirements.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Create and initiate online orientation</td>
<td>Applicants who are unable to attend in person orientation will be able to initiate RFA process by attending online orientation.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Mail letters to respective applicants who have an emergency placement.</td>
<td>The letters will meet mandate in that they will inform RFA applicants of their projected approval date.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Communication with outside agencies for expedited support/services</td>
<td>Communicate with local providers the need for expeditious Health, TB testing/screening, and CPR/First Aid classes of services to RFA Applicants.</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Scheduled Overtime</td>
<td>As necessary and available overtime or compensatory time will be offered to RFA Staff to work on backlog only (Family Evaluations and Written Reports)</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Staffing</td>
<td>Explore MSW internships to help support existing RFA staff.</td>
</tr>
</tbody>
</table>
Please submit the following information no later than May 15th, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included:

Name of County: Inyo County

Submitted by: Holly DeVincent

Date: 05/14/2018

Purpose: The California Department of Social Services (CDSS) shall extended the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure the applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal backgrounds checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for delay.

   Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below.

   ___3___ (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.
<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placements</th>
<th>Without Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 Days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also, provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

The county will prioritize the families/ NRFEMS that have accepted emergency placement of family members. By June 1, 2018, 3 additional staff members will be trained in regards to the RFA process, including 2 staff members being trained in the supervisory role, which will allow the county to better mitigate staff turn over issues.
Kern County Resource Family Approval Backlog Plan

Name of County: Kern
Submitted by: Vanessa Frando
Date: April 24, 2018

Kern County Child Welfare and Probation Departments have a total of 232 applications pending over 90 days. Of those, there are 47 applications in which a child is placed with a RFA applicant. There are an additional 188 active applications over 90 days. This applications are pending with good cause, as there are delays caused by the applicants’ not making themselves available or submitting requirements outlined by the Written Directives and/or exemptions pending receipt of law enforcement or court documents mostly from out of county and out of state. The plan noted below is being implemented as soon as possible to address the backlog:

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1, 2018</td>
<td>Bi-weekly manager case staffing of all RFA applications over 90 days with a child in an emergency or compelling reason placement;</td>
<td>To identify barriers to approval, including Social Worker needs, Supervisor needs, and program changes</td>
</tr>
<tr>
<td>April 1, 2018</td>
<td>RFA staff began attending Child and Family Team Meetings applications pending beyond 90 days or families were barriers are identified at any given point of the RFA process</td>
<td>To identify barriers to RFA within 90 days and beyond 90 days; to establish a written plan with all involved parties; or discuss placement moves, if warranted/needed.</td>
</tr>
<tr>
<td>April and May 2018</td>
<td>Hire two (2) Human Service Aides; one already hired; one pending hire</td>
<td>To assist with getting verbal references, traveling to get documents signed, or pick up necessary documents; provide child care for pre-service training</td>
</tr>
<tr>
<td>April 1, 2018</td>
<td>Family evaluations</td>
<td>Stopped using SAFE model for family evaluations both internally and by the contracted Foster Family Agencies; using a family evaluation template adapted from southern counties</td>
</tr>
<tr>
<td>April 1, 2018</td>
<td>Clerical changes</td>
<td>Clerical staff will create a RFA file, obtain DMV reports, and mail out references, obtain any available documents (ID, proof of income, proof of relationship, etc.) and upload them to eAdopt before sending to RFA supervisor for assignment</td>
</tr>
<tr>
<td>April 2018</td>
<td>Foster Parent College</td>
<td>Market this resource within RFA staff so more staff will refer applicants to use this resource</td>
</tr>
<tr>
<td>April 2018</td>
<td>CPR training expanded through Bakersfield College</td>
<td>CPR/First Aid training is now being offered by Bakersfield College in addition to being provided by the county</td>
</tr>
<tr>
<td>April 2018</td>
<td>State Assistance Requested</td>
<td>Kern requested assistance from CDSS Adoptions Regional Office to help complete RFA applications pending for ICPC requests, conversions, and unmatched RFA applications. This assistance will be contingent upon costs. A conference call is pending.</td>
</tr>
<tr>
<td>April 1, 2018</td>
<td>Pilot full RFA process</td>
<td>Began a pilot of three (3) RFA social workers processing applications from beginning to final approval, including the family evaluation</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>Data Cleanup (eAdopt and CWS/CMS) A review of eAdopt and CWS/CMS indicates inconsistent data entry; May 5, 2018 is scheduled as a Saturday Data Clean Up day.</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>KIPS Database RFA clerks will be given access and training KIPS to obtain property ownership information</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>Scanners for seven (7) clerical staff to upload documents to eAdopt Desk scanners ordered for all clerical staff to upload all received documents for RFA social worker</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>Letters to applicants Letters will be mailed to applicants who have an emergency placement of the anticipated ate to process their application</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>Saturday Scheduled Overtime Overtime or compensatory time will be offered for staff to work on Saturdays on backlog only</td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>FFA partnership Meet with contracted FFAs completing Family Evaluations to determine how they can assist getting family evaluations completed in less time than the contracted 60 days. Kern's Probation Department also has established contracts with two FFAs and one additional FFA contract is pending.</td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td>Online Orientation Continue to offer online Spanish and English RFA Orientation; continue to monitor the use; has reduced the number of orientations each month as this is being used</td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td>Pathways to Permanency Continue holding monthly Pathways to Permanency event, in which applicants attend Orientation, get application assistance, Live Scan, attend CPR/First Aid training, and hear a panel of caregivers with continental breakfast and lunch provided; the focus is on relatives/NREFMs but as space allows unmatched applicants may also attend</td>
<td></td>
</tr>
<tr>
<td>April-May 2018</td>
<td>Online Scheduling Pilot online Orientation scheduling to reduce call volume for clerical and social work staff through March and April; expand in May to pre-service training and CPR training</td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td>Staffing Stay fully staffed with permanent employees; continue to backfill/maintain the four (4) extra help social workers to process RFA applications, begin conversion for relative/NREFMs, and be Written Report writers; backfill/maintain one (1) extra help paralegal to assist with backgrounds/exemptions and due process, including legal consults; a MSW intern has been requested in the RFA program to learn the family evaluation process and assist in completing them.</td>
<td></td>
</tr>
</tbody>
</table>
KINGS COUNTY RFA BACKLOG PLAN

Name of County: KINGS COUNTY
Submitted by: Manuela Wyatt
Date: 05/09/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

- Kings County has one pending application with placement that is over 90 days.
- The RFA SSW has had a difficult time getting the applicant to keep appointments and making themselves available for the interviews. The SSW has blocked out two days to meet with the applicant, before work, during applicants lunch break and after work to complete interviews.

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

<table>
<thead>
<tr>
<th># of Days Applications Pending</th>
<th>Pending with Emergency Placements</th>
<th>Pending without Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-30 days</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>31-60 days</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>61-90 days</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>91 + days</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>Totals</td>
<td>16</td>
<td>36</td>
</tr>
</tbody>
</table>

RFA was impacted with staffing shortages at the end of 2017. RFA went from seven RFA Social Workers to three Social Workers. In February two Social Workers were transferred
to RFA and another transfer is pending. With the increase of RFA staff and remaining fully staffed, the Unit will be able to avoid a backlog of RFA applicants. Remaining fully staffed the Unit will be able to approve RFA applicants with placements prior to approval within the 90 days and RFA applicants without placement within 120 days.

RFA is getting a dedicated full-time clerical staff to assist the RFA Social Workers with the initial intake of the application process. Clerical will input all applications into CWS/CMS, mail reference letters, schedule applicants to attend Orientation, Pre-Service Training, and CPR/First Aid. Clerical will also assist the applicant with gathering police reports, Court dockets to assist with the background/exemptions. With the implementation of this process, the Social Workers will have more time to focus on completing the Family Evaluation within the required timelines.

Kings County does not have a Data Base dedicated to RFA. Currently folders are created for each applicant and forms are uploaded to the folders, we are using various logs, excel documents to keep track of our RFA families. Management is looking into getting approval for Benti, With Benti we foresee the approval process being expedited with the ability to better track the application process for each RFA applicant.

Kings County has implemented the simplified exemption process, in addition to the new requirements in 5.0 that streamline the approval process. The changes have improved the approval times, especially in the backlog that are not PPA.
Attachment A

Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Lake County
Submitted by: Mary Faqan
Date: 5-11-18

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

2 (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
May 23, 2018

Lassen County submitted information that stated it has one (1) application pending more than 90 days.
Attachment A

Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Los Angeles County
Submitted by: Karen Richardson, Deputy Director
Date: May 15, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below: see below (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause*</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days**</td>
<td>1575</td>
<td>2810</td>
</tr>
<tr>
<td></td>
<td>1080</td>
<td>2289</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

*Includes all pending applications with and without good cause as of April 30, 2018.
** RFA Applicants without placements greater than 120 days.

Please see attached.
Los Angeles County Department of Children & Family Services (DCFS) RFA Backlog Completion Plan

Los Angeles County DCFS is implementing the following strategies to address the RFA backlog:

**Staffing Strategies**

DCFS has expanded its human resources responsible for the completion and approval of Family Evaluations including increased clerical support. This includes seeking and training volunteers to work overtime, e.g., evenings and/or weekends. This particular group of employees will be assigned outside of the Resource Family Recruitment and Approval (RFRA) Division however, their work will be tracked and monitored in the RFRA Division.

DCFS is also expanding the number of full-time RFA Children’s Social Workers (CSW) responsible for RFA assessments within the RFRA Division. The number of social work staff will increase from 106 budgeted items to a projected number of 149 CSWs by June 1, 2018. An additional 50 staff will be added during the summer of 2018 and DCFS will continue to regularly track progress on the backlog and continue to build capacity to minimize or avoid future RFA backlogs.

RFA applicants that are Out of County (OOC) referrals will be handled with the same urgency as any other relative or non-related extended family member referral. Due to the volume of these referrals received from counties throughout the state, DCFS has added two CSWs to work as the Single Point of Contact (SPOC) OOC. Our goal is to increase timely communication and coordination. This may include assistance from colleagues statewide with their referred applicants who are engaged in the RFA process.

Finally, DCFS will also implement an “All Hands on Deck” Project. This special project will enlist additional DCFS employees, including executive leadership and managers, with

“To Enrich Lives Through Effective and Caring Service”
social work experience to complete at least one (1) RFA Family Evaluation. We will also develop a “strike team” by identifying managers and non-case carrying social workers to be reassigned full time temporarily to complete RFA assessments. All staff assigned in this project will be provided with the RFA Written Directives, trained on the RFA process and supported by the existing RFA staff to ensure quality services while we work to meet the goal of full elimination of the RFA backlog.

Program Strategies

DCFS has partnered with philanthropy to engage the assistance of nationally recognized consultants from A Second Chance, Inc. to provide technical assistance. A Second Chance, Inc. is an organization from Pennsylvania with an established expertise in licensing relatives within 60 days. The consultants are completing a comprehensive review of each RFA backlog applicant case in partnership with our RFA staff to determine the specific barriers to approval and to implement immediate measures to support families through the RFA process. They have agreed to assist Division staff with the RFA backlog. The priorities for assistance are in the following categories:

1. Relatives and non-related extended family members that have children placed longer than 90 days.
2. Relatives and non-related extended family members without placement that signed RFA 01 applications over 120 days ago.

For prospective resource parents (foster/adoption applicants) that have submitted the RFA 01 application, our RFA Outreach and Recruitment section has focused on preparing these applicants to proceed with the family evaluation, prior to assignment to a RFA Social Worker who will complete the family interviews and Written Report. This preparation work includes ensuring the completion of training, and background checks, including criminal exemptions, if necessary. To further assist with these applicants, California Department of Social Services (CDSS) Adoptions Service Bureau staff have established a partnership with DCFS and have been trained by DCFS, so they can accept these cases to complete the RFA Family Evaluation. Upon completion, the RFA applicant file will be submitted to DCFS for RFA approval or denial determination.

DCFS is developing other communication tools and strategies. A flyer regarding funding and the RFA Brochure are being updated. These family friendly materials will be available for distribution at LA Children’s Court, Regional Offices, and by Relative Home Assessment Service (RHAS) community based organizations.

DCFS will notify backlog RFA applicants in writing by email and/or mail of the anticipated date to process their application.

Systemic Changes
DCFS will implement workflow changes supported by technology to obtain a signed RFA 01 application from relatives and non-related extended family members at the time of emergency placement. The RFA 01 will then be submitted timely to the RFA Intake Section and the Revenue Enhancement Division.

Effective May 1, 2018, DCFS established a centralized criminal background team to review live scan results, secure documents based on the Background Assessment Guide (BAG), and complete clearances and criminal exemptions. This includes simplified exemptions whenever feasible, and securing court dockets and/or police reports required for standard exemptions. Case reviews had determined that completion of criminal exemptions had been a common barrier and centralization of this function will redistribute workload from the RFA Social Workers and will support more efficient processing of exemptions.

DCFS has transitioned from using the Structured Assessment Family Evaluation (SAFE) tools and Written Report to a Family Evaluation Written Report template that, based on Sacramento County’s experience, is anticipated to enable us to complete approvals within the mandated timeframe. Case reviews had determined that completion of the Written Report had been a common barrier and implementation of the new focused template is anticipated to support more efficient and timely writing of the reports.

In addition, DCFS recently provided every RFA CSW with a tablet to allow remote access to increase timely documentation of interviews and utilization of technology in the RFA Tracking System (Binti Database).

DCFS will standardize oversight and implementation of the minimum mandates consistent with Version 5 of the RFA Written Directives effective 2/6/18.

Using the above strategies, DCFS plans to eliminate the RFA backlog by September 1, 2018 with particular attention to relatives and non-related extended family members with children placed.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Los Angeles County
Submitted by: Lisa Campbell-Motton, Director, Probation Child Welfare
Date: May 21, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below: see below (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause*</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days**</td>
<td>6</td>
<td>5</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

*Includes all pending applications with and without good cause as of April 30, 2018.
** RFA Applicants without placements greater than 120 days.

Please see attached.
Los Angeles County Probation Department RFA Backlog Completion Plan

Los Angeles County Probation Department is implementing the following strategies to address the RFA backlog:

Staffing Strategies

Probation has expanded its resources internally by certifying Placement Officers outside of Placement Permanency & Quality Assurance (PPQA), Resource Family Approval (RFA) Team, to assist with completion and approval of Family Evaluations, as needed. Prior to outside county RFA Teams being able to assist, these Officers assisted greatly with completing the RFA process for families residing outside of Los Angeles County.

Approximately 13% of potential Resource Families referred to the RFA Team reside in counties outside of Los Angeles County. Those families will be handled with the same urgency as any other relative or non-related extended family member referral. The Probation RFA Point of Contact (POC) list was provided to Probation RFA Teams statewide and is being utilized for assistance with these families. Due to the assistance from outside counties, we have been able to prevent further backlog by immediately assigning those families to the Out-of-County (OOC) RFA Team. We, in turn, assist outside counties with their families who reside in Los Angeles County, which builds strong networking on behalf of our families statewide. We are also working closely with the OOC RFA Teams to create an OOC Resource List for our families so that we can refer them for assistance and to expedite the approval process, whenever possible.

Finally, the PPQA Supervisors and Director are available, if necessary, to complete Family Evaluations, with the goal of eliminating the backlog completely. Until that time, PPQA will continue to regularly track progress on the backlog and utilize these resources in order to minimize the current RFA backlog.

Program Strategies

Probation is fortunate to have a RFA Intake Specialist, who is the single point of contact for all referrals in county and statewide. The Intake Specialist ensures all referral packets

"To Enrich Lives Through Effective and Caring Service"
are complete and assigns them to a Community Based Organization (CBO) for the Home Environment Assessment and to a RFA Officer, who immediately contacts the family. The purpose of this contact is to introduce themselves, explain the process, provide their contact information, and let them know that they will begin the Family Evaluations upon the completion of the Home Environment Assessment. The family can then reach out to the RFA Officer if they have any questions or concerns, which has assisted in expediting the process. Additionally, the RFA Team will notify RFA applicants who are part of the backlog, in writing by email and/or mail of the anticipated date to process their application.

Lastly, the CBOs conducting the Home Environment Assessment portion of the RFA process, provides the family with updated communication materials and resources to assist them. A flyer regarding funding and the RFA Brochure are being updated and will be provided to the CBOs for distribution.

**Systemic Changes**

Knowing that completion of criminal exemptions has been a barrier for families, Probation has worked to streamline and monitor the process more efficiently. The Probation RFA Team reviews live scan results, secures documents based on the Background Assessment Guide (BAG), and completes clearances and criminal exemptions. This includes simplified exemptions whenever feasible, and securing court dockets and/or police reports required for standard exemptions. The RFA Intake Specialist tracks each case to ensure that it is moving along in the approval process accordingly and alerts PPQA Supervisor and Director when there are barriers.

The RFA Team has transitioned from using the Structured Assessment Family Evaluation (SAFE) tools and Written Report to a Family Evaluation Written Report template that, based on Sacramento County's experience, is anticipated to enable us to complete approvals within the mandated timeframe. We believe implementation of the new focused template will create more streamlined interviews resulting in more timely writing of the reports.

In line with DCFS issuing tablets to their RFA Team, PPQA is exploring being able to follow suit so that each RFA Officer will have a tablet for easy transporting/handling in the field, which will also allow remote access increasing timely documentation of interviews and utilization of technology in the RFA Tracking System (Binti Database).

Using the above strategies, Probation plans to eliminate the RFA backlog by September 1, 2018.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Madera
Submitted by: Steve Duckworth
Date: May 14, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

   Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

   Zero (0) __________ (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>43</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

   Madera DSS will eliminate the backlog by referring those pending RFA applicants without placement to contracted local FFAs for Family Evaluations. Participating FFAs are contractually obligated to complete these in 60 days. Currently, local FFAs are working on 17 Family Evaluations. As these are submitted, Madera DSS will refer others to local FFAs. Madera DSS staff will also continue to obtain written or verbal consent to withdraw applications for those applicants who have failed to respond to 30-day letters. At this time we have nine (9) past due 30-days letters; staff have attempted multiple phone calls to reach applicants without success to-date.
May 4, 2018

Marin County submitted information that stated it has six (6) applications pending more than 90 days.
Mendocino County Health & Human Services Agency
Healthy People, Healthy Communities
Tammy Moss Chandler, MPA, MBA, Director
Anne Molgaard, Acting Director/Chief Operations Officer
Bekkie Emery, Social Services Director
Jena Conner, MSW, Family & Children's Services Deputy Director

Short-Term RFA Funding [ACL 18-33]

<table>
<thead>
<tr>
<th>Name of County:</th>
<th>Submitted by:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mendocino</td>
<td>John Griffith, MSW</td>
<td>May 15, 2018</td>
</tr>
<tr>
<td></td>
<td>Senior Program Manager</td>
<td></td>
</tr>
</tbody>
</table>

1. Backlog > 90 Day w/Good Cause = 1 (medical crisis with RF applicants)
2. Backlog > 90 Day w/out Good Cause
   A. RFA Applicants Pending Without Good Cause Greater than 90 Days
      i. With Placement = 18
      ii. Without Placement = 5

   B. The strategy to eliminate our RFA backlog has already been initiated with additional proposed steps for continuing RFA development. To wit:

   The Causes of the Backlog

   When we first started the RFA process on January 1, 2017, we were utilizing the Structured Analysis Family Evaluation (SAFE) process and tools modified for RFA purposes. This process was used for the first 13 months of our RFA implementation and proved to be very thorough yet time consuming for training, preparation, and completion. Specifically, the RFA staff found the SAFE methodology to be severely complex and beyond the needs of the RFA needs and requirements. Furthermore, we lost a key RFA support staff member in July 2017 who not only aided in the process and oversight of the program, but she left as the only one with the knowledge and skills of much of the process. As other support staff were assigned to RFA (a program specialist, a social worker assistant, and a staff assistant), they brought with them other work from their previous assignments and could not fully engage in the unit.

The Backlog

Under the SAFE program, the two dedicated RFA social workers were able to approve only a total of six (6) applicant families out of the 40 applications received for the entire 2017 year leading to a significant backlog that continued to grow as new applications were submitted.

The 2018 Strategy – Phase 1 (Completed)

In late 2017, a third social worker was added to the RFA team and trained on the SAFE process; however, as the backlog continued to rise, we made more direct changes to the RFA system in four waves.

Wave 1 – In January 2018, we discontinued the use of SAFE and revamped the assessment process creating our own written report templates, assessment guidelines, and interview tools using the CDSS RFA guidelines. This new system simplifies the basic process while still covering all of the mandatory assessment criteria for RFA approval.

Wave 2 – In January 2018 and concurrently with Wave 1, we temporarily added three social workers from other units (2 continuing social workers and 1 continuing supervisor) who received expedited training in the new process while the original three social workers remained with the SAFE process pending trial to the new program. Although they continued much of their regular assignments, the temporary staff showed great success under the new program. Other staff were also temporarily assigned to RFA (a program administrator and a program specialist) with the intention of writing the formalized modifications and RFA Policy & Procedures manuals as well as helping to organize many of the paperwork and filing issues.
**Wave 3** – In February 2018 and following the successful trial of the new process, the original three social workers were transitioned to the new process ensuring the entire unit was operating under the same guidelines and tools.

**Wave 4** – In March 2018, the RFA team began daily check-ins that included all permanent and temporarily assigned social workers and support staff with their supervisor. This enabled quicker updates, trainings, and applicant assignments on a daily, and thus timely, basis.

As previously mentioned, we were able to increase productivity from 6 approvals (3 per social worker) under the 2017 SAFE process to a total of 21 completed (15 approved and 6 submitted pending approval) under the new program over the past 3 months.

**The 2018 Strategy – Phase 2 (In Process)**

The final and proposed strategies for eliminating the RFA backlog include the following steps:

- Replace supervision of the unit with an experienced child welfare social worker supervisor.
- Reduce or eliminate the additional non-RFA assignments of the RFA support staff.
- Continue to utilize the temporary social worker staff pending the completion of the backlog.
- Continue with the new process to include, but not be limited to, the new assessment process and tools, the daily check-ins, and more direct oversight.
- Prioritize all emergency RFA caregivers pending approval over 90 days since placement to receive priority assignment with clear deadline dates provided to the assigned staff.

It is our expectation that under the aforementioned guidelines, the RFA social workers can complete their portion of each assessment at the rate of at least four (4) per month (i.e., at a rate of 40 total hours per written report submission). It should be noted that this is specifically the County’s portion which includes background checks, interviews and completion of the written report and does not include any responsibilities of the applicants should they not cooperate with the approval process (e.g., not attending pre-approval or CPR/first aid trainings, etc.). Therefore, assignment and completion of both backlog and new applications to the three original and three temporary social workers (now all trained and experienced) at a rate of four per month would reasonably indicate a possible 24 approvals per month. Furthermore, at such a rate considering a backlog of 18 with placements, 5 without placements, and incoming applications for new placements, it appears likely that we can resolve our backlog issues within the next two months. With additional time for the applicants to complete their own tasks, it is also reasonable that we can fully eliminate our entire backlog of RFA applications within three months, well before the September 1, 2018 deadline.
California Department of Social Services
Resource Family Approval

Resource Family Approval Backlog Plan, in reference to ACL 18-33

Name of County: Merced County Human Services Agency
Submitted by: Julianne Sims-Culot, LCSW, Program Administrator
Date: May 2, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, amongst other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause: 15.

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:
   a. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>17</td>
</tr>
</tbody>
</table>

   b. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
i. Merced County will launch Binti on May 10, 2018, which is estimated to save staff approximately 25% off their time processing paperwork.

ii. Merced County has an open recruitment for an Extra-Help Social Worker IV, which once filled, will work solely on completing written reports for backlogged families.

iii. Merced County has prioritized our list of homes with emergency placements and will be working on ensuring these are approved first.

iv. Merced County has moved away from the SAFE psychosocial assessment and is utilizing the State’s Family Evaluation. Preliminary information suggests this is saving staff time.
May 15, 2018

Modoc County submitted information that stated it has zero (0) applications pending more than 90 days.
Monterey County Resource Family Approval Plan to Prevent Backlog

Name of County: Monterey County
Submitted by: Chelsea Chacon
Date: May 14, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. In Monterey County, applications with placements prior to the approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicants file via the “RFA Placement Prior to Approval Funding Request for Good Cause Extension” form (attachment A). The circumstances outside of Monterey County’s control that are considered good cause for the delay include out-of-county placements, pending family assessments that are completed by a contracted agency, applicants not following through with classes, applicants not making themselves available, and applicants needing to submit requested documents.

The number of Resource Family Approval (RFA) applications with placements prior to the approval that have been delayed for good cause:

<table>
<thead>
<tr>
<th>RFA applicants pending past 90 days with good cause</th>
<th>With Placement</th>
<th>Without placement</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>5</td>
<td>19</td>
</tr>
</tbody>
</table>

2. There are currently no applications pending in Monterey County that do not have good cause. Monterey County has implemented the following strategies to process RFA applications in a timely manner and prevent a backlog:

   A. Monterey County implemented the RFA process in March 2016 as a pilot county. Since then, CDSS has issued 6 versions of the written directives modifying the process and paperwork. The county has maintained communication with CDSS to ask questions and request clarification in order to ensure the accuracy of process and to adhere to timelines.

   B. In November 2017, Monterey County underwent structural changes in order to better facilitate the RFA process. The county’s Resource Support Unit separated into two separate units: a placement unit and a RFA unit. The county hired a social work supervisor to oversee the placement unit and avoid conflicts of interest between units. The
separation of units and increase in RFA staff has allowed the RFA unit to focus solely on processing RFA applications in a timely manner.

C. Monterey County has contracted with two Foster Family Agencies (FFA’s), Seneca Family of Agencies and AspiraNet, to complete the family assessments within 60 days of receipt of the family assessment referral. With the contracted position, resource families receive two layers of support from both the FFA social worker and the RFA social worker.

D. The county program manager, RFA supervisor, management analyst, Seneca Family of Agencies program director, and Aspiranet Child and Family Services program director meet monthly to review the pending applications and outstanding family assessments list, if there is one, to develop strategies and discuss solutions to complete the family assessments within the contracted timeframes.

E. Monterey County Family and Children’s Services, Benefits, and Finance Departments worked collaboratively to create an Excel spreadsheet to track ER Placements, RFA applications, and payment paperwork in order to facilitate communication between the three departments. The spreadsheet includes the child’s name, the child’s date of birth, the date of placement, the RFA application date, the RFA approval date, and the name of the payee.

F. Monterey County created a tracking system in Excel to monitor the status of RFA applications and pending RFA requirement items. Monterey County recently purchased Binti which should be fully implemented and incorporated by summer 2018. Binti will provide support for county staff to track a RFA application status and run quarterly reports. In addition, Binti will/can make the application process easier for applicants because applicants can apply and submit required documentation online.

G. In Monterey County, the RFA social worker makes phone contact with the applicant within one week of receipt of the RFA application and notifies the applicant that the RFA process has a 90 day timeframe. The RFA social worker further explains the importance and necessity of the applicant remaining engaged with the process to aid in the approval process. The county’s goal is for the case carrying social worker, RFA social worker, and assigned FFA social worker to work collaboratively to support and assist caregivers in completing the RFA approval process. Within 30 days of placement, the case carrying and RFA social workers will conduct a joint visit with the applicant. The social workers will model a team approach to promote placement stabilization and completion of the RFA requirements. The assigned social workers will regularly communicate placement changes, safety issues, RFA application progress, and approval status. The RFA social worker will participate in joint meetings with the caregivers, which can include Focus meetings and Child and Family Team meetings when deemed necessary and appropriate.
H. When an applicant is not engaging in the RFA process, the RFA social worker will coordinate a staffing with the placement social worker, FFA social worker and the respective supervisors. The program manager may also be invited to the staffing. The team will discuss the barriers to approving the RFA application and create next steps for the approval process. In addition, program managers, supervisors, and social workers attend Quarterly Leadership meetings to discuss how the RFA collaboration is working and make changes as needed.

As a pilot county, Monterey has had the ability to learn, grow, and move toward best practice. With new systems in place, such as Binti, the county will continue to process applications timely and prevent any future backlog.
May 15, 2018

Napa County submitted information that stated it has zero (0) applications pending more than 90 days.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Nevada
Submitted by: Nick Ready
Date: May 24, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

   Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

   [ ] (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>5</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Orange
Submitted by: Norean Lubchenko
Date: 05/14/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

80

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th></th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFA Applicants</td>
<td>8</td>
<td>104</td>
</tr>
<tr>
<td>Pending Without</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good Cause</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greater than 90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
The County of Orange, in response to ACL 18-33 (dated March 30, 2018), submits the following information regarding Resource Family Applicants and the Plan to address applications timely.

The ACL addresses Interim Funding past 60 days, and requires Counties to either (1) document good cause for each applicant not yet approved or (2) submit a “backlog plan”.

As directed by the ACL, Orange County is choosing to submit a Backlog Plan.

The data utilized in this Backlog Plan is as of May 1, 2018:

- The number of new Emergency Placement Pending Approval homes each month has remained relatively constant.

- On January 1, 2018, Orange County was responsible for the RFA process for 320 Emergency Placement Pending Approval homes, 229 of them over 90 days.

- On May 1, 2018, Orange County was responsible for the RFA process for 167 Emergency Placement Pending Approval homes, 88 of them over 90 days. This represents a reduction in “backlog” homes of more than 60% in the first four months of the year.
  - Of the 88 Emergency Placement Pending Approval homes beyond 90 days, 80 are considered to have good cause for the delay.

- Additionally, Orange County has 117 children placed on an Emergency Basis with 67 homes pending RFA Approval by another County. 51 of those homes have been pending approval more than 90 days.

- On May 1, 2018, Orange County has 104 homes, not yet RFA Approved at least 120 days after the application was signed, without a child in placement. This is a mixture of Recruited community families and Kin families without a Kin placement.

**Strategies**

Orange County has refined its RFA practice over the two years since implementation in February 2016, and believes that these refinements have resulted in improved efficiency in completing the RFA process. Ongoing review of procedures, streamlining of forms and the Written Report, and other Continuous Quality Improvement strategies have improved the overall timeliness of approvals. Orange County implemented several strategies as part of our own
plan to address the backlog prior to AB 110. These strategies were put into place late in 2017 and early in 2018, and will continue to be utilized as part of our Backlog Plan as required by ACL 18-33.

In addition, Orange County believes that the changes in Version 5.0 of the Written Directives have assisted in addressing the backlog of cases.

**Emergency Placement Pending Approval Homes in Orange County**

Orange County holds a “backlog” meeting to address those homes in Orange County with placements. These homes are reviewed on an ongoing basis, and have been since the Fall of 2017. The RFA Assessment Manager, the Supervisors, and the social work staff associated with the assessment and approval process meet to review and discuss homes that are part of the backlog. This meeting happens twice each month, and is a supportive environment for staff to express concerns about barriers to approval that families are facing. The meeting also allows for brainstorming ways to meet the requirements of the Written Directives with families in unique circumstances and for staff to learn from one another. The meeting initially reviewed only the oldest homes, due to the large number of these homes. Currently, the meeting reviews every home over 120 days since emergency placement and is on track to reduce that to 90 days in the near future. *All homes are reviewed, and receive the same priority, regardless of whether the child(ren) placed in those homes are Orange County dependents or dependents of another County.*

Orange County has contracted with some of our Foster Family Agency (FFA) partners to conduct a limited number of Psychosocial/Family Evaluations. Orange County leveraged the experience gathered through the PAARP process of partnering with licensed adoption agencies. Even so, developing the processes for this partnership took some time, and a small number of referrals were used to pilot the process in the summer of 2017. Since then, referrals for Psychosocial/Family Evaluations have been sent to our FFA partners in compliance with our contract limitations.

In January of 2018, Orange County RFA Assessment staffs have focused on those homes with children placed on an emergency basis. This has continued to be reassessed, and Orange County has made such progress with the backlog of homes that a limited number of staff are working to approved Recruited community families.

**Emergency Placement Pending Approval Homes in Other Counties**

Orange County continues to follow the Out of County Protocol, and request the RFA process be completed by the Host County or County of Residence if a child is placed on an emergency basis outside of Orange County. Orange County has
no control over the expediency of assessments and RFA approvals completed by other Counties, and has taken steps to assist as we are able.

Orange County has a Single Point of Contact, a staff person who is responsible to coordinate both incoming and outgoing requests for Host Counties to complete RFA approvals. Various RFA Assessment staffs were then assigned to the applicant resource families to track progress. Recently, however, Orange County modified this approach, to assign all of the outgoing referrals to a single RFA Assessment worker; this worker can more fully concentrate on partnering with the host Counties to move toward RFA Approvals. This staff person functions as a Liaison between the RFA worker in the other County and the child’s case carrying worker, to ensure communication and to facilitate efforts in the Approval process.

If the child is placed in a County in close proximity, Orange County has offered to assist with document collection from Applicants if this is a barrier to the Approval process. Orange County has also explored utilizing the Psychosocial/Family Evaluations contract with our partner Foster Family Agencies (FFA) to assist in the completion of RFA Approvals for some Counties not close geographically.

**Homes Without Emergency Placements**

Orange County has significantly enhanced the partnership with Foster Family Agencies who approve homes in Orange County and who accept placement of Orange County dependent children. Orange County has continued to actively recruit for community homes, but now invites potential community resource families to apply with our Foster Family Agency partners. Families who applied with Orange County and who were continuing to wait to be processed were also contacted, and given the opportunity to work with a Foster Family Agency instead. Orange County has also worked with our partners to accept pre-approval training hours that recruited families may have completed prior to making the decision to move forward with a Foster Family Agency.

Families, of course, may still choose to apply with the county. Staff maintain communication with these families, providing updates regarding the anticipated wait times until staff would be available to begin the interviews for the Family Evaluation, and encouraging waiting families to complete as many of the other requirements as possible.

Orange County believes, however, that by providing Recruited Families with several avenues to approval, the overall population of available Resource Families will increase and potential Resource Families will be able to move toward RFA Approval much more quickly.
Placer County Resource Family Approval Backlog Plan

<table>
<thead>
<tr>
<th>Name of County</th>
<th>Placer County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared and Submitted by</td>
<td>Candyce Skinner</td>
</tr>
<tr>
<td>Date</td>
<td>May 11, 2018</td>
</tr>
</tbody>
</table>

Placer County Child Welfare and Probation Departments have a total of 8 RFA applications pending over 90 days. Of those applications, 6 families have child(ren) placed with them. These families are all pending with "good cause", as there are delays caused by the applicants not making themselves available or submitting/completing requirements outlined by the Written Directives and/or exemptions pending receipt of law enforcement or court documents. The plan noted below is being implemented to address the backlog, and to assist the team to approve applications within 60 days.

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 28, 2018</td>
<td>Hire Vacant Clerical Support for RFA Team</td>
<td>Clerical Support to assist team with tracking, filing, and data entry</td>
</tr>
<tr>
<td>May, 2018</td>
<td>Modify Job Duties of RFA Clerk</td>
<td>RFA Clerk to support team: tracking family requirements such as training, forms, screening; contacting families if needed to help obtain needed paperwork; support SW's with families working with other counties on RFA approval by checking in with the families regarding the process</td>
</tr>
<tr>
<td>June, 2018</td>
<td>Report Creation</td>
<td>Create tracking report to provide to RFA leadership team, to include families residing in other counties with placement of Placer County dependents</td>
</tr>
<tr>
<td>June, 2018</td>
<td>Manager Staffing</td>
<td>On a bi-weekly basis, applications will be staffed at 30 day and 45 day marks to provide updates and discuss barriers to completion</td>
</tr>
<tr>
<td>May, 2018</td>
<td>Dual Assignment</td>
<td>When children are placed in a home, application to be assigned to both the Counselor team and Practitioner team to streamline process</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
<td>Details</td>
</tr>
<tr>
<td>------------</td>
<td>---------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>June, 2018</td>
<td>Assessment Report</td>
<td>Discontinue use of the SAFE assessment report and adopt the state approved, with Placer needed modifications</td>
</tr>
<tr>
<td>May, 2018</td>
<td>Letters to Applicants</td>
<td>Introductory letter developed to be given to all applicants to inform them more fully of the process and requirements</td>
</tr>
<tr>
<td>June, 2018</td>
<td>ETO Training</td>
<td>Hold ETO training for staff, to include clerical support, to ensure using ETO to maximum benefit</td>
</tr>
</tbody>
</table>
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

**Name of County:** PLUMAS  
**Submitted by:** Debbie Wingate, Senior Social Worker, RFA  
**Date:** 5/15/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay. Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

   -0- None (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:
   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without. RFA Applicants Pending Without Good Cause:

   __0__ With Placement __0__ Without Placement Greater than 90 days

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

   Plumas County has been diligent with follow-up on RFA applications by assigning a Social Work Aide to track applicant paperwork. During the first or initial conversation between the Social Work Aide and the applicant, there is a conversation with the applicant regarding any funding opportunities such as an application for ARC for relatives and Emergency Assistance for nonrelatives. However, we have found that applicants often delay the process time by failing to turn in all documents in a timely manner. When paperwork is received in our office, our Social Work Aide date stamps and tracks all documents for each RFA applicant. The RFA social worker schedules face to face interviews with the applicants and training is also scheduled during the application process as soon as the bulk of the information is received from the applicant.
Riverside County Resource Family Approval Backlog Plan

Name of County: Riverside County Children's Services Division
Submitted by: Angela Zupan
Date: 05/010/2018

The number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause: **64**

RFA applicants pending past 90 days without good cause.

<table>
<thead>
<tr>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>94</td>
</tr>
</tbody>
</table>

Strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed and a communication strategy to notify the emergency caregivers of the anticipated date to process their application.

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2017</td>
<td>Caregiver RFA Checklist</td>
<td>Caregivers are provided with a RFA checklist that they can use to check off RFA activities as they complete the process and are told the average time to approval upon emergency placement.</td>
</tr>
<tr>
<td>January 2018</td>
<td>Exemption Unit</td>
<td>Exemption Unit to specifically work on exemptions while another social worker continues the RFA process.</td>
</tr>
<tr>
<td>March 2018</td>
<td>Staff Assignments</td>
<td>Using new staff to complete backlog of homes with children in placement versus giving them new applications.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Data Cleanup (ETO and CWS/CMS)</td>
<td>A review of ETO and CWS/CMS indicates inconsistent data entry. Supervisors and Administrative Service Analyst began working with staff to ensure proper and timely data entry during individual and unit meetings.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Overtime</td>
<td>Overtime or compensatory time is offered for staff to work on families with children in placement.</td>
</tr>
</tbody>
</table>
## Riverside County Resource Family Approval Backlog Plan

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 31, 2018</td>
<td>State Assistance Requested</td>
<td>Meeting scheduled with CDSS Adoptions Regional Office to discuss their ability to assist with completing RFA applications open more than 90 days without a child in placement. This assistance will be contingent upon costs.</td>
</tr>
<tr>
<td>June 1, 2018</td>
<td>Bimonthly SW and Supervisor case staffing of all RFA applications over 90 days with a child in placement</td>
<td>To identify barriers to approval, including Social Worker needs, Supervisor needs, and/or necessary program changes.</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Staffing</td>
<td>Increase staffing to “full staff” anticipated numbers. Currently interviewing to hire two additional RFA Intake social workers.</td>
</tr>
</tbody>
</table>
Riverside County Resource Family Approval Backlog Plan

Name of County: Riverside County Probation (RCP) Department
Submitted by: Monica Rose
Date: May 14, 2018

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

This information is documented in the Efforts to Outcome (ETO) system under each individual applicant and/or other adult in the home.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

Seven (7)

NOTE: There are seven (7) RFA applications, without placement that are greater than 90 days with good cause.

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

   B. Explain strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed and a communication strategy to notify the emergency caregivers of the anticipated date to process their application.
<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>January – December 2017</td>
<td>RCP RFA Orientation/ Packet Process</td>
<td>Caregivers are provided with an RFA Packet which includes all of the RFA forms and a checklist they may use as a reference in order to complete the RFA application/forms. The RFA Deputy Probation Officer (DPO) conducts an RFA Orientation to review the RFA process and forms.</td>
</tr>
<tr>
<td></td>
<td>Emergency Placements</td>
<td>RCP assigned a dedicated Senior Probation Officer to conduct the emergency placements.</td>
</tr>
</tbody>
</table>
|                     |                                               | When completing an emergency placement assessment, the Sr. PO:  
1. Conducts the RFA Orientation/Packet process  
2. At the time of the orientation, a review of the application/forms and a home evaluation (not an assessment) is completed.  
3. The application and copies of required documents (DL, Vehicle Registration, Insurance, rental agreements, etc.) are usually retrieved at this time; thus, expediting the process.  
4. Upon receipt of the application, live scan forms are provided to the applicant(s) and other adults (if applicable). |
<p>| January - May 2018  | Efforts To Outcome (ETO) Data Entry System   | RCP utilizes the ETO system to track all RFA efforts, including assignment of cases, referrals, emergency placements, document delays, etc. ETO is a tracking system similar to CWS.                                      |
|                     | Exemption Unit                                | RCP designated the exemption process to a dedicated DPO, in an attempt to expedite that process. Thus, allowing for the RFA DPO to focus on, and continue with, the other RFA requirements. |</p>
<table>
<thead>
<tr>
<th>Staff Assignments</th>
<th>RCP has:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. A dedicated Office Assistant (OA) to enter and collect RFA data, as well as keep track of cases past 90 days. The OA also assists the RFA DPOs in submitting forms to the caregivers and requesting information for background checks (law enforcement, DOJ, courts, etc.), exemptions, etc.</td>
</tr>
<tr>
<td>Foster Parent Recruitment and Retention Services (FPRRS)</td>
<td>2. Two RFA DPOs</td>
</tr>
<tr>
<td></td>
<td>3. One Sr. PO to complete emergency placements</td>
</tr>
<tr>
<td></td>
<td>4. One Sr. PO to complete the exemption process</td>
</tr>
<tr>
<td>Foster Parent Recruitment and Retention Services (FPRRS)</td>
<td>RCP plans to utilize the FPRRS funds, as needed, to provide caregivers with specific services to help them through the emergency placement and RFA process.</td>
</tr>
<tr>
<td>Data Cleanup (ETO and CWS/CMS)</td>
<td>A review of ETO and CWS/CMS indicate inconsistent data entry specific to probation procedures. RCP plans to work with ETO program specialists to clean and update the information as well as incorporate probation related procedures.</td>
</tr>
<tr>
<td>Conferences, Meetings and Trainings</td>
<td>RFA DPOs attend the quarterly Technical Assistance Resource Family Approval (TARFA) meetings, Background Assessor Guide (GAP,) and Due process trainings. Furthermore, RFA unit attends CDSS, CPO and UC Davis RFA conferences, meetings and trainings.</td>
</tr>
<tr>
<td></td>
<td>RCP also continues the positive collaboration between Riverside County’s behavioral health (DBH), county office of education (RCOE), and public social services (DPSS) agencies.</td>
</tr>
<tr>
<td></td>
<td>In addition, RCP conducts child specific</td>
</tr>
</tbody>
</table>
Riverside County Resource Family Approval Backlog Plan

| family finding at all stages of probation. In an effort to assist with the family finding processes, RCP entered into an agreement with the state for Dr. Denise Goodman's services. These services include on-site training and technical assistance regarding Family Finding and Engagement processes and services. |
1. Sacramento County has a total of 4 applications with placements prior to approval pending over 90 days. These applications are pending with good cause as there are, or were, delays caused by the applicants' not making themselves available or submitting required documents outlined by the Written Directives. The plan noted below is being implemented as soon as possible to address the applications with placements prior to approval. Sacramento has a total of 49 applications of families without placements that are over 90 days. In reviewing each application, the barriers to timely approval have been mostly family delay with reason such as exemption paperwork not being submitted timely, family moving in the middle of the assessment or having other adults move into the home. Additionally some applicants have requested a delay due to health issues or family issues they wanted to resolve prior to moving forward. We are discussing with those families the option of withdrawing and reapplying when it is a better time for them and/or their family.

2A.

<table>
<thead>
<tr>
<th>RFA Applicant Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Than 90 Days</td>
<td>4</td>
<td>49</td>
</tr>
</tbody>
</table>

2B. Strategies to eliminate the overall backlog of all RFA applicants by September 1, 2018.

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 10, 2018</td>
<td>Program Manager will review families who are over 90 days with Supervisors bi-weekly to monitor progress</td>
<td>Identify barriers to approval</td>
</tr>
<tr>
<td>May 10, 2018</td>
<td>Supervisors will review application and emergency placement logs monthly during supervision with social workers and provide explanation to manager as to delay in approval</td>
<td>Supervisors to work more closely with social workers in overseeing social workers work and engagement with the family so to hopefully support families more timely to complete the RFA Process.</td>
</tr>
<tr>
<td>April 30, 2018</td>
<td>Discuss with families who have requested a delay in the process due to family circumstances or health, that they withdraw and</td>
<td>Decrease number of families who are pending for family or health reasons so social workers can concentrate on other families completing timely.</td>
</tr>
<tr>
<td>Date</td>
<td>Task Description</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>June 2018</td>
<td>Be fully staffed in RFA</td>
<td>Being down social workers in RFA has contributed to social workers feeling a bit overwhelmed by the number of assessments to complete and being staffed completely will assist with timeliness and support to families.</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Families with Placements assigned immediately to RFA Social Worker</td>
<td>Families are already assigned a RFA Social Worker immediately upon placement, however, supervisors will be working with staff with those families to assist and engage them sooner in getting application and required documents.</td>
</tr>
</tbody>
</table>
May 14, 2018

San Benito County submitted information that stated it has zero (0) applications pending more than 90 days.
San Bernardino County Resource Family Approval Backlog Plan

In order to be eligible for General Funding through June 30, 2018 for payments to all eligible emergency caregivers whose Resource Family Approval (RFA) application remain pending, counties must submit the following information no later than May 15, 2018 to RFA@dss.ca.gov:

<table>
<thead>
<tr>
<th>Name of</th>
<th>San Bernardino</th>
</tr>
</thead>
<tbody>
<tr>
<td>Submitted by</td>
<td>Karen Hill</td>
</tr>
<tr>
<td>Date</td>
<td>5/11/18</td>
</tr>
</tbody>
</table>

The California Department of Social Services (CDSS) will extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county; are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of RFA applications with placements prior to approval that have been delayed for good cause below: 162

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>Pending RFA Applicants Past 90 days, Without Good Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td>With placement</td>
</tr>
<tr>
<td>Without placement</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also, provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
San Bernardino County will implement the following strategies to eliminate the backlog by September 1, 2018:

<table>
<thead>
<tr>
<th>Phases of Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Family Services (CFS) staff will focus on:</td>
</tr>
<tr>
<td>• Emergency Response (ER) placements over 90 days within the county.</td>
</tr>
<tr>
<td>– Homes with children already assigned to adoptions will be priority.</td>
</tr>
<tr>
<td>• Out-of-County (OOC) ER placements over 90 days.</td>
</tr>
<tr>
<td>– To improve tracking and provide support for OOC evaluations:</td>
</tr>
<tr>
<td>✓ An OOC Coordinator will be appointed to track OOC evaluations (modelling after the Los Angeles county position), and</td>
</tr>
<tr>
<td>✓ Break down the backlog by county, assess the reasons for each delay, and provide support.</td>
</tr>
<tr>
<td>• Non-ER and community families over 90 days, approving backlog families with placement first, and giving priority to relative/Non-Related Extended Family Member (NREFM) homes with children moving towards adoptions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Workflow Improvement Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Documentation and Tracking process:</td>
</tr>
<tr>
<td>– Implementing Binti software by May 14, 2018 to streamline, automate, and track the Resource Family Approval (RFA) process. Binti will enable CFS staff to:</td>
</tr>
<tr>
<td>✓ Provide an online RFA orientation by May 14, 2018,</td>
</tr>
<tr>
<td>✓ Shift to online electronic applications,</td>
</tr>
<tr>
<td>✓ Improve organization and tracking in house and contract providers, and</td>
</tr>
<tr>
<td>✓ Access reports.</td>
</tr>
<tr>
<td>• Social Worker (SW) process:</td>
</tr>
<tr>
<td>– Begin implementing California Department of Social Services (CDSS) written report template by June 1, 2018.</td>
</tr>
<tr>
<td>✓ Half day training for all Permanency Assessment workers will be provided to ensure proper application of the new template and expectations are understood.</td>
</tr>
<tr>
<td>✓ Two RFA SWs per unit will attend a CDSS sponsored written report training in May.</td>
</tr>
<tr>
<td>✓ The goal is to streamline written reports for the backlog and the overall RFA process.</td>
</tr>
<tr>
<td>– Supervisors will work with SWs individually and collectively to increase the number of average approvals per month from 2.5 to the target 4.0 (45 per month to 80 per month in-house).</td>
</tr>
<tr>
<td>– SWs will set aside time daily to review cases with no activity and complete withdrawal/denial process for applicable families (currently averaging 80 withdrawals per month over the past six months).</td>
</tr>
</tbody>
</table>
Workflow Improvement Strategy Continued

- SWs will utilize time saving practices to increase proficiency, and clarify expectations between families and SWs. SWs will:
  ✓ Contact families upon receipt of case to discuss the steps for approval, outline expectations and timelines for both parties,
  ✓ Share the written plan with the family.
- Set boundaries regarding answering and returning phone calls and texts,
- Continue to receive support from supervisors to identify what details are required, and what can be eliminated from the written report,
- Focus on balancing in-office report writing/case management with field time,
- Collect paperwork, including the self-assessment, and draft portions of the written report before the first interview,
- Document interviews in a format that can be copied into the written report, and
- Increase direct communication with the child’s SW and Child and Family Team to determine the SWs motivation to place, and the family’s need for resources.
- During the next month, supervisors will meet with staff individually to discuss progress, barriers and timelines for completion of cases that exceed the 60-day approval timeframe, and notate the reason in the case.
  ✓ The goal is to increase awareness of timelines and supervisor involvement/support.
- CFS will continue shifting to one RFA-SW model:
  ✓ SWlls will complete home evaluations (HE) only for ER placements. They will also be responsible for most annuals (complicated changes will be bumped up to Social Services Practitioners (SSPs), and Relative Approval Unit (RAU) changes such as adding a child or adult to the home, change of address, etc. Registered sex offenders follow up will be reassigned from SSP Investigators back to SWlls, who had this assignment prior to RFA.
  ✓ SSPs will complete all other portions of the RFA assessment, unless appearing at a legal consultation is necessary (handoff to investigator SSP).
  ✓ The goal of the one SW model is to reduce:
    - Confusion as caregivers interact with different SWs during the RFA process,
    - The number of cases with the assigned investigator, and
    - The time SWs spend communicating and coordinating while working through the HE assessment.
- Clerical process:
  - Office Assistants will email SWs when Live Scan results are received.
- Contract referral process (referring RFA families to contracted Foster Family Agencies (FFAs)):
  - FFAs will receive 28-40 referrals per month (capacity).
  - RFA staff identified 33 ER placements with pending interviews and referred to contracts in April, to assist in clearing the ER backlog.
  - Beginning in May, RFA staff will identify 28-40 referrals from the non-placement backlog to send to contracted FFAs, to assist in clearing the non-ER backlog.
  - CFS will provide ongoing training for FFAs in June when the state written report is implemented by CFS.
  ✓ The goal is to eliminate errors and omissions that result in sending reports back for correction.
- CFS is exploring sending 20 family evaluations per month to state adoption agencies.
Workflow Improvement Strategy Continued

- SWs will refer non-ER relative caregivers to orientation as a first step, before submitting a referral. This will increase awareness of the roles/responsibilities during the RFA process and decrease withdrawals. The process will:
  - Inform relative caregivers of RFA requirements before they submit an application, and
  - Allow CFS staff to record/track when a relative caregiver has been referred to the orientation.
  - Numerous relative/NREFMs caregivers do not follow through with RFA requirements, despite expressing interest in being assessed for placement at time of removal.

- Community referral process:
  - SWs will refer community families to local FFAs, which will provide resource families with options and improve the timeliness of approvals. Community families can:
    - Sign up for orientation and receive an orientation packet, which includes FFA RFA approval information and a list of local FFAs, and
    - Receive information during orientation about the options to work with an FFA, and the different experiences families have working with an FFA vs. the county.
    - The goal is to provide resource families with options and improve timeliness on approvals.

Communication Strategy

SWs will notify emergency caregivers of their anticipated application processing date by:

- Contacting ER caregivers to review pending actions, and agree completion timelines,
- Sharing the written plan with the family, and
- Providing updates by text or email.

Staffing Strategy

- Temporarily increase staffing:
  - CFS is in process of hiring up to two SSPs (returning retiree) for six months to process backlog cases or assist with exemptions,
  - The anticipated benefit is additional two approvals per month per SW or 12.5% increase overall Investigator productivity per SW.
  - One Supervising Social Services Practitioner (SSSP) has been temporarily reassigned to assist with approvals, and
  - Three RFA units have interns/volunteers to help with the workload.
## Tracking and Monitoring Strategy

- **Research, Outcomes & Quality Support Unit will:**
  - Send weekly updates regarding the number of pending RFA ER homes, identifying which homes are over 90 days.
- **Placement Resources Division (PRD) will:**
  - Post the number of homes over 90 days weekly,
  - Track and post the number of pending homes, approval and withdrawals daily, and
  - Post the number of homes in the backlog left to clear weekly.
- **In-House approvals:**
  - PRD will sort the adoptive home list by SW,
  - Supervisors will review progress on over 90 day ER homes weekly with SWs, and twice a month with Child Welfare Services Manager (CWSM) until the backlog without good cause is cleared (CWSM and Deputy Director (DD) will also review twice per month).
- **Contract approvals, the RFA Contract Supervisor will:**
  - Identify a list of homes in the ER backlog for each FFA (prioritizing adoptive homes), a progress report will be provided by the FFAs weekly. Progress will be discussed monthly or as needed.
  - Discuss the FFAs progress with the RFA CWSM and PRD DD twice a month.
  - **Note:** RFA/Contract staff will similarly track and monitor other backlog cases, prioritizing oldest to newest, and focusing on processing ER cases as they are assigned to prevent exceeding 60 days without good cause.
- **OOC approvals, the OOC Coordinator will:**
  - Identify homes in the ER backlog over 90 days and separate them by county.
  - Identify cases which are delayed by good cause by tracking the comments regarding reasons for delay in the Child Welfare Services/Case Management System.
  - Contact other counties monthly to request cause for delay when not noted, and updates on case progress.
  - Monitor OOC homes connected to SB County SWs over 90 days (broken down by county), and send monthly updates to the counties or as requested.
COUNTY OF SAN DIEGO, CHILD WELFARE SERVICES

RESOURCE FAMILY APPROVAL (RFA) ACTION PLAN

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

67

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

(A) Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>41</td>
<td>162</td>
</tr>
</tbody>
</table>

(B) Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also, provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Strategies and steps to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed:

Timely Emergency Caregivers Applications over 90 Days (With Placement):

The following efforts are underway to address RFA backlog:

- Conducted an internal review of the RFA approval process and all RFA pending applications to establish strategies to complete approvals and improve operational efficiency.
- Repositioned staff to accommodate the area(s) requiring additional support.
- Authorizing overtime as appropriate to address the backlog.
• Implemented weekly monitoring and review at the RFA Manager level to track progress completing applications over 90 days and eliminating the backlog.
• Increased oversight, monitoring and troubleshooting at the Deputy Director level to ensure success with meeting timely processing of emergency caregivers and eliminating the backlog.
• Effective May 1, 2018 implemented vertical processing of all new applications with emergency placements. This will eliminate multiple transitions between workers, reduce processing duplication/delays and improve overall timeliness.

Timely RFA Applications Pending Over 90 Days (Without Placement):

• By June 1, 2018 establish and begin implementation plan for referring county recruited families (without placement) directly to Foster Family Agencies (FFA) to complete RFA process and approval. This will immediately begin to reduce the county’s incoming workflow, which will allow staff resources to be utilized to reduce/eliminate backlog.

• Effective June 1, 2018 will implement vertical processing of all non-emergency (without placement) applications, eliminating multiple transitions between workers, reduce processing duplication/delays and improve overall timeliness.

Provide communication strategy to notify the emergency caregivers of the anticipated date to process their application:

Current applications received by the County of San Diego are in various stages of process upon receipt. Effective June 1, 2018 RFA staff will provide regular updates to emergency caregivers during the key processing points identified below:

○ Upon first face-to-face contact with potential emergency caregivers
○ At the time of placement
○ At the time fingerprinting results have been received
○ At the time required training has been completed
○ At every interview point

A 60 day communication point will be established with all applicants, notifying them in writing to complete pending items and the anticipated date to complete the approval process.

This communication strategy coupled with the new vertical/one worker approach is expected to improve RFA processing, timeliness and increased approvals.

CONTACT PERSON: CWS- RFA DEPUTY DIRECTOR, VALESHA BULLOCK (858) 650-5649

County of San Diego- Child Welfare Services
RFA Action Plan Template 5-15-18
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: San Francisco
Submitted by: Juliet Hawerson
Date: May 15, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

41 (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
The total number of pending applicants with placements that have good cause as a contributing factor to home approval: 44

<table>
<thead>
<tr>
<th>CAUSE OF DELAY</th>
<th>EXPLANATION</th>
<th>PROPOSED SOLUTION/TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Backlog of Family Evaluations</td>
<td>Since the implementation of RFA San Francisco county developed a contract with Family Builders Foster Family Agency to process family evaluations. Between 2016 through April 2018, this agency has experienced delays due to a number of factors that has had a significant impact on our ability to complete the RFA approval process within the 90-day timeframe. This contractor is currently under corrective action with SF HSA.</td>
<td>SF County developed a new contract with three additional Foster Family Agencies: Seneca, Lilliput, and Aspira Net to complete all of our pending family evaluations. The new contractors began taking referrals on May 1, 2018. The timeline for the completion of each evaluation is a maximum of 60 days. The referrals are being submitted in phases. The highest level of priority has been given to applicants that have been pending beyond 60 days starting with the cases that have been pending the longest. The estimated date for the completion of all pending family evaluations is August 30, 2018.</td>
</tr>
</tbody>
</table>
| 2. Out of County Referrals              | Since the statewide implementation of RFA in January 1, 2017, San Francisco county has experienced significant delays when referrals have been sent to other counties. Due to staffing limitation and resources in other counties, sometimes it takes several months for applicants to be fully approved. | SF county has begun requesting status reports from host counties. Depending on the existing barrier of one of the proposed option will be put into place:  
1. If no contact with the family has been made then either the applicant will be referred to an FFA or SF County will complete the process.  
2. If the process has been partially completed SF County will discuss a way to offer some level of assistance with preservice |
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Delay of LIS Results by CDSS</td>
<td>There was a delay with obtaining LIS results from CDSS for several months.</td>
<td>RFA Workers will be instructed to advise their supervisors of any ongoing problems. The RFA Program Director/Manager will contact CDSS Liaison for assistance to resolve any further delays. The time line to obtain all pending LIS results is July 31, 2018.</td>
</tr>
<tr>
<td>4. RFA implementation has caused increased workloads for counties and an increased need for staffing.</td>
<td>Since the implementation of RFA in August 2014, SF county has experienced ongoing challenges to maintain adequate staffing and meet the need for the increased workload impact to staff. As a result, it has been difficult to process applications by the 90-day timeframe. Due to</td>
<td>SF County has recently conducted an assessment to determine adequate staffing and changing our business practice to accommodate hiring needs. SF HSA is in the process of hiring an analyst and adding three clerical positions to the program. Efforts will be made to</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>5. <strong>Untimely completion of the criminal exemption process</strong></td>
<td>The timely obtainment of police reports and Court documents has been unpredictable for some of request. This has caused a significant delay with the completion of the criminal exemption process and preparation for legal consultation with CDSS.</td>
<td>RFA workers will be required to follow up with law enforcement agencies and Courts on a weekly basis for all applications that have been pending for more than 90 days. If their efforts to obtain the documents continues to be unsuccessful through May 25, 2018, an RFA Administrator will obtain assistance from the HSA Investigations Unit. All pending request delays will be submitted to the Investigations Unit by May 30, 2018. Representatives from this Department may experience more success due to their Peace Office status. Their legal status may be given a higher priority by other law enforcement professionals.</td>
</tr>
<tr>
<td>6. <strong>Unexpected delay for approval awaiting completion of complaint investigations.</strong></td>
<td>Per consult with CCL Liaison, approval process was put on hold awaiting the completion of a complaint investigation.</td>
<td>RFA Program Director will consult with CCL County Liaison upon completion of the investigation. Estimated date for completion of the investigation is May 30, 2018.</td>
</tr>
<tr>
<td>7. <strong>Unexpected delays to submit required documents for Legal Consults with CDSS.</strong></td>
<td>The untimely obtainment of crime reports and court documents causes delays for decisions or recommendations for possible denials. Awaiting for the completion of this process leaves an application in pending status.</td>
<td>An RFA Administrator will obtain assistance from the HSA Investigations Unit to obtain the required documents for all applications pending over 60 days.</td>
</tr>
</tbody>
</table>
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: SAN JOAQUIN
Submitted by: Akkia Pride-Polk
Date: May 11, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

39 (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>4</td>
<td>25</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

The strategies that San Joaquin County will take to eliminate the backlog of all RFA applicants by September 1, 2018 include the following:

- On March 14, 2018, the RFA Program Manager and both RFA Supervisors met with representatives from Foster Family Agencies to discuss referring RFA applicants to FFAs. Thirteen FFA providers agreed to offer assistance in taking the RFA applications. For the past two months, our county has been referring all new RFA applications (with the
exception of ICPCs and several others) to the 13 FFA providers. This has provided county RFA social workers with the opportunity to work on their backlog for 60 days, while not receiving any new applications. The county will resume taking RFA applications internally on June 1, 2018.

- RFA Social Workers have utilized that time to dramatically decrease their pending applications, complete conversions and conduct their annual reassessments. Some of the RFA Social Workers who have lower caseloads have been encouraged to assist their fellow RFA co-workers in helping to approve their families.

- San Joaquin County is currently allocated 16 RFA Social Workers (although one of those positions is currently on loan to Child Welfare Digital Services to assist with the new CWS-CARES database) and 2 RFA Supervisors. There is a proposal for 5 additional RFA Social Workers and 1 additional RFA Supervisor for Fiscal Year 2018/2019. This proposal goes before the Board of Supervisors in June of 2018.

If the positions are approved, then the 5 additional RFA Social Workers and 1 additional RFA Supervisor will provide assistance to the program. We will also look at re-organizing the current structure of the RFA Program. For example, all of the RFA staff (with the exception of the Recruiter, Screener, & Social Worker designated for Relative Re-Assessments completed prior to RFA) receive new RFA applications, while case managing and completing reassessments on their RFA approved and licensed homes. If the new positions are approved, we will designate two units of RFA Social Workers to handle all new pending RFA applications, while the third unit of RFA Social Workers will case manage approved RFA and converted homes. The third unit would also be responsible for completing the RFA annual reassessments.

- Since May of 2017, we have contracted with 7 FFA providers to complete the Psychosocial Assessment (Family Evaluation).

- RFA Social Workers will prioritize pending RFA applicants with children placed in the home to approve.

- The new Background Assessment Guide has significantly changed the requirements for criminal exemptions, specifically a simplified exemption versus a standard exemption. As such, we anticipate there will be a decrease in the number of standard exemptions, which will decrease the time to approval.

In regards to the communication strategy to notify the emergency caregivers of the anticipated date to process their application, the RFA Social Worker will contact the caregiver within 24 hours of assignment. They will then set up an appointment with the caregiver within 5 days.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: San Luis Obispo
Submitted by: Angella Holmes, Program Manager
Date: May 10, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

6* (insert number of applications)

*3 of the 6 pending applications noted above were awaiting LIS, which had a processing backlog. LIS results were subsequently received and these three were submitted on 4/20, 5/1 and 5/10 for review and RFA approval.

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that
emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Applicants with placements prior to approval, pending past 90 days with good cause (applicants live in San Luis Obispo County): 6
There are currently six RFA applicant caregivers pending over ninety days. Three of these six applicant caregivers were pending review while waiting for the LIS background information to be processed. The LIS information has since been received, and these three applicant files are complete and have been submitted for review.

The three remaining RFA applications are pending for the following reasons:

- Applicant caregiver applicant is seeking additional ID acceptable by LIS to proceed with processing the request
- Applicant caregiver has submitted LiveScan fingerprints four times and has been unable to be read; LIS is needed for another adult in the home
- Applicant caregivers have been delayed with the return of documents, noting the challenge of two caregivers employed full time as a barrier to completing Resource Family Training. The County of San Luis Obispo implemented the availability of Foster Parent College, effective April 17th, 2018 and anticipates this availability to applicants will support the timely completion of the RFA process.

Applicants with placements prior to approval, pending past 90 days without good cause: 0

Applicants with placements prior to approval, pending past 90 days with good cause (applicants live outside of San Luis Obispo County): 6

As per County agreement, San Luis Obispo County has been working with County of residence for families who live outside of San Luis Obispo County. Due to work volume, many Counties are expressing that they will not be able to process the RFA application within 90 days. Therefore, San Luis Obispo County staff will be working with the County of residency staff to complete the RFA process on these families although the County of residence will retain final oversight of these families for ongoing annual certification, training etc.

Applicants without placement pending past 120 days:
Ten families have an application pending over one hundred twenty days, each meeting good cause. Four of these ten applicant caregivers were waiting on LIS or other documentation, which has since been received, and these four applicant files are
complete and have been submitted for RFA consideration.

The range of reasons for delay pertaining to the remaining six families pending over 120 days include medical/personal issues impacting/delaying the applicant family, non-cooperation by the applicant family, applicant participating in appeal of denial process, waiting on LIS results.

The County is working with each applicant to assist them in identifying specific barriers to completion and to support the applicants’ re-evaluation as to whether they can complete the process timely. If the family feels they are unable to meet the timeline, the County will work with each applicant to withdraw, offering to keep all application materials on file, if the family wishes, so that they may return in the future when the timing works better for their family. For those applicants who are experiencing delays outside of their family, such as those waiting for LIS, the County will document for each family the steps being taken to complete the RFA process timely. The County will provide written notification of updates regarding the status of their application.

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>Bi-weekly case staffing of all RFA applications over 90 days with a child in the home</td>
<td>To identify barriers to approval and develop individual plans to address those needs</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Schedule TDMs for families who have children in the home who have not made adequate progress toward completion</td>
<td>To develop a team approach to supporting the family in completing RFA or exploring other ways the family may need support.</td>
</tr>
<tr>
<td>Date</td>
<td>Action Description</td>
<td>Action Description</td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>January 1, 2018</td>
<td>Utilize foster care ERS staff to collect and track documents</td>
<td>To help focus on the documents and items needed for case approval. ERS staff who are already working with the family for payment monitor the outstanding documents and work with the family and assigned social worker to collect them.</td>
</tr>
<tr>
<td>January 1, 2018</td>
<td>Redesign of initial resource family training</td>
<td>Developed a streamlined resource family training series that can be completed in a shortened time frame.</td>
</tr>
<tr>
<td>May 1, 2018</td>
<td>Foster Parent College</td>
<td>Rolled out access to foster parent college that mirrors the in person initial training so that families for whom attendance in person is a barrier to approval have access to training to help complete the approval process</td>
</tr>
<tr>
<td>May 15, 2018</td>
<td>Working with out of County homes with placement</td>
<td>San Luis Obispo County staff will work in conjunction with Counties who have SLO County minors in placement homes located in their Counties to complete the RFA process</td>
</tr>
<tr>
<td>Ongoing</td>
<td>Sending withdrawal letters to applicants without children in the home who have stopped making progress.</td>
<td>Encouraging applicants who are not responding to requests for information and follow up to withdraw their application, so County can timely close their application</td>
</tr>
</tbody>
</table>
Name of County: San Mateo

Submitted by: Ayse Dogan, RFA Supervisor

Date: May 9, 2018

San Mateo County does not have a backlog; therefore will not be submitting a Backlog Plan.

Please let me know if you have any questions.

Thank you.

Kind regards,

Ayse Dogan

Resource Family Approval Supervisor
(650) 802-5142
Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

_______________ 1 ______________ (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants pending without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>5</td>
<td>32</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018. Including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Santa Barbara County will employ a multi-strategy framework to eliminate the overall backlog of all RFA applicants by September 1, 2018. This framework includes the following strategies: Expedited Family Evaluations, Business Process Changes, Enhanced Application Tracking and Increased Opportunities for Training. Finally, a Timely Communication strategy is in place to notify emergency caregivers of the anticipated date to process their application. These strategies and the associated steps are described in more detail below.
**Expedited Family Evaluations**

We are eliminating the practice of relying exclusively on Cooperative Agencies to complete Family Evaluations, as this has been a primary contributing factor to delays in approvals. The following Family Evaluation strategies will allow us to draw on internal and external resources to complete Family Evaluations promptly and reduce the backlog.

As soon as a Resource Family has placement and the RFA-01 is received and assigned they are immediately referred for the Family Evaluation in order for the assessment to be completed prior to the 90-day timeframe. Applicants applying as unmatched are also being referred for the Family Evaluation immediately. All RFA staff will attend the Family Evaluation Training and once trained will complete the Family Evaluation concurrently with other approval home visit requirements. A retired employee experienced in doing Family Evaluations has been hired to assist with the Family Evaluation backlog. We will continue to utilize Cooperative Agencies to complete Family Evaluations and have expanded their contracts to increase the amount of assessments they will complete.

**Business Process Changes**

The following Business Process Changes will help to remove barriers, expedite the application and approval process and reduce the backlog. We have reengineered our RFA Business Process to eliminate unnecessary, outdated and duplicate forms. We have revised our RFA Approval Checklist to distinguish the forms and documents needed from the applicants from the tasks and forms the RFA workers must complete for approval. We have eliminated unnecessary documentation and are utilizing Binti to its full potential. Applicants are completing most of the forms prior to the first home visit. RFA workers are scheduling the first visit with applicants with placement within 48 hours. RFA workers are accommodating requests from families for evening and weekend visits in an effort to remove any barriers to scheduling.

**Enhanced Application Tracking**

The following Application Tracking strategies will expedite the application and approval process and reduce the backlog. Applications are tracked by application date and are assigned to an RFA worker immediately regardless of whether it is a home with placement or without placement. Applications with placement prior to approval (PPA) are prioritized and the assigned worker must report out early in the approval process any anticipated or encountered delays in order to resolve and mitigate issues to meet the 90-day approval timeframe.

**Increased Opportunities for Training**

The following Training strategies will expedite the approval process and reduce the backlog. We have increased training opportunities for Resource Families in order to prevent any delays that result from Resource Families waiting to attend training. We have increased referrals to Foster Parent College.
Timely Communication
We will utilize the following Communication strategy to notify emergency caregivers of the anticipated date to process their application. RFA workers inform all applicants during the RFA Orientation, first home visit, subsequent home visits and throughout the RFA process of the required 90-day timeframe to approval. They provide assistance and frequent updates to the families in order to help them reach approval on a timely basis. We also encourage emergency caregivers to utilize our online application portal Binti so they can monitor the progress of their application in real time via the applicant dashboard.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Santa Clara
Submitted by: Francesca LeRue
Date: 06/11/18

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

205 (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>205</td>
<td>102</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Question 2B:

Effective March 2018, a new RFA Program Manager was appointed and primary social workers began conducting “emergency placements”. RFA staff continue to collaborate with the primary social workers after the emergency placement. RFA begins the approval process for that family within five days of placement of the child.

We added one Supervising Social Worker, six Social Workers and two clerical positions to the RFA functions. However, within the last six months, several RFA social workers transferred to other areas within the department or retired. There were seven vacancies in the RFA program. We currently have three vacancies.

Out of the 307 pending RFA approvals, 186 caregivers with placement have passed the 90-day mark. As stated above, the vacancies created a significant impact on SCC being able to approve caregivers in a timely fashion. Uncovered cases have been distributed to the new hires. We expect to fill the three vacancies within the next month. The RFA unit is conducting an analysis of the RFA program and will be recommending different programmatic changes to improve the outcomes for RFA approval in a timely manner.

With regard to the plan to address the backlog, we are in communication with CDSS to determine how they can help alleviate our backlog. CDSS is reviewing documentation and we expect a follow up meeting within the next 30 days. We are also exploring contracting the approval process to our local Foster Family Agencies with a goal to issue an RFP by August 2018.
May 4, 2018

Santa Cruz County submitted information that stated it has three (3) applications pending more than 90 days.
Attachment A

Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Shasta

Submitted by: Mary Jane Mathis, Program Manager

Date: May 15, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

n/a (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

   

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>14</td>
<td>42</td>
</tr>
</tbody>
</table>

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Immediately upon receipt of ACL 18-33, the Shasta County Children’s Service management team determined that action was needed to mitigate the current RFA backlog. Resource Family Approval was implemented January 1, 2017. As of 3/27/18:

- 325 applications had been received
- 70 applications had been approved
- 20 conversions had been approved
- 54 applications had been withdrawn
- 1 application had been denied

The current caseload and assignment model consisted of one social worker (SW) completing the home assessment and another SW finishing the psychosocial assessment and written report. There were four SWs handling the front end and three SWs completing the back end. The management team decided to change to assign a single SW to complete the entire RFA process from beginning to end, a process now called the “1 Worker/1 Family” model. Implementation began the week of April 6, 2018. The caseload of pending applications was distributed to the seven SWs. Caseloads dropped from 30-35 per SW to 16-22 per SW. The RFA Unit worked together to cross-train each other, sharing the expertise they had developed through working their specialty with each other.

After just 4 weeks since implementation of the 1 Worker/1 Family model, there are very positive outcomes. SWs report that the families are more comfortable having a single point of contact with just one SW as there is a closer, more personal connection. SWs report that they are able to maximum their time on location with the families; for example, when a home inspection was completed earlier than anticipated, the SW began the individual in-person interviews.

RFA Unit staff are scheduled to attend the Family Evaluation & Assessment Training on 5/22/18 to continue to develop their skills.

The management team also reviewed the time between when an Emergency Placement occurs and when the RFA Unit receives notification of the placement. We will be developing a training plan for Intake and Ongoing SWs to streamline the notification process.

The RFA team will examine the RFA applicants who are pending more than 150 days. A letter will be mailed to applicants who have been unresponsive to SW contact attempts. The letter will state that the applicant must contact their RFA SW to continue the application process, and a lack of response will constitute the applicants request for withdrawal. The applicant will either be motivated to commit to completing RFA or will be withdrawn, with the ability to reopen their RFA application at any time.

During the first week of July 2018 the management team will review the progress of processing the 56 current applications pending greater than 90 days. An option that our county may implement, if determined necessary, would be to schedule one or more “blitz” days where all SWs would work collectively on completing written reports. The supervisors would be the point of contact for duty/emergency needs.

The RFA Supervisor will prioritize the backlog of RFA applications and establish a calendar of projected completion dates for each case. On or about the first week of July 2018 the RFA Unit will send a letter to each applicant which will detail what the applicant needs to complete prior to approval and the projected date of approval.

With these new strategies, the backlog of RFA applications should be eliminated by 9/1/2018.
Statistics as of May 10, 2018

<table>
<thead>
<tr>
<th></th>
<th>Under 90 Days</th>
<th>Over 90 Days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications without Placement</td>
<td>32</td>
<td>42</td>
<td>74</td>
</tr>
<tr>
<td>Applications with Emergency Placement</td>
<td>8</td>
<td>3</td>
<td>11</td>
</tr>
<tr>
<td>Incoming Out-of-County with placements</td>
<td>1</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Outgoing Out-of-County with placements</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>ICPC Assessments</td>
<td>-</td>
<td>-</td>
<td>7</td>
</tr>
<tr>
<td>Conversions</td>
<td>-</td>
<td>-</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>41</td>
<td>56</td>
<td>151</td>
</tr>
</tbody>
</table>
Attachment A

Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Siskiyou
Submitted by: Susan Cervelli
Date: 05/15/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

_______(0) Zero (insert number of applications)

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
May 14, 2018

Submitted electronically to the California Department of Social Services (CDSS) at RFA@dss.ca.gov

Name of County: Solano
Submitted by Aaron Crutison, Deputy Director

In response to the request by the California Department of Social Services (CDSS) for plans to support the provision of emergency assistance RFA payments for an additional 30 days, but no longer than June 30, 2018, Solano County Child Welfare Services submits the following:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay. Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

2. Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:
   
   A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

   Our current backlog of RFA applicants is a total of 74, of which 73 have delays due to good cause. Of the 74 backlogged applications, there are a combination of factors for the backlog and nearly all of them have delays in the processing of the background/criminal assessments. It is unclear what percentage of the delay in clearing the criminal assessments is due to complex criminal histories or those which might have been able to be cleared more timely, absent workload issues/delays. Our new plan addresses the systemic issues and we are committed to ensuring that all 74 applications are completed by the 9/11/18 date. As of April 1, 2018, there were fifteen (15) identified applications with youth in placement that are currently delayed for good cause. All good cause circumstances are documented in the applicant’s file as well as a tracking log, and this cohort is addressed in this correction plan.

   B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

Solano County Child Welfare Services is addressing our overall backlog of RFA referrals with a combination of increased staffing and evolving processes to ensure best-practices are identified and implemented.

**Staffing:**
On April 16th, 2018, a second RFA Social Services Supervisor was dedicated to Resource Family Approval. Additionally, three (3) additional newly-hired Social Worker IIs were assigned directly to RFA from the Staff Development, based on assessed skill sets and agency need. A Legal Procedures Clerk was also re-allocated from the general Legal Processing Unit to RFA full-time, and another half-time SWIII was re-assigned to RFA as her current specialty program was ending.
February 8, 2018
Page 2

<table>
<thead>
<tr>
<th>Classification</th>
<th>Prior to April 2018 Staffing Allocation</th>
<th>Current Staffing Allocation under backlog plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Services Supervisor</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Social Worker III</td>
<td>4</td>
<td>7.5</td>
</tr>
<tr>
<td>Social Worker II</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Office Assistant</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Legal Processing Clerk</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Process Improvement:
Beginning on April 6, 2018, we made a significant change to the format and delivery of our pre-approval training, primarily in the form of an orientation session which starts 30 minutes before the Module One training, which utilized the additional RFA staff, as well as adding the presence of Eligibility and Clerical staff from the CWS division. The orientation session is a show of agency support, with time and personnel dedicated to assisting families with the complexities of the process and forms. The orientation is now offered twice per month.

Families only get an RFA application form by attending and receiving it at the orientation, or by having an emergency/compelling reason placement made. We have implemented a new expectation that the RFA application form be completed at the actual time of emergency placement and brought back to the office by the placing social worker, which has addressed the issue we experienced of caregivers with emergency placement not following through with the first step of submitting their application timely.

A practice of assigning a SWII and initiating home-and-gounds inspections quickly upon receipt of the application is allowing any corrective work to be started without delay. The additional clerical staff are facilitating a now-weekly check-in communication with applicants about items needed to move forward.

Paperwork and Requirements:
It had become clear to us that even the basic paperwork was a substantial burden for many of our families, and that actively assisting them with that was a positive engagement which also expedited completion of that part. The on-site Clerical assistance time before the Module One sessions helps, and establishes a personal connection with the Clerical staff, who now also call families before each training to help with reminding them to attend, and to bring in the required documents they still need to provide.

Part of the information provided in the new orientation includes counseling families who self-assess (through information in the session) that they are not truly ready to proceed with RFA. If they are not ready to proceed, they are encouraged to delay submission of the application, while continuing with the training and document submission, to help clarify their decision making.

First Aid and CPR were barriers for many of our applicants and we have begun providing vouchers for classes that we coordinate.

Background/Criminal Exemption:
Resource Family Approval can only be completed as quickly as the slowest step in the process, and a significant contributing factor to Solano’s backlog is the result of the background clearance and exemption workload. We have re-allocated a Legal Procedures Clerk to the RFA units and dedicated them to this task. We are also broadening the ability of other staff to perform this function, and planning two weekend days of overtime project for multiple staff to devote uninterrupted attention to the backlogged applications that are pending the clearance. Some families are selecting out once this phase of the work is conducted with them.

New families continue to submit RFA applications, and we are working this new cohort using our updated approach, with the expectation that this will result in approval by 90-days. Backlogged cases are being worked as a cohort to be resolved by September 1, 2018.
Timeline/Targets for Backlog Approval Completion:

<table>
<thead>
<tr>
<th>Month (2018)</th>
<th>Backlog reduced to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>64 by May 31</td>
</tr>
<tr>
<td>June</td>
<td>49 by June 30</td>
</tr>
<tr>
<td>July</td>
<td>29 by July 31</td>
</tr>
<tr>
<td>August</td>
<td>Backlog eliminated by August 31</td>
</tr>
</tbody>
</table>

Applicants who are in the backlogged cohort will be sent a letter of explanation about the status of their application with clear contact information and instructions about how to contact us to communicate further about their application. We use ongoing written communication with applicants about what they need to complete or submit to move their approval forward.
Attachment A

Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Sonoma
Submitted by: Barbara Cromwell
Date: 05/14/18

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of

1. Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:
   22

2. Resource Family Approval (RFA) applications with no placements have been delayed for good cause below:
   12

2 Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>12</td>
<td>3</td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also
provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

The Sonoma County Human Services Department will take the following steps and strategies to eliminate the backlog by September 1, 2018:

1. The RFA team has drafted a letter to let caregivers know what items they are missing to complete the RFA process. Effective June 1st, 2018, the letter will be sent out prior to the 90-day expiration date. If caregivers do not get the items back and complete the process, a Team Decision Making Process (TDM) will be called within two weeks. If the TDM does not occur or is ineffective, other options will be considered, including, but not limited to, pausing payment to these caregivers (if County funds were being used for payment).

2. RFA Social Workers are examining all overdue RFA applications and if there is an item missing that requires minimal work that the social worker can complete, those cases will be the priority to resolve the missing items and close the case. These cases will be completed by June 15, 2018.

3. RFA Social Workers are better accommodating the schedules of Resource Families by providing 1:1 orientation as well as online pre-service training when meeting a scheduled class has served as a barrier to approval. This began in February 2018.

4. The RFA Supervisor and Manager will communicate with case carrying social work units to discuss actions and communications that may reduce the caregiver’s motivation to complete the Resource Family process within 90 days. For example, this occurs when case carrying social workers discuss the trial home visit and children returning to parents and therefore the Resource Family does not believe they will continue caring for the child and is no longer motivated to keep the RFA process. This will be completed by June 30, 2018.

5. The RFA Supervisor will work with the IT department to develop a means to track the completion of the psychosocial assessment, which is conducted by contracted agencies. By tracking the date of the assessment, the RFA team will be able to ensure that the assessments are being done within the 45-day required time frame and therefore not creating delay in the RFA application process. This data will begin being tracked by July 30, 2018.

6. Sonoma County is working with Alternative Family Services (AFS) and Walter S Johnson Foundation (WSJ) to develop a strategy for AFS to provide assistance to families going through the RFA process in an attempt to expedite the family’s approval. Sonoma County will provide $40,000 in FY 2018-2019 and WSJ will match that amount with an additional $40,000. This funding will be provided to AFS so that their employees can work with FYC employees and RFA families to complete the RFA process in a more timely manner.

*The communication strategy to notify the emergency caregivers of the anticipated date to process the application* will be to send caregivers that have not completed the process the letter identified in Item #1 above, which will notify the caregiver of the 90 day due date and what items are missing.
Stanislaus County Resource Family Approval Backlog Plan

Submitted by: Amie Prutch, Manager III

Date: May 15, 2018

1. Stanislaus County has 1 Resource Family Approval applications with placement prior to approval that has been delayed for Good Cause.

2. A) Stanislaus County has a total of 4 RFA applications pending over 90 days. Of these 4, 1 has an application pending in which a child is placed with a RFA applicant. All 4 applications are pending with good cause, as there are delays caused by the applicants such as a postponement in submitting court documents in order to process a criminal exemption, usually due to out of county or out of state convictions.

B) Stanislaus County has not experienced a “backlog” since early implementation of April 1, 2016. The RFA unit has strong supervision and leadership in addition to the unit is made up of committed and experienced staff with extensive child welfare knowledge. Since RFA implementation, the RFA Manager, RFA Supervisor and RFA staff have provided training on three occasions to the Emergency Response Units in an effort to collaborate and accurately assess the resource families’ ability and willingness to participate in the RFA process. This sharing of knowledge is a strategy to ensure emergency response social workers are informing the emergency caregivers of the RFA process and the most appropriate emergency placements are conducted. In April of 2018, the RFA Manager met with the RFA Unit and created a plan to become more focused on the RFA timelines. Each month, the RFA Supervisor and the RFA Manager will receive a list of resource families that are approaching the 60-day, 90-day, and 120-day timelines. RFA staff will be instructed to assess resource families for Good Cause. RFA staff will connect with resource families to identify any barriers and assist where needed. In addition, RFA staff will send an Immediate Action Required letter to the resource families with the items that are still needed in order to move forward with being approved. If necessary, a Resource Parent Mentor will be assigned to the resource family to assist in gathering documents necessary for approval or assisting with the application itself. The Good Cause Assessment is submitted to both the RFA Supervisor and RFA Manager in an effort for RFA staff to be more accountable with remaining in the RFA timelines. Each month, the RFA Manager will meet with the RFA Unit to discuss any challenges and/or identify practices that are working well.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Tehama County
Submitted By: Jesi Lunsford
Date: 05/14/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

   Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:
   
   0 (insert number of applications)

   Currently, Tehama County has two pending RFA applications that are past the 90-day mark. Neither of the pending applications have emergency placements. Both are past the 90 days due to unique individual family circumstances that are outside the control of the county. One family went out of town for four months after the application was submitted and was unable to complete the family assessment. The other family delayed getting the home inspection completed due to a remodel on their home. Both homes are currently completing the interview for the family assessment and they will both be completed prior to September 1, 2018. Case files have been documented accordingly to reflect that good cause exists.

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

   a. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.
<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County: Trinity County
Submitted by: Leah Rupert; lalbin@trinitycounty.org
Date: 05/15/2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant’s file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

3 (insert number of applications)

2 Identify the county’s existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

<table>
<thead>
<tr>
<th>RFA Applicants</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pending Without Good Cause</td>
<td>Greater than 90 days</td>
<td></td>
</tr>
</tbody>
</table>

B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.
There are three Trinity County resource homes pending approval, all of which are providing placement to children and youth; these homes may require more than the initial 60 days of funding, therefore Trinity County requests an extension for funding under the purview of AB 110. Approval of these three homes has been delayed due to reasons outside the direct control of the county, especially regarding the need for additional evaluative assessments and information. Trinity County plans to complete timely approvals and eliminate the backlog of pending applications by September 1, 2018.

Strategies that the County plans to use to meet this goal include referring families as early as possible in order to utilize the contract with CDSS Adoptions Bureau, rather than considering to refer families to the qualified County social workers for the completion of the family evaluations. CDSS Adoptions Bureau will have the ability to gather information from additional evaluative assessments efficiently, whereas County social workers often have conflicting high priority projects and deadlines, which may contribute to delayed completion of future family evaluations.

Trinity County has low caseloads, so development of a comprehensive plan to mitigate delays is challenging; barriers and delays are recognized and approached on a case-by-case basis. As such, Trinity County will work with individual families, County social workers, and CDSS State Adoptions at the onset of each pending approval to ensure that paperwork and processes are completed timely.
Please submit the following information no later than May 15, 2018 to RFA@dss.ca.gov. The County may submit the information in an equivalent format; please ensure that the following elements are included.

Name of County:  Tulare County
Submitted by:  Michelle Macias
Date:  May 14, 2018

Purpose: The California Department of Social Services (CDSS) shall extend the emergency assistance payments for an additional 30 days, but no longer than June 30, 2018, if either of the following conditions are met:

1. Ensure that applications, with placements prior to approval, pending past 90 days, due to circumstances outside the direct control of the county, are documented in the applicant's file. Circumstances such as lengthy criminal background checks and exemptions, the need for additional evaluative assessments, out-of-county placements, or individual family circumstances or emergencies, among other reasons, if outside the control of the county, may be considered a good cause for the delay.

Please quantify the number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:

3 (insert number of applications)

2. Identify the county's existing backlog of RFA applicants and submit a backlog plan that:

A. Quantifies the existing backlog, based on the number of RFA applicants pending past 90 days without good cause, and separately identifies families with current placements and those without.

   Tulare Answer: At this time there are no RFA applicants pending past 90 days without good cause (with current placements and those without)

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
B. Please explain the strategies and steps the County will take to eliminate the overall backlog of all RFA applicants by September 1, 2018, including ensuring that emergency caregivers with applications over 90 days are timely processed. Also provide the communication strategy to notify the emergency caregivers of the anticipated date to process their application.

**Tulare Answer:**

- RFA workers will be expected to request LIS checks within the first month. This will assist with receiving the LIS checks in a timely manner.

- At the time of a home assessment (expedited homes) RA staff will be expected to inquire about whether a family has a private water well. For new applicants, the RFA worker will inquire at the time of accepting the application. When it is found that a home has a private well, RFA worker will initiate the well inspection process.

- In an effort to minimize the amount of applicants not providing documentation in a timely manner, RFA workers will begin sending out a “to do” letter to applicants within the first month, with information about the 90 day due date, documentation that will need to be submitted, and any trainings that they have been scheduled for.

- A guideline of time frames will be developed for RFA staff reference.

- All staff will present their case load and current time frame at individual meetings with Supervisor.

- Foster Parent Ombudsman will be trained to complete S.A.F.E assessment tool so she can be backup for workers
  - Struggling to meet deadlines. Both team Leads will be on case assignment rotation.
Tuolumne County Resource Family Approval Backlog Plan

Name of County: Tuolumne
Submitted by: Rebecca Espino and Erin Gandolfo-Brune
Date: May 15, 2018

1. Tuolumne County has a total of 6 applications pending over 90 days. Of those, there is 1 application in which a child is placed with a RFA applicant. The overdue applications are pending with good cause, as there are delays caused by the applicants’ not making themselves available or submitting requirements outlined by the Written Directives and/or exemptions pending receipt of law enforcement or court documents.

2. A.

<table>
<thead>
<tr>
<th>RFA Applicants Pending Without Good Cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

2. B.

There are an additional 9 active applications that have not reached 90 days. Of those, there is 1 application in which a child is placed with a RFA applicant. The plan noted below identifies current and new practices used and being implemented as soon as possible to address the backlog:

<table>
<thead>
<tr>
<th>Implementation Date</th>
<th>Current Practice/New Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>The RFA Supervisor meets weekly with all case managers and reviews all pending applications with a focus on applications nearing 90 days. The RFA Supervisor meets bi-weekly with the Deputy Director and reviews the number of pending applications with a focus on applications with a placement.</td>
<td>To identify barriers to approval, including Social Worker needs, Supervisor needs, and program changes</td>
</tr>
<tr>
<td>Ongoing</td>
<td>RFA staff attend all Child and Family Team Meetings</td>
<td></td>
</tr>
<tr>
<td>Ongoing</td>
<td>Assign support staff to assist RFA Social Workers and RFA training.</td>
<td>To assist with obtaining and tracking required documents such as DMV reports, references, criminal history and upload data into RFA database. Also, provide child care pre-service training.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Staffing</td>
<td>Stay fully staffed with permanent employees. Cross-train additional staff to approve RFA Written Reports.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Foster Parent College</td>
<td>Utilize this option for caregivers who are unable to attend the scheduled in-person classes.</td>
</tr>
<tr>
<td>May 2018</td>
<td>CPR/First Aid Certification</td>
<td>CPR/First Aid training has been and will continue to be provided to local partners in the community. When an applicant is unable to locate a CPR/First Aid course within the required timeframe, the Tuolumne County Probation Department will complete the training for the</td>
</tr>
<tr>
<td>May 2018</td>
<td>Letters to applicants</td>
<td>At 60 days, letters will be mailed to applicants who have not completed the RFA process informing the applicant their application will be withdrawn if not completed by the 90th day. The letter will include a list of the missing items.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Enhance information at orientation</td>
<td>Inform applicants of the 90 day timeframe to complete RFA process.</td>
</tr>
<tr>
<td>May 2018</td>
<td>Enhance verbal communication</td>
<td>Verbally inform applicants during all interactions about the 90 day timeframe and review the list of missing documents. Notate in the case notes each verbal reminder.</td>
</tr>
</tbody>
</table>

Columnne County Resource Family Approval Backlog Plan – May 2018
Ventura County Resource Family Approval Backlog Plan

Name of County: Ventura

Submitted by: Teresa Stanley

Date: May 14, 2018

1. **13** applicants with placements prior to approval that are pending and past 90 days with good cause

2. Ventura County Child Welfare Department has a total of 28 applications pending over 90 days. Of those, all 28 applicants are with good cause.

   A. Existing backlog, without good cause

<table>
<thead>
<tr>
<th>RFA Applicants Pending without good cause</th>
<th>With Placement</th>
<th>Without Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 90 days</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Beginning in January 2018, the plan below has been implemented to move the RFA approval process to 90 days and to address backlog:

<table>
<thead>
<tr>
<th>Implantation Date</th>
<th>Practice</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2018</td>
<td>Binti</td>
<td>Went live with Binti to facilitate better tracking of the RFA homes.</td>
</tr>
<tr>
<td>February 2018</td>
<td>Developed timelines around sending out the needed information to our FFA partners. RFA social workers have 15 days to get all the necessary information to our FFA’s to begin the family evaluation. This practice is for both matched and unmatched homes.</td>
<td>Having structured timelines regarding getting the necessary information to our FFA partners.</td>
</tr>
<tr>
<td>February 2018</td>
<td>Streamlined the emergency placement procedure and timelines for RFA to follow up with the family. Emergency placement RFA will be in home within 24-48 hours.</td>
<td>Securing that all emergency placement RFA homes have in home visit within two days of placement</td>
</tr>
<tr>
<td>February 2018</td>
<td>On line Orientation</td>
<td>User friendly on line orientation for families that have barriers with getting to orientation in person.</td>
</tr>
<tr>
<td>Date</td>
<td>Action</td>
<td>Previous Action</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>March 2018</td>
<td>Back Ground Checks- The new changes for simplified exemptions were implemented per the Written Directives.</td>
<td>RFA families that were identified as standard exemptions were moved to simplify.</td>
</tr>
<tr>
<td>March 2018</td>
<td>Staffing process and CFT’s for RFA families going to Legal or have identified barriers.</td>
<td>To identify barriers to RFA as soon as possible to not go beyond 90 day timeframes.</td>
</tr>
<tr>
<td>March 2018</td>
<td>Clerical Staff- uploading to Binti was noted as a barrier to getting RFA families prepared for approval. Clerical was given overtime to work on the weekend to upload all over 90 days RFA documentation into Binti.</td>
<td>To assist with the uploading into Binti to not slow down the RFA process to approval.</td>
</tr>
<tr>
<td>March 2018</td>
<td>FFA partnership-New draft of Family Evaluation was presented to all the FFA partners. Implemented monthly meeting with FFA partners.</td>
<td>To share the new Family Evaluation format with our FFA partners. New timelines of a 45 day completion.</td>
</tr>
<tr>
<td>March 2018</td>
<td>Identified one RFA worker for all unmatched RFA approvals.</td>
<td>Identify a point of contact for unmatched RFA providers to work with.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Streamlines conversion process to the new Written Directives.</td>
<td>To move our already licensed foster homes to RFA approval in a timely manner.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Quality Care Staffing process and CFT’s for RFA families going to Legal or have identified barriers.</td>
<td>To identify barriers to RFA as soon as possible to not go beyond 90 day timeframes.</td>
</tr>
<tr>
<td>April 2018</td>
<td>Staffing</td>
<td>Currently looking to fill permanent employee positions in RFA and in clerical for RFA.</td>
</tr>
</tbody>
</table>
Name of County: Yolo County

Submitted by: Matthew Gebhardt, CWS Manager

Date: 5/14/18

Purpose

This communication is to provide the plan for Yolo County Health and Human Services Agency to provide the California Department of Social Services (CDSS) with requested information to extend emergency assistance payments for an additional 30 days, but no longer than June 30, 2018. Yolo County will ensure that all applications that meet the following criteria have documentation to demonstrate the cause for the delay to include the following circumstances:

- Emergency placements prior to RFA approval, pending past 90 days, due to circumstances outside the direct control of the county
- Lengthy criminal background checks and exemptions
- Additional evaluative assessments
- Out-of-county placements
- Individual family circumstances or emergencies

Status Update for Delayed Approvals

- Quantity of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause: 5 Families

- Number of Resource Family Approval (RFA) applications with placements prior to approval that have been delayed for good cause below:
  - Total # of Applications past 90 days: 16
  - Total # of Application past 90 days with NO Placement: 9
  - Total # of RFA applications with Placement Prior to Approval (Good Cause): 5

Backlog Plan

Yolo County Child Welfare Services has a backlog plan in place to eliminate the backlog for all RFA applicants by September 1, 2018. The following strategies are in place to eliminate the backlog:
Yolo County added two additional social workers and a fully dedicated a social work supervisor to the RFA team. While this was a resource intensive approach, this reallocation of existing staff has resulted in far more families getting approved and 100% improvement on the number of families that were being approved within 90 days just in the month of March 2018. Since March, we’ve seen continued to see improvement of timeliness and plan to be in compliance by September 2018.

- Purchased BINTI to improve timeliness for processing application and to increase communication with caregivers about items still needed for approval
- Eliminated additional county requirements, not specifically identified by the written directives, to ensure no additional barriers exist
- Reduced the number of pre-approval training hours from 30 to 12
- Developed a system to initiate approval prior to the completion of FKCE training
- Improved communication strategy and added a new monthly newsletter and monthly caregiver forum that notifies families of program changes
- Implemented an outreach plan with RFA social workers to have regular and consistent communication with caregivers who have emergency placements to improve communication during the approval process

Please let me know if you have any questions.

Thank you,

Matthew Gebhardt
Yolo County Child Welfare Services
(530) 666-8243
June 11, 2018

Yuba County submitted information that stated it has zero applications pending more than 90 days.