

SOCIAL SERVICES AGENCY

Department of Children and Family Services Status Update #5 on the Findings of the State Auditor's Report to the Joint Committee on Legislative Audits

Guided by Collaboration, Continuous Quality Improvement, and Transparency

Alameda County Board of Supervisors' Social Services Committee Meeting
February 23, 2026

Presented by:

Andrea Ford, Agency Director

Michelle Love, Assistant Agency Director, Department of Children and Family Services



Alameda County
Social Services Agency
A safety net. A way forward.



AGENDA



- Review of the 2024-108 Audit Report Timeline
- Progress on Addressing Recommendations
 - Diverse Ideas Workgroup
 - Child Welfare Worker Vacancy Rate
 - Hiring and Recruitment Efforts
 - Child Welfare Training Hours
- Audit Dashboard
- Child Welfare Worker Caseloads
- Department Highlights and Opportunities
- Next Steps
- Appendix
 - Child Welfare External Assessments and Reviews 2022- 2024
 - Map of the Child Welfare System
 - Implemented Recommendations

Review of the 2024-108 Audit Report Timeline

Approved by Joint Legislative
Audit Committee on May 14,
2024

Preliminary presentation to the
Board of Supervisors on
October 7, 2025

Six-month progress due on
March 23, 2026

14 May 2024

9 Sep. 2025

7 Oct. 2025

24 Nov. 2025

23 Mar. 2026

Audit by the California State
Auditors began March 12, 2025,
and concluded September 9,
2025

Information provided to the
State regarding 60-day
progress on November 22,
2025/ Uploaded November 24,
2025

Progress on Addressing Recommendations

Timeline

Sep. 2025 Oct. 2025 Nov. 2025 Dec. 2025 Jan. 2026 Feb. 2026 Mar. 2026 Apr. 2026 May 2026 Jun. 2026 Jul. 2026 Aug. 2026 Sep. 2026 Oct. 2026

Recommendation 1: Timely Supervisory review and approval of Emergency Response Investigations.



Recommendations 2: Review the status of referrals & identify impediments to Emergency Response Unit timely referral investigations and completions.



Recommendations 3: Develop strategies to address impediments to timeliness in referrals and investigation completion.



Recommendation 4: Survey staff to identify impediments to retention and recruitment.



Progress on Addressing Recommendations - *Continued*

Timeline

Sep. 2025 Oct. 2025 Nov. 2025 Dec. 2025 Jan. 2026 Feb. 2026 Mar. 2026 Apr. 2026 May 2026 Jun. 2026 Jul. 2026 Aug. 2026 Sep. 2026 Oct. 2026

Recommendation 5: Hire additional Bachelor’s Level Child Welfare Workers for the Emergency Response Program


In Progress



Recommendation 6: Make shadowing mandatory for new employees.

Successfully Implemented




Recommendation 7 : Ensure documentation of timely services for foster youth.

Successfully Implemented




Recommendation 8: Update the Children and Youth System of Care (AB 2083) MOU to provide for additional data sharing.


In Progress



Recommendation 9: Identify, locate, and notify all relatives within 30 days of removal.

Successfully Implemented




Progress on Addressing Recommendations - Continued

Timeline

Sep. 2025 Oct. 2025 Nov. 2025 Dec. 2025 Jan. 2026 Feb. 2026 Mar. 2026 Apr. 2026 May 2026 Jun. 2026 Jul. 2026 Aug. 2026 Sep. 2026 Oct. 2026

Recommendation 10: Update System Improvement Plan to include provisions for sibling engagement when siblings not placed together.

Successfully Implemented
✓



Recommendation 11: Develop policies and procedures to track and minimize Transitional Shelter Care Facility (TrSCF) overstays.

Successfully Implemented
✓



Recommendation 12: Implement policies & procedures to ensure quarterly evaluation of Transitional Shelter Care Facility performance.

In Progress



Progress on Addressing Recommendations - Continued

Timeline

Sep. 2025 Oct. 2025 Nov. 2025 Dec. 2025 Jan. 2026 Feb. 2026 Mar. 2026 Apr. 2026 May 2026 Jun. 2026 Jul. 2026 Aug. 2026 Sep. 2026 Oct. 2026

Recommendations 13: Develop and document a process to track core and continuing training



Recommendations 14: Establish a process to hold supervisors and workers accountable for completing training hours



Recommendation 15: Ensure all contracts include Results Based Accountability (RBA) measures, including a timeliness performance metric for service provision.



Recommendation 1

To ensure that it timely initiates and completes investigations of all immediate and non-immediate referrals, the department should, by January 2026, ensure that all supervisors review and approve investigation reports in a timely manner to ensure that they agree with the disposition.

Partially Completed:

- Child Welfare Supervisors assigned to Emergency Response underwent refresher training on the referral closure procedures.
 - Completed initial refresher in September 2025; Ongoing annual refresher training
- Child Welfare Supervisors assigned to Emergency Response received additional training and instruction on referrals that needed modification to be closed.
 - Completed in October 2025; Ongoing annual refresher training
- Former through the Temporary Assignment Pool (TAP) to assist in collectively closing approximately 30 referrals a week collectively with Child Welfare Supervisors, a Retired Annuitant (RA), and a staff member.
 - Ongoing; this work began in April 2024 (RA) and December 2024 (TAP)
- Meet and confer with the Professional Association of County Employees (PACE) labor union regarding time frames for case closure began on January 12, 2026.
 - Ongoing

Recommendation 2

To ensure that it timely initiates and completes investigations of all immediate and non-immediate referrals, the department should, by January 2026, periodically review the status of all referrals to determine the number of days to initiate and complete investigations and work with staff to identify impediments to initiating and completing investigations within the required time.

Recommendation 3

To ensure that it timely initiates and completes investigations of all immediate and non-immediate referrals, the department should, by January 2026, develop a strategy to address all identified impediments to ensure that it reduces the number of days for initiating and completing all investigations to comply with required time frames.

In Progress

Dedicated Time

- Implemented in **July 2025**. CWW's are now closing 200 referrals per month. **Ongoing**

Case Assistant Support (Case Assistants are comprised of Child Welfare Workers who have left the agency, but want to offer support in the work, Child Welfare Workers who have retired from other Bay Area Child Welfare Agencies, and current clerical staff for overtime. There are approximately 15 people that participate in this program on an ongoing basis, 4 of which are previous Child Welfare Workers.)

- Utilizing to set up Investigation Narratives for Child Welfare Workers' time when closing a referral. **Ongoing**

Diverse Ideas Workgroup

- The group was established to give staff at all levels an opportunity to raise concerns and find solutions. They have recently been exploring "pain points" when referrals are assigned." **Ongoing**

Safe Measures Monitoring and Utilization

- Trained Emergency Response Supervisors on the utilization of Safe Measures (a specialized dashboard to monitor their caseloads and track deadlines) to monitor the status of referrals in their unit. **Completed September 2025, follow up training provided in December 2025**
- Program Managers are now monitoring utilization of Safe Measures by their staff and offering support as needed. **Implemented October 2025 and ongoing**

Diverse Ideas Workgroup

- Group meets monthly
- Comprised of Child Welfare Workers, Child Welfare Supervisors, Program Managers, and Division Director
- Addressing issues identified by all parties
- Recent example:
 - Group identified the timeliness of assignment of referrals since the implementation of the Emergency Response Referral Document (ERRD).
 - Created a subgroup, that was able to identify where the problems might be created
 - A solution (i.e. assigning the ERRD to both the Clerical Supervisor and the Child Welfare Supervisor simultaneously) has been implemented.

Recommendation 4

To ensure that it has sufficient staff to provide timely investigations of child abuse and neglect referrals and the timely provision of foster care services, the department should do the following by October 2026, survey all staff to identify impediments to retention and recruitment of staff and develop an action plan to address the identified impediments.

In Progress

- DCFS focused survey-Team First Assessment of Safety Culture. **Completed August 2025**. Will be administered annually.
- Disseminate survey results. Survey results were shared in **September 2025** via all staff meetings, email, and the Department newsletter.
- Present results to staff. Initial presentations took place from **November 20 - December 8, 2025**. Additional presentations will be completed **February 23 – March 3, 2026**.
- Follow-up focus groups are scheduled **March 2 – 6, 2026**, to gather additional information and ideas from staff.
 - Feedback from presentation sessions and focus groups will be synthesized to identify opportunities for improvement.

Recommendation 5

To ensure that it has sufficient staff to provide timely investigations of child abuse and neglect referrals and the timely provision of foster care services, the department should do the following by October 2026, hire more staff in the CWW I classification, up to 50 percent of the total child welfare workers in the department's ER Unit, as CDSS allows.

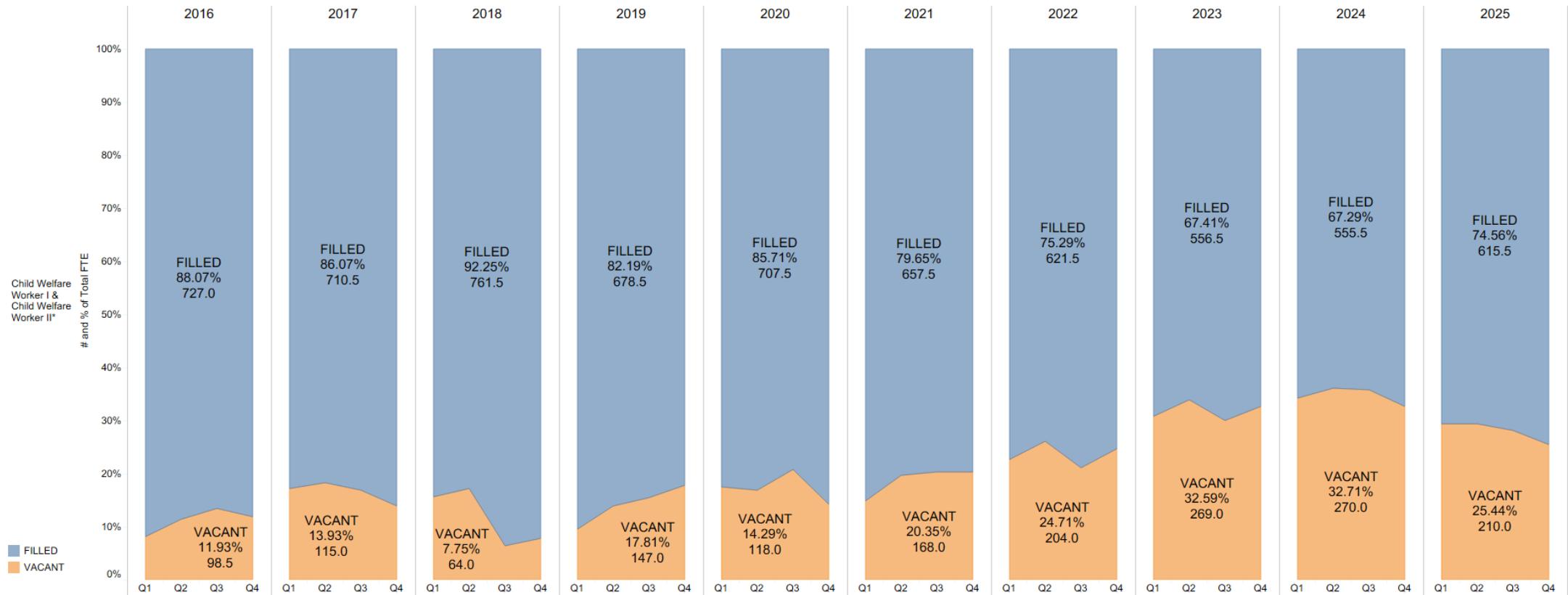
In Progress

- Continuous hiring of the Bachelor's and Master's Level Child Welfare Worker classification:
 - Filing Exam Deadlines for both classifications:
 - March 16th, 2026
 - May 15th, 2026
 - July 15th, 2026
 - September 15th, 2026
 - November 16, 2026
- Joined the California Job Analysis and Job Redesign Pilot Study to review whether the Child Welfare Worker duties should be split, as some of the duties are similar to work performed in our case assistance program, which is more clerical in nature. The study is showing positive results. Discussions with the Study researchers are ongoing.

Child Welfare Worker Vacancy Rate



Child Welfare Worker Levels: Year-End Analysis 2016-2025

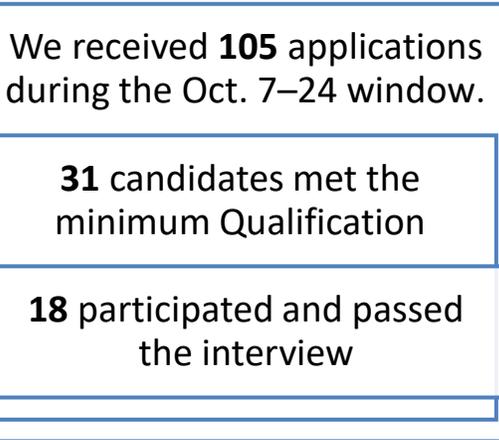


Child Welfare Worker I Exam

Exam No. 25-6740-01 | 10/07/25 – 10/24/2025

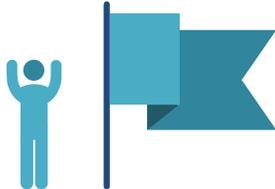


How are we doing now?



- Upcoming Exam Dates:**
- March 16, 2026
 - May 15, 2026
 - July 15, 2026
 - September 15, 2026
 - November 16, 2026

Offers pending



N/A
Conversion Efficiency

71
Filtered out

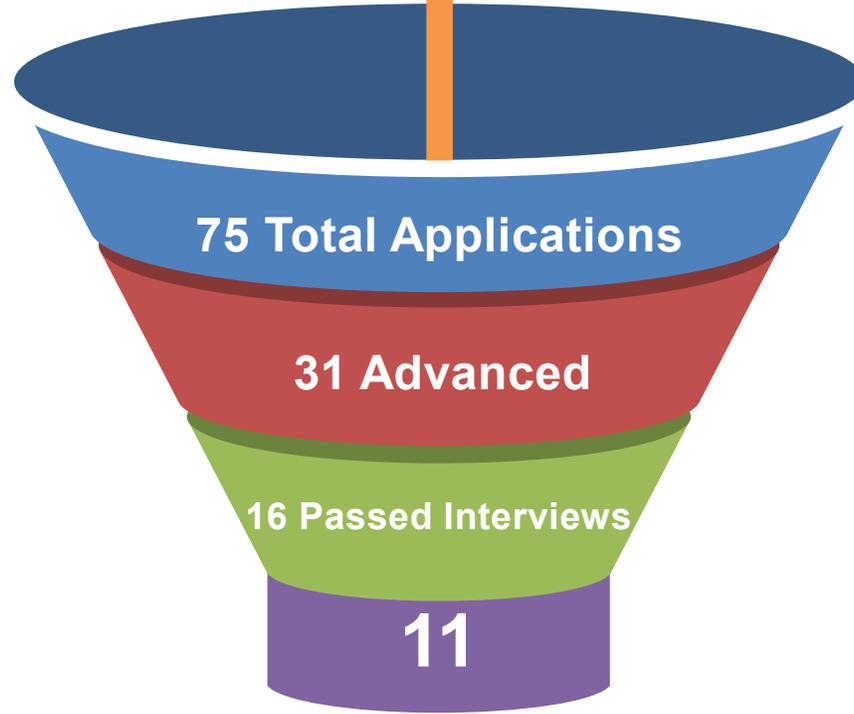
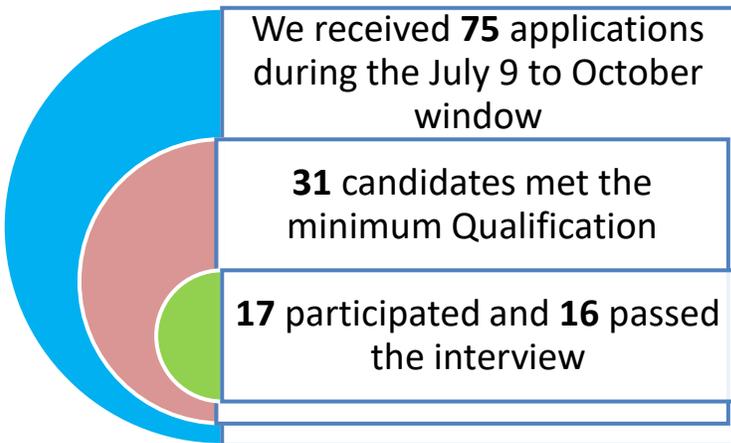
Child Welfare Worker II Exam

Exam No. 24-6745-01 | 07/09/2025 – 10/7/2025



Upcoming Exam Dates:

- March 16, 2026
- May 15, 2026
- July 15, 2026
- September 15, 2026
- November 16, 2026

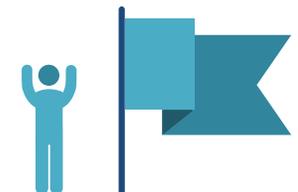


11 accepted offers (offer-to-accept yield **68.8%** among those who passed; **14.7%** from total applicants)

How are we doing now?

14.7%
Conversion Efficiency

44
Filtered out



Update on Recommendation 5: Hiring and Recruitment Efforts



Alameda County
Social Services Agency
A safety net. A way forward.

WE ARE HIRING!

JOB POSITION:
Child Welfare Worker I (#6740)

Salary: \$92,371.50 - \$110,584.50 annually
Make a real impact supporting children and families through assessment, case management, and crisis intervention.

Requirements:
Possession of a master's degree from an accredited college or university in Counseling, Clinical Psychology, Sociology, Education, or an equivalent field (Vocational Rehabilitation majors not acceptable),
or
Bachelor's degree with coursework in psychology, sociology, social work, child development, or equivalent AND 2 years of full-time post-bachelor direct services experience to families or children (child welfare, family counselling, school social work, etc.).

Benefits:
Excellent medical, retirement, paid leave, and wellness programs.

<https://bit.ly/45TLfXc>

Apply Now!

SCAN HERE

Build a career that changes lives. Apply today!



Alameda County
Social Services Agency
A safety net. A way forward.

WE ARE HIRING!

JOB POSITION:
Child Welfare Worker II (#6745)

Salary: \$105,534 - \$121,114 annually
Make a real impact supporting children and families through assessment, case management, and crisis intervention.

Requirements:
Valid CA driver's license +
1 year as a Child Welfare Worker I in Alameda County + a recommendation for promotion, or: MSW with supervised field placement in social casework and counseling,
or
A master's degree in Counseling, Clinical Psychology, Sociology, Education, or a related field (excluding Vocational Rehabilitation), plus two semesters of supervised fieldwork or 6 months of relevant post-baccalaureate experience providing direct services to children or families.

Benefits:
Excellent medical, retirement, paid leave, and wellness programs.

<http://bit.ly/4bwkYIm>

Apply Now!

SCAN HERE

Build a career that changes lives. Apply today!

Recruitment Efforts for Bachelor's and Master's Level Child Welfare Workers

- Participated in the California Title IV-E Job Fair on February 20th, 2026
- Printed recruitment materials were mailed to 68 Community and Faith-Based Organizations
- Printed recruitment materials were mailed to 8 local colleges and universities

Recommendation 8

To ensure that it has the necessary documentation to identify all services that partner agencies provide to youth and to ensure the timeliness of those services, the department should propose a change to the MOU to provide for information sharing. This information should include the types of services that youth are scheduled to receive, the dates the youth were referred for services, and when the services were provided to ensure timely and coordinated delivery of services.

In Progress

- Language has been drafted to update the Memorandum of Understanding (MOU) to include timelines for the provision of services by mental health and Regional Center Providers. Language was agreed upon in February 2026. **This item will be brought to your Board in March 2026.**
- Discussions have begun for an independent MOU with the Regional Center of the East Bay for the timely provision of services. **This item will be brought to your Board in March 2026.**

Recommendation 10

To ensure that foster youth fully benefit from their family network, the department should, by October 2026, include provisions for continued engagement with siblings and sibling relationship development and maintenance in its five-year System Improvement Plan for 2024 through 2029.

Successfully Implemented

- New System Improvement Strategy approved by California Department of Social Services (CDSS) on **November 17, 2025**.
- New System Improvement Strategy was approved by your Board on **December 16, 2025**.
 - Family Finding & Engagement Request For Proposal (RFP) process **was completed, with Victor Community Services being awarded the contract. It is expected that the contract will be fully executed by April 1, 2026.**

Recommendation 12

To ensure that it identifies and corrects any past deficiencies before it reopens the new transitional shelter, the department should, by October 2026, collaborate with its transitional shelter contractors and implement policies and processes for the quarterly evaluation of transitional center performance, such as reviewing compliance with its operating standards, facility standards, and standards of reporting critical incidents. The policies and processes should include the documentation of corrective actions. The department should also implement procedures for tracking trends in critical incidents at the new facility to ensure that it can address any deficiencies it identifies.

Ongoing

- Refresher training on reporting requirements for contracted partners, Administrator, and Facility manager. **Complete**
- Create a cheat sheet for incident reporting timelines. **Complete**
- Create a system to track late Critical Incident/Illness and Runaway Incident reports. **Complete**
- Share reports, data, trends, strategies, deficiencies, corrective action plans, and recommendations for practice and policy changes with the AC Steering Committee on a quarterly basis and at the AC Board meeting, which includes the Agency Director.
- Resume Health and Safety Facility meetings once the new Transitional Shelter Care Facility (TrSCF) is operational.

Recommendation 13

To ensure that department staff receive the required core and continuing training in a timely manner, the department should do the following by October 2026, develop and document a process to track child welfare workers' and supervisors' progress in completing all required continuing training and report regularly to department management the training completion records for all staff. This process should include creating periodic reminders for child welfare workers and supervisors to complete annual continuing training.

Recommendation 14

To ensure that department staff receive the required core and continuing training in a timely manner, the department should do the following by October 2026, establish processes to hold child welfare workers and supervisors accountable for completing the core training and annual continuing training. For example, the process could incorporate completion of training requirements in staff performance appraisals.

Completed

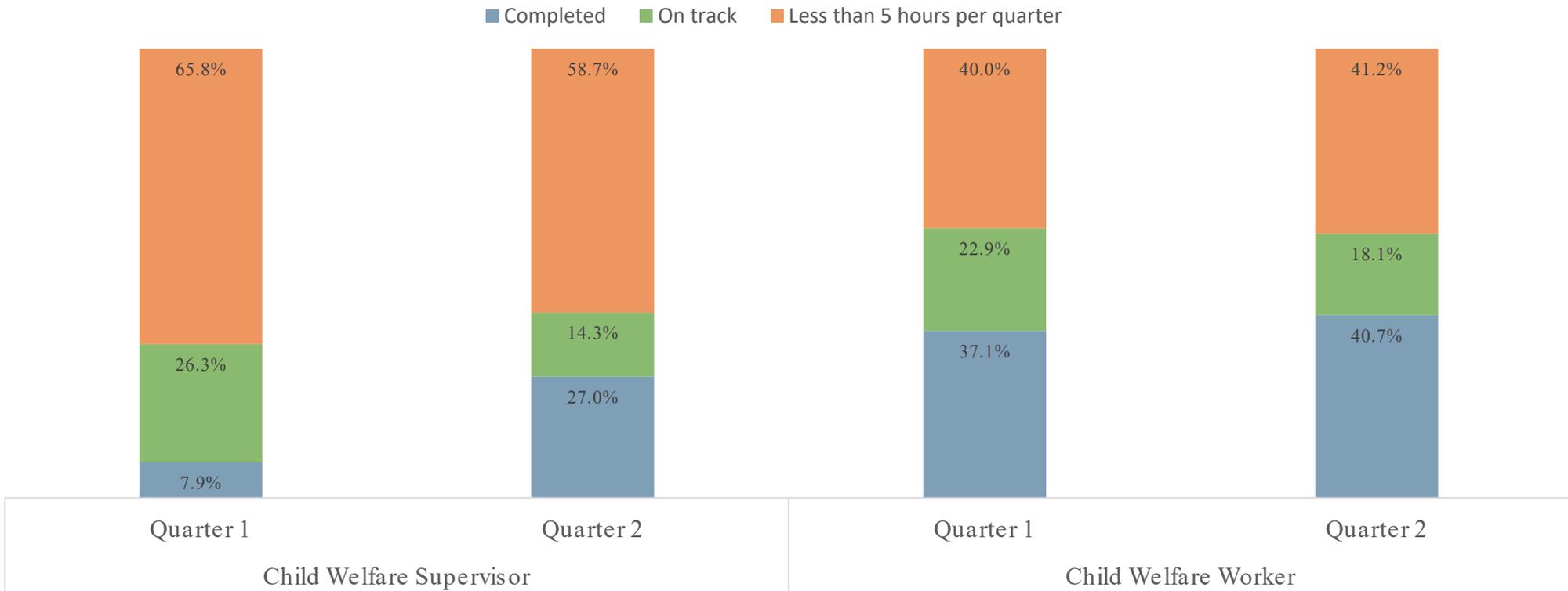
- Social Services Agency Training and Consulting Team providing quarterly reports on continuing training hours. **Ongoing beginning October 2025**
- Supervisors trained on how to utilize the training report and document staff progress towards continuing training hours. **Completed November 6, 2025**

In progress

- Supervisors trained on how to document continuing training hours in conference memos and performance evaluations. **Completed November 6, 2025**
- Finalize written policy on failure to complete continuing training hours. **In progress**

Update on Recommendation 14: Child Welfare Training Hours

Child Welfare Training Hours Completion Tracking



Recommendation 15

To ensure that it can monitor the timely provision of services, the department should, by October 2026, make sure that all contracts include the RBA measures, such as timeliness performance metrics for service provision.

In Progress

- Reviewed all 51 human services contracts in the Department for Results-Based Accountability Measures and timeliness measures.
- New measures have been developed for the 38 human services contracts that lacked a timeliness measure.
 - Side letters for 30 ACSSA generated contracts have been generated and will be completed by end of **February 2026**.
 - Contract amendments for 8 GSA generated contracts have been initiated with GSA and these will be sent to the Board of Supervisors for approval by the last regular Board meeting in **March 2026**.

Audit Dashboard

Alameda County Department of Children and Family Services Child Welfare Referral Investigations



Number of Open Referral Investigations (Last day of month)

Current Value
1,497 Jan 2026



Methodology: How did you get these numbers?

Measure: Point-in-time count of all open investigations on the last day of the reporting month. Excludes evaluated out referrals. Pulled using Business Objects report from Child Welfare System / Case Management System on or after the 10th day of the month following the reporting month.

Target: No more than 3 times the number of average monthly referrals open at any given point in time based on comparison to pre-pandemic performance. Current goal based on average number of referrals received in 2025, rounded to nearest 100 referrals.

Source: Based on data extracted from CWS/CMS using internal Business Objects reports.

Audit Dashboard - Continued

Alameda County DCFS Child Welfare Referral Investigations



Timely Referral Investigation: Immediate Response Referrals

Current Value **82.5%** Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of immediate response referrals with first contact made within 24 hours divided by the total number of immediate response referrals received in the reporting month. Data updated after 15th of the following month to allow time for investigation timeframes for referrals received at the end of the previous month.

Target: State compliance standard and state average 10/2024 - 9/2025.

Source: Based on data extracted from SafeMeasures report: "Timeliness of First Completed Contact - By Referral (State Standard)"

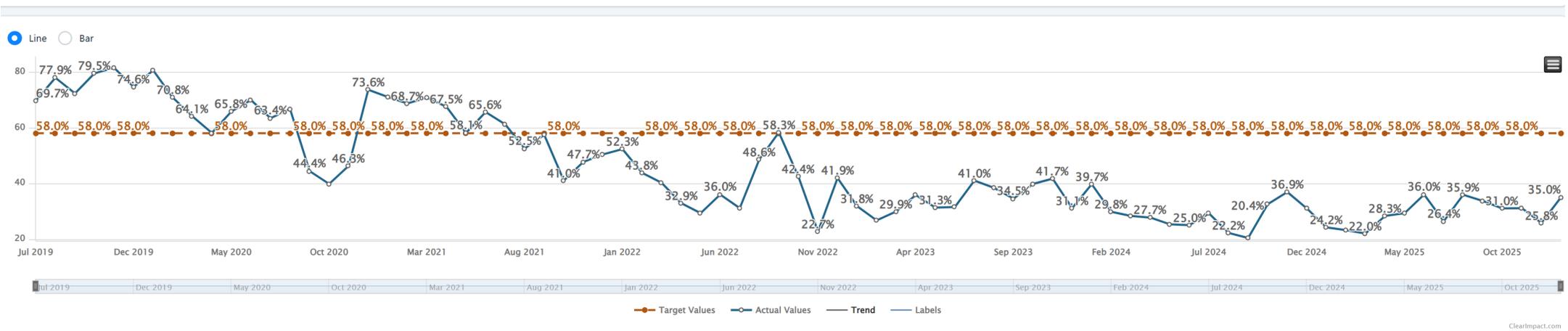
Audit Dashboard - Continued

Alameda County DCFS Child Welfare Referral Investigations



Timely Referral Investigation: 10-day Response Referrals

Current Value **35.0%** Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of 10-day response referrals with first contact made within 10 calendar days divided by the total number of 10-day response referrals received in the reporting month. Data pulled no earlier than the 15th of the following month to allow for contact window and data entry time.

Target: Based on statewide monthly average for 10/2024 - 9/2025. Although the state standard is 90%, the initial goal is to perform at or above the state average.

Source: Based on data extracted from SafeMeasures report: "Timeliness of First Completed Contact - By Referral (State Standard)"

Audit Dashboard - Continued

Timely Referral Closure: Immediate Response Referrals

Current Value **46.7%** Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of immediate response referrals closed within 30 days of investigation start date (either the date of the first contact or the 10th day after the referral received date, whichever is earlier) divided by the total number of immediate response referrals closed in the reporting month. Data updated on or after the 10th of the following month.

Target: Based on monthly average stage performance between 10/2024 - 9/2025.

Source: Based on data extracted from SafeMeasures report: "Timely Referral Closure (State Standard)"

Audit Dashboard - Continued

Alameda County DCFS Child Welfare Referral Investigations



Timely Referral Closure: 10 Day Response Referrals

Current Value **4.0%** Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of 10 day response referrals closed within 30 days of investigation start date (defined as either the date of the first contact or the 10th day after the referral received date, whichever is earlier) divided by the total number of 10 day response referrals closed in the reporting month. Data updated on or after the 10th of the following month.

Target: Based on monthly average stage performance between 10/2024 - 9/2025.

Source: Based on data extracted from SafeMeasures report: "Timely Referral Closure (State Standard)"

Audit Dashboard - Continued

Alameda County DCFS Child Welfare Worker Staffing

Pdf 

Child Welfare Worker Vacancy Rate [CWW I: Bachelor's Level and CWW II: Master's Level]

Current Value **26.2%** Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of vacant Child Welfare Worker positions divided by total number of funded Child Welfare Worker positions.

Target: Based on the average rate of vacant Child Welfare Worker positions from 7/2019 - 3/2020.

Source: Social Services Agency Human Resources monthly position control report.

Audit Dashboard - Continued

Child Welfare Worker Vacancies [CWW: Bachelor's Level and CWW II: Master's Level]

Current Value **72** Jan 2026



Methodology: How did you get these numbers?

Measure: Number of vacant funded Child Welfare Worker positions.

Target: Based on the average number of monthly vacant Child Welfare Worker positions from 7/2019 - 3/2020.

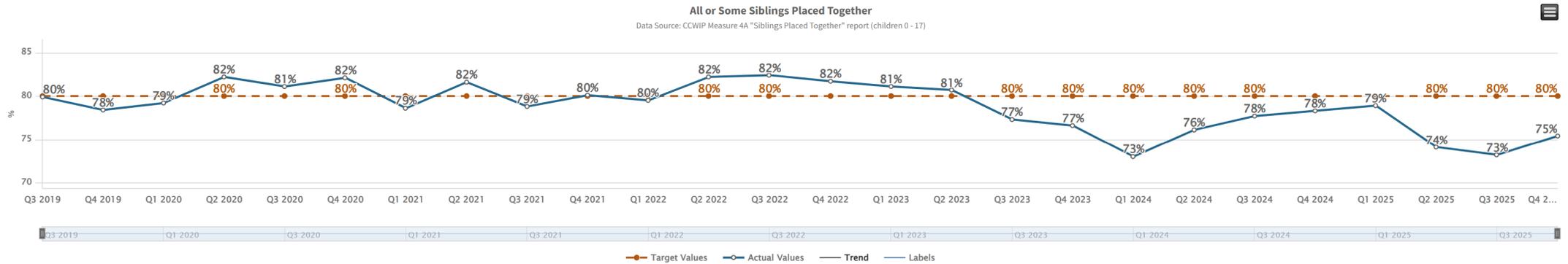
Source: Social Services Agency Human Resources monthly position control report.

Audit Dashboard - Continued

All or Some Siblings Placed Together

Current Value **75%** Q4 2025

Line Bar



ClearImpact.com

Methodology: How did you get these numbers?

Measure: Calculates the number of children 0- 17 with siblings in foster care who are placed with some or all of their siblings on the first day of the reporting period.

Target: Based on average statewide performance for reporting periods 10/2024 - 9/2025.

Source: California Child Welfare Indicators Project, Measure 4A report, data updated quarterly.

Audit Dashboard - Continued

Alameda County DCFS Children in Foster Care



Children 1 - 17 with a Current Dental Examination

Current Value 30% Jan 2026



Methodology: How did you get these numbers?

Measure: Calculates the number of children 1 - 17 with a current dental examination based on the CHDP periodicity schedule.

Based on California Child Welfare Indicators Project, Measure 5B report showing average quarterly statewide performance for reporting periods 10/2024 - 9/2025.

Source: Based on monthly SafeMeasures Report "Current Dental Examination". Data is pulled after the 10th of the following month.

Note: Dates of dental examinations are updated for each youth once every six months based on information documented in court reports. Each month the data for the previous six months will be overwritten to ensure that information about exams in the previous six months are reflected.

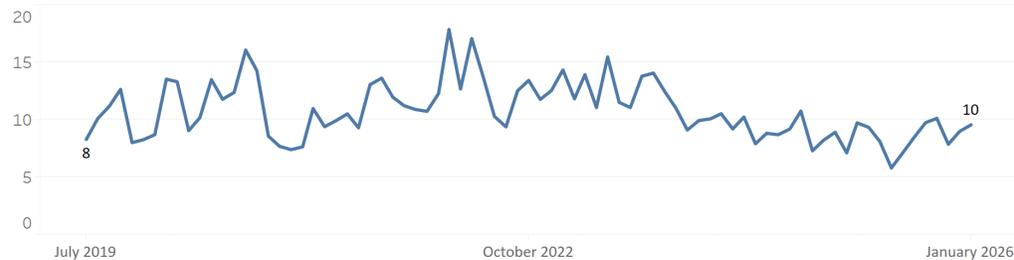
Child Welfare Worker Caseloads

Alameda County Child Welfare Emergency Response Caseloads

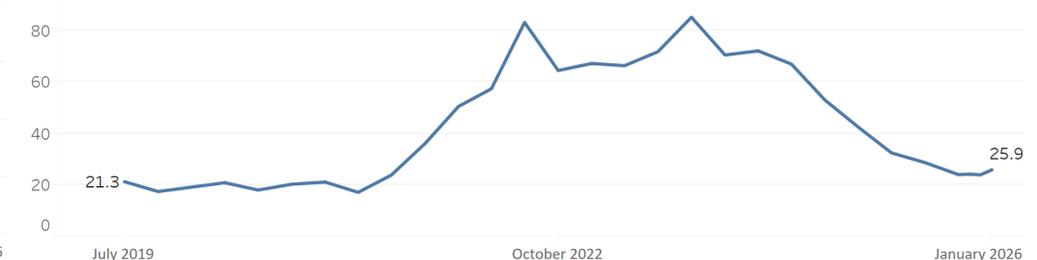
Emergency Response: Monthly number of referrals and assigned workers



Emergency Response: Monthly average of new referral assignments per assigned worker



Emergency Response: Average number of referrals open 30+ days per worker at start of month



Caseload Standard effective 3/16/2025 based on Sideletter of Agreement with SEIU 1021

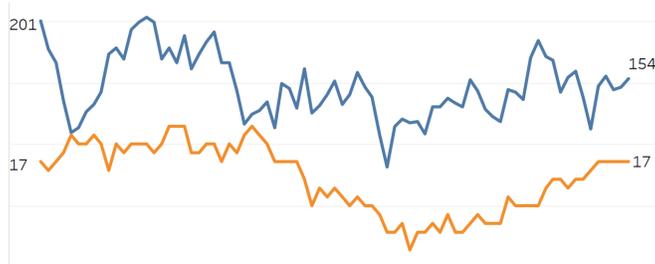
- Emergency Response Unit: 12 Referrals

Blue: Referrals
Orange: Assigned Workers

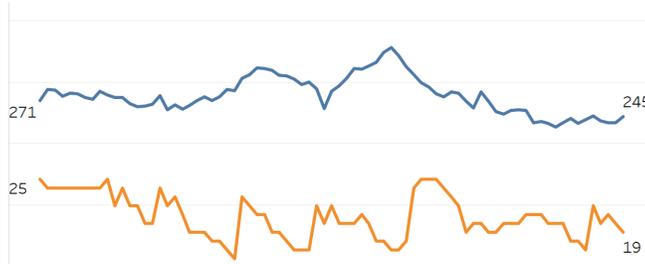
Child Welfare Worker Caseloads - Continued

Alameda County Child Welfare Worker Caseloads

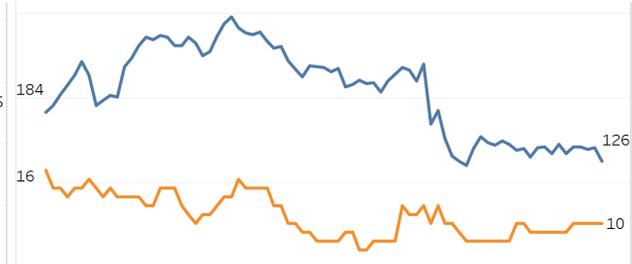
Dependency Investigations:
Number of assigned cases and workers at month start



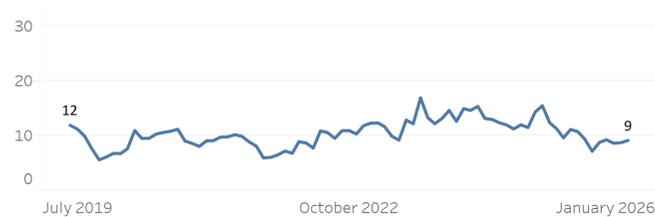
Family Reunification:
Number of cases and assigned workers at month start



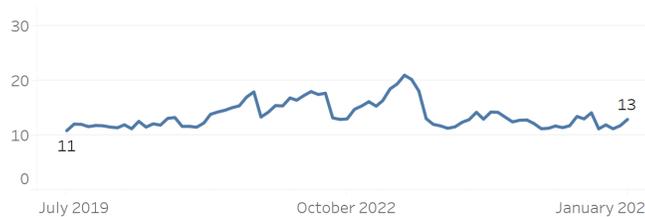
Family Maintenance:
Number of cases and assigned workers at month start



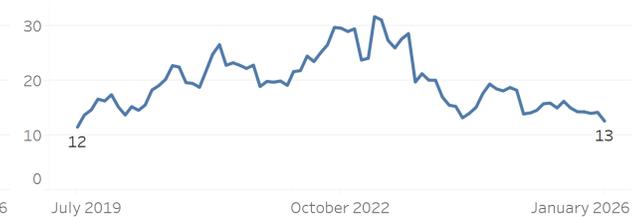
Dependency Investigations:
Average number of assigned cases per worker at month start



Family Reunification:
Average number of assigned cases per worker at month start



Family Maintenance:
Average number of assigned cases per worker at month start



Caseload Standard effective 3/16/2025 based on Sideletter of Agreement with SEIU 1021

- Dependency Investigations: 5 new cases or 15 ongoing cases (including new cases)
- Family Reunification: 16 children
- Family Maintenance: 26 children, 18 families

Blue: Cases
Orange: Assigned Workers

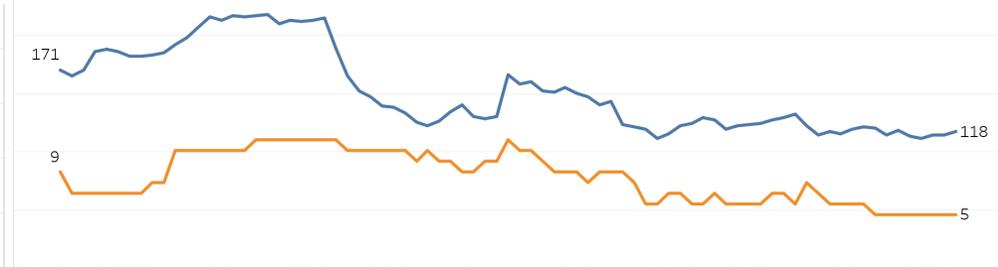
Child Welfare Worker Caseloads - Continued

Alameda County Child Welfare Worker Caseloads

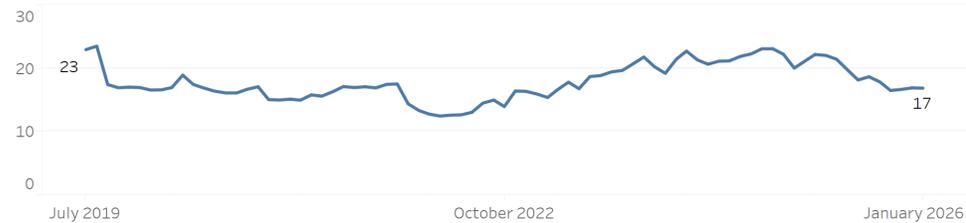
Permanent Youth Connections:
Number of assigned cases and workers at month start



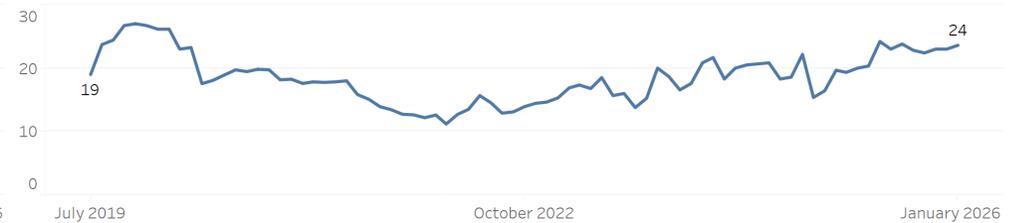
Adoptions:
Number of assigned cases and workers at month start



Permanent Youth Connections:
Average number of assigned cases per worker at month start



Adoptions:
Average number of assigned cases per worker at month start



Caseload Standard effective 3/16/2025 based on Sideletter of Agreement with SEIU 1021

- Permanent Youth Connections: 26 cases
- Adoptions: 25 cases

Blue: Cases
Orange: Assigned Workers

Department Highlights & Opportunities

Celebrating successful client outcomes

- Reunification breakfast on April 22, 2026
- Bringing Families Home (BFH) is currently serving 69 families with ongoing rental subsidies and case management support. Since July 2024, DCFS has also approved 104 requests totaling \$280K for additional housing-related supports for one-time rental assistance, security deposits, and furniture.

Collaboration

- Successfully provided \$816K for concrete supports through five CBOs utilizing American Rescue Plan Act (ARPA) funding
- Eight \$25k Microgrants given to providers for the prevention and intervention of human trafficking in Alameda County.
 - We Run Oakland: For Our Children on August 23, 2025
- Established a MOU with the Consulate General of Mexico to support child welfare cases involving Mexican minors
- Contract continues partnership with Catholic Charities to help foster youth with Special Immigrant Juvenile Status

Continuous Quality Improvement

- Existing System Improvement Plan (SIP) included action plans to address: timely investigation of referrals, workforce retention, and expanding family finding and engagement
- Existing quarterly management dashboard process in place since 2017. Suite of dashboard revised in 2024 to track emergency response metrics, workforce retention, youth with complex care needs/overstays at the TrSCF, timely child welfare services, and permanency for youth in care 24 months or longer
- Will integrate additional metrics relevant to audit recommendations into this process

Transparency

- Relevant information (e.g. presentation materials) and audit dashboard are available on the agency website

Next Steps

- Following the Social Services Committee meeting on January 26, 2026, ACSSA engaged Evident Change, the purveyor of SafeMeasures, to secure historical data for metrics on the public facing dashboard that are based on data reports available in SafeMeasures. The Agency received historical data from dating back to 2019 for two measures that has already been updated to the public facing dashboard and is awaiting historical data for two additional measures that will be added to the public facing dashboard by 3/15/2026.
- At the request of Supervisor Marquez and in partnership with your BOS, the Department will be submitting accomplishments of foster youth, so they can be recognized for their achievements.
- Scheduled meeting with Cal State East Bay University on February 24th, 2026.
- A six-month response will be submitted on March 23, 2026.
- A twelve-month response will be submitted on September 23, 2026.
- Additional presentations to BOS on items not yet completed.

Questions?

Andrea Ford, Agency Director

Michelle Love, Assistant Agency Director,
Department of Children & Family Services



Appendix

Child Welfare External Assessments and Reviews 2022-2024

Grand Jury Report on Timeliness of Child Abuse Investigations 2022-2023;

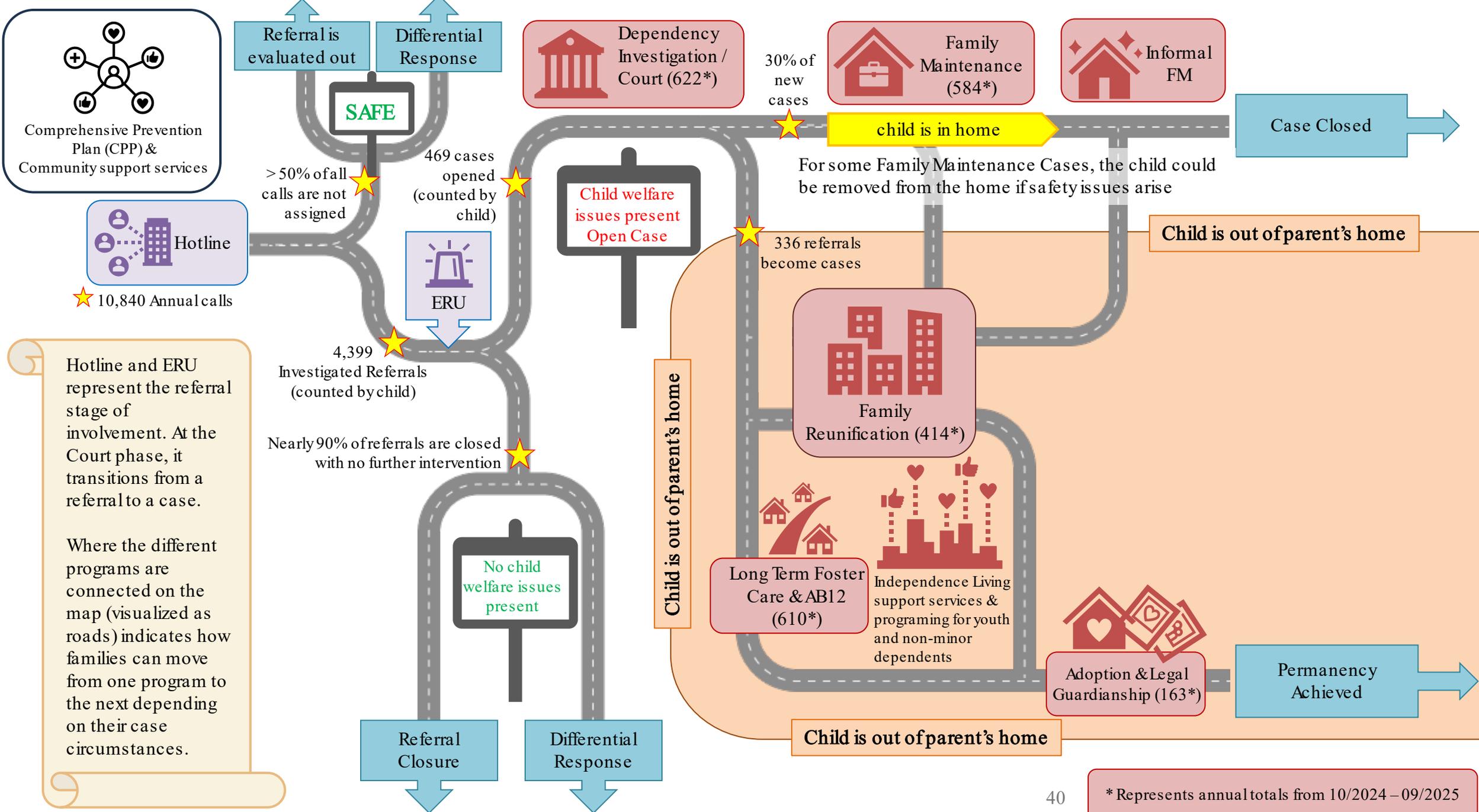
Board of Supervisors Joint Social Services and Health Care Services Committee Meeting held by Supervisor Nate Miley (Sept. 2023)

Review conducted by CDSS, completed in July 2024;

Request by State Senator Dr. Wahab on April 24, 2024, to the Joint Legislative Audit Committee;

Focus on coordination between Behavioral Health Care & Child Welfare

Request to the California Department of Social Services (CDSS) to audit the coordination of services



Comprehensive Prevention Plan (CPP) & Community support services

Hotline
★ 10,840 Annual calls

Referral is evaluated out
Differential Response

SAFE

> 50% of all calls are not assigned
469 cases opened (counted by child)

ERU

4,399 Investigated Referrals (counted by child)

Nearly 90% of referrals are closed with no further intervention

No child welfare issues present

Referral Closure

Differential Response

Dependency Investigation / Court (622*)

30% of new cases

Family Maintenance (584*)

Informal FM

child is in home

For some Family Maintenance Cases, the child could be removed from the home if safety issues arise

Case Closed

Child welfare issues present
Open Case

336 referrals become cases

Child is out of parent's home

Child is out of parent's home

Family Reunification (414*)

Long Term Foster Care & AB12 (610*)

Independence Living support services & programing for youth and non-minor dependents

Child is out of parent's home

Adoption & Legal Guardianship (163*)

Permanency Achieved

Hotline and ERU represent the referral stage of involvement. At the Court phase, it transitions from a referral to a case.

Where the different programs are connected on the map (visualized as roads) indicates how families can move from one program to the next depending on their case circumstances.

* Represents annual totals from 10/2024 – 09/2025



Accepted and Implemented Recommendations

Recommendation 6

To ensure that it has sufficient staff to provide timely investigations of child abuse and neglect referrals and the timely provision of foster care services, the department should do the following by October 2026, make its shadowing process mandatory for new employees to reduce the time supervisors spend training new staff.

Successfully Implemented

- ✓ New workers can shadow a volunteer pool of seasoned workers.
- ✓ New workers can shadow seasoned workers in the Case Assistant Programs while they complete home visits.

Recommendation 7

To ensure that foster youth receive all necessary services within the prescribed or agreed-upon time frames, the department should create and implement policies and processes that include the following by October 2026:

- Documenting the service referral dates for all services.
- Documenting all service provision, including dates when a service was provided to foster youth through an interagency partner or a contractor.
- Reviewing and documenting, at least monthly during their visits with youth, whether youth receive services according to agreed-upon time frames and frequencies.
- Documenting all efforts to collaborate with interagency partners to ensure timely service delivery, including efforts to obtain documentation of needed services, time frames, and delivered services.

Successfully Implemented

- ✓ Court report template enhanced for all reports to include the referral date of services to youth. Improves documentation of the service referral date. **Completed November 24, 2025.**
- ✓ Supervisors trained on the new template and provided additional tools/checklists to share with staff. **Completed November 6, 2025.**
- ✓ Revised policy on completion of contact notes. **Completed October 2025.**
- ✓ Supervisors trained on the new contact note policy on **November 6, 2025.**
- ✓ Staff informed of new policies and provided templates, tools to support improved documentation. **Completed on November 24, 2025.**

Recommendation 9

To ensure that the department's child welfare workers consistently and accurately identify, locate, and notify all possible relatives of a youth within 30 days of the youth's removal from a caretaker, the department should develop policies and procedures for such practices by October 2026.

Successfully Implemented

- Child Welfare Workers and Clerical staff have been trained on the new relative notification process. Implementation began on **September 29, 2025.**

Recommendation 11

To ensure that it provides a safe space for foster children and youth in the new transitional shelter, the department should, by October 2026, develop policies and processes for tracking and minimizing overstays at its transitional shelter. The policies and processes should include a biannual review that analyzes trends and outcomes of strategies the department uses to minimize overstays, including a determination of the effectiveness and appropriateness of each strategy.

Successfully Implemented

- ✓ Improve documentation by creating written protocols for all procedures at the Transitional Shelter Care Facility (TrSCF). **Complete.**
- ✓ Explore placements with relatives/Nonrelative Extended Family Members (NREFM) as a first option, starting the process before child/youth arrival at the facility, whenever possible, and complete Emergency Resource Family Approval (RFA) placement within 72 hours. **Complete.**
- ✓ Provide a quarterly summary report of intake and overstay data to the TrSCF Steering Committee and the Alameda County Board of Supervisors. (Not applicable until the new TrSCF is opened).