

SOCIAL SERVICES AGENCY

Department of Children and Family Services

Status Update on Findings of the State Auditor's

*Guided by Collaboration, Continuous Quality
Improvement, and Transparency*

Alameda County Board of Supervisors

February 3, 2026

Presented by:

Andrea Ford, Agency Director

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





AGENDA



- Acknowledgement of the Alameda County DCFS Audit Implementation Taskforce
- Review of the 2024-108 Audit Report Timeline
- Progress on Addressing Recommendations
- Hiring and Recruitment Efforts
- Results-Based Accountability (RBA) Metrics
- Department Highlights and Opportunities
- Next Steps
- Appendix
 - Child Welfare External Assessments and Reviews 2022- 2024
 - Map of the Child Welfare System
 - Updates to Recommendations 1-15

Acknowledgement of the Alameda County DCFS Audit Implementation Taskforce

- On October 7, 2025, your Board directed that regular monthly audit progress updates be provided.
- On December 16, 2025, the Agency fulfilled Senator Dr. Wahab's Office's request to review the Agency's 60-day response to the California State Auditor.
- On December 22, 2025, the Agency received notification of the establishment of the Alameda County DCFS Audit Implementation Taskforce, led by the Office of State Senator Dr. Aisha Wahab
 - The Taskforce aims to ensure the timely implementation of recommendations from the California State Auditor's Report 2024-108;
 - The Taskforce will provide oversight, address barriers, and ensure public transparency through bi-weekly meetings, monthly progress reports, and, if needed, collaboration with external experts.
- On January 16, 2026, the Agency and members of your Board attended a meeting hosted by Senator Dr. Wahab's Office to discuss transparency. At the meeting, your Board invited Senator Dr. Wahab and staff to attend the Alameda County Board of Supervisors' Social Services Committee meetings and/or the full Board meetings to receive additional audit progress updates.
- On January 30, 2026, county and ACSSA staff attended Senator Dr. Wahab's first Task Force meeting.

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.

●
In Progress



Recommendations 2 & 3: Review the status of referrals & identify impediments to Emergency Response Unit timely referral investigations and completions; AND develop strategies to address impediments to timeliness in referrals and investigation completion.

●
In Progress



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

●
In Progress



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

●
In Progress



Progress on Addressing Recommendations *Cont.*

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 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



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

✓
Partially Complete



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

✓
Successfully Implemented



Progress on Addressing Recommendations *Cont*

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



Recommendations 13 & 14: Develop and document a process to track core and continuing training. 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: Timely Supervisory approval of Emergency Response Investigations

Partially Completed

- Emergency Response Supervisors underwent refresher training on the referral closure procedures.
 - Completed initial refresher in September 2025; Ongoing annual refresher training
- Emergency Response Supervisors received additional training and instruction on referrals that needed modification to be closed.
 - Completed in October 2025; Ongoing annual refresher training
- Utilizing retired annuitants to close referrals. Currently closing 30 referrals a week.
 - Ongoing
- Meet and discuss with the labor union regarding time frames for case closure.
 - *Meet and Confer scheduled for January 12, 2026*

Recommendations 2 & 3: Review the status of referrals & identify impediments to Emergency Response Unit timely referral investigations and completions; AND develop strategies to address impediments to timeliness in referrals and investigation completion

In Progress

Dedicated Time

- Implemented in **July 2025**. Now closing 200 referrals per month.
Ongoing

Case Assistant Support

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

Diverse Ideas Workgroup

- Comprised of staff at all levels, including Child Welfare workers. The group is currently exploring "pain points when cases are assigned."
Ongoing

Safe Measures 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. **Completed October 2025**

New Ideas

- Exploring a contract with San Diego State University for a review and recommendations to improve the Emergency Response Program.

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

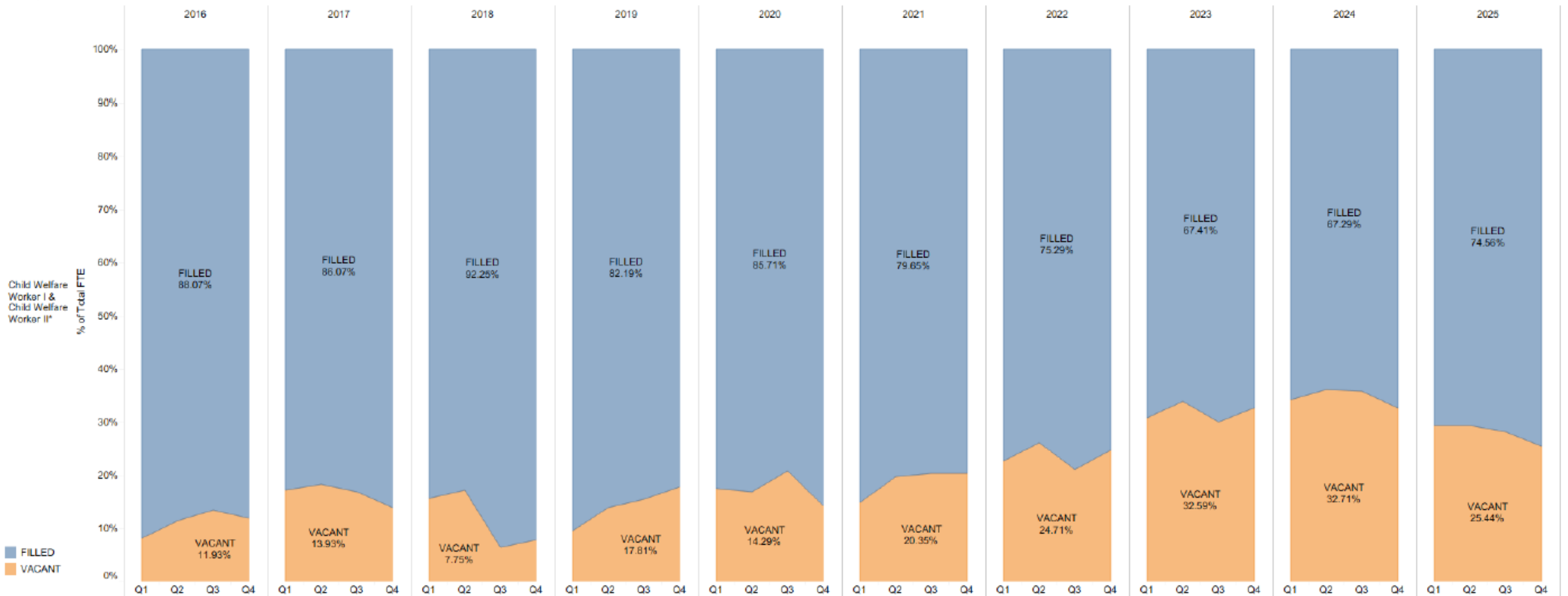
In Progress

- All Agency staff engagement survey in progress (November 13th – December 5th, 2025).
- CFS 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 to December 8.** Additional presentations will continue in February 2026.
- Conduct follow-up focus groups. Gather additional information and ideas from staff.
- Identify and implement improvement plans.

Child Welfare Worker Position Staffing Levels



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



Note: Data represents year-end staffing levels (December 2016-2025)
 *Years 2022-2025 include Child Welfare Worker I positions

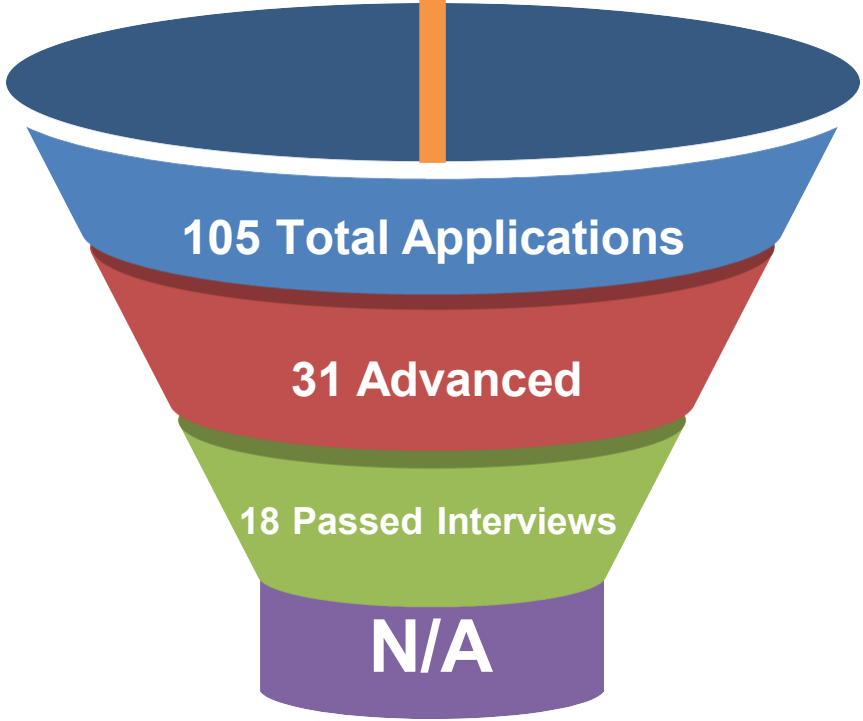
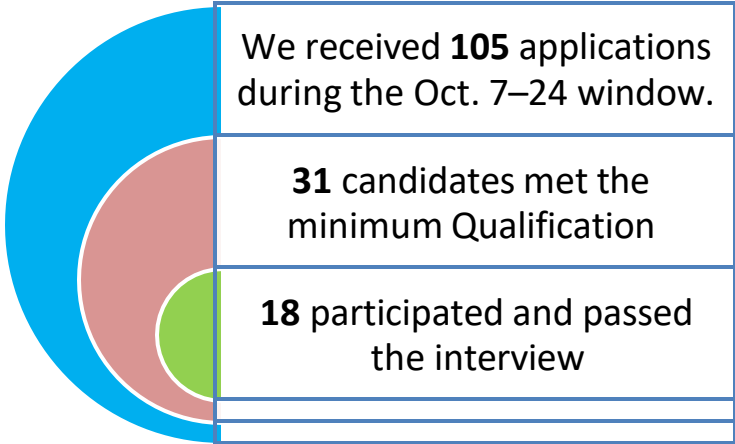
Created by The Office of Data and Evaluation | PSI | ACSSA

Child Welfare Worker I Exam

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

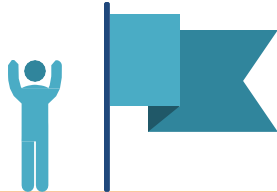


How are we doing now?



- 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

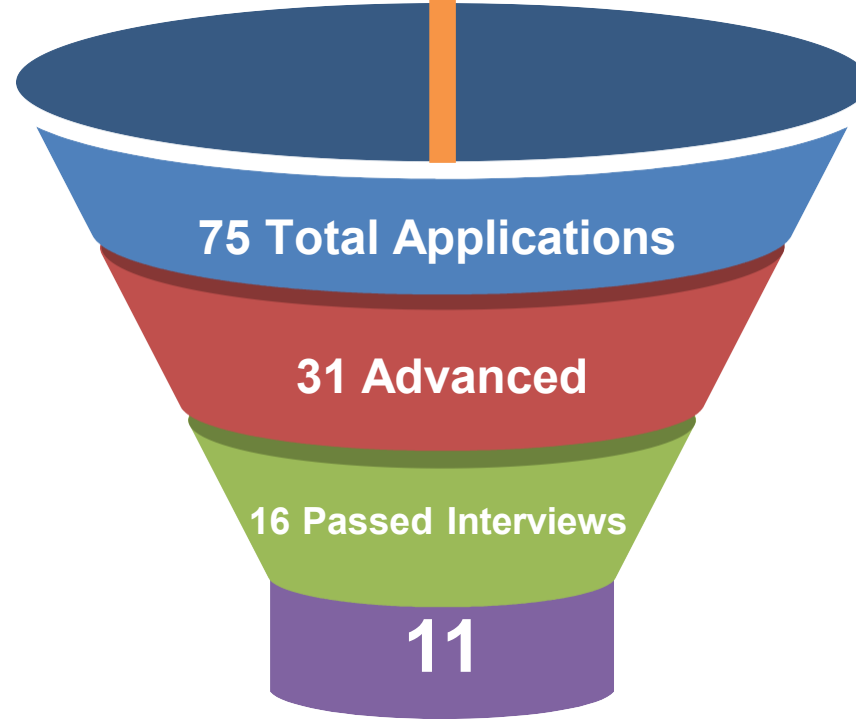


How are we doing now?

We received **75** applications during the July 9 to October window

31 candidates met the minimum Qualification

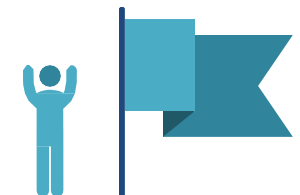
17 participated and **16** passed the interview



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)



14.7%
Conversion Efficiency

44
Filtered out

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

In Progress

- Continuous hiring of the Bachelor's Level Child Welfare Worker classification; exam held on January 8, 2026
- Continuous hiring of the Master's Level Child Welfare Worker classification; December 12, 2025
- Filing Exam Deadlines for both classifications:
 - January 6th, 2026
 - March 16th, 2026
 - May 15th, 2026
 - July 15th, 2026
 - September 15th, 2026
 - November 16, 2026
- Joined the California Workforce Study to review whether the Child Welfare Worker duties can be split. The study is showing positive results. Ongoing discussions with the California Workforce Study are occurring.

Update on Recommendation 5: Hiring and Recruitment Efforts



VIDEO HERE

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

- Will participate in the California Title IV-E Job Fair on February 20th, 2026
- Comcast Recruitment Advertisement concluded on 1/18/2026
 - English, Spanish, and Chinese (Mandarin) recruitment campaigns

Recommendation 8: Update AB 2083 MOU to provide for additional data sharing

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. There is agreement in principle, and it is anticipated that the update will occur by **February 2026**. **Language has been agreed to by three partners, and negotiations are occurring with one agency.**
- Discussions have begun for an independent MOU with the Regional Center of the East Bay for the timely provision of services. **Anticipated MOU completed February 2026.**

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

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 Run Away 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.

**Recommendations
13 & 14: Develop and
document a process
to track core and
continuing training.
Establish a Process
to hold supervisors
and workers
accountable for
completing training
hours.**

Completed and In progress

- 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.**
- 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.**

**Recommendation 15:
Ensure all contracts
include Results Based
Accountability (RBA)
measures,
including a
timeliness
performance metric
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 29 SSA generated contracts have been drafted and will be completed by **February 2026**.
 - Contract amendments for 9 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**.

Update on Recommendation 15: Adding Results Based Accountability (RBA) Timeliness Measures to all CFS Human Services Contracts



Next Steps

- **Following the Social Services Committee meeting on January 26, 2026, ACSSA engaged one of our dashboard performance tracking partners, Evident Change, to secure data for the additional metrics requested.**
- Evident Change is compiling historical data dating back to 2019, which we expect to receive in early February.
- Once the data is reviewed and analyzed, we will update the dashboard to reflect the new metrics.
- Foster Youth will be invited to the Board of Supervisors
- A six-month response letter will be submitted on March 23, 2026.
- A twelve-month response letter will be submitted on September 23, 2026.
- Additional presentations to BOS on items not yet completed.

Department Highlights & Opportunities

Celebrating successful client outcomes

- Reunification breakfast in March 2026
- Bringing Families Home (BFH) is currently serving 69 families with ongoing rental subsidies as well as 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

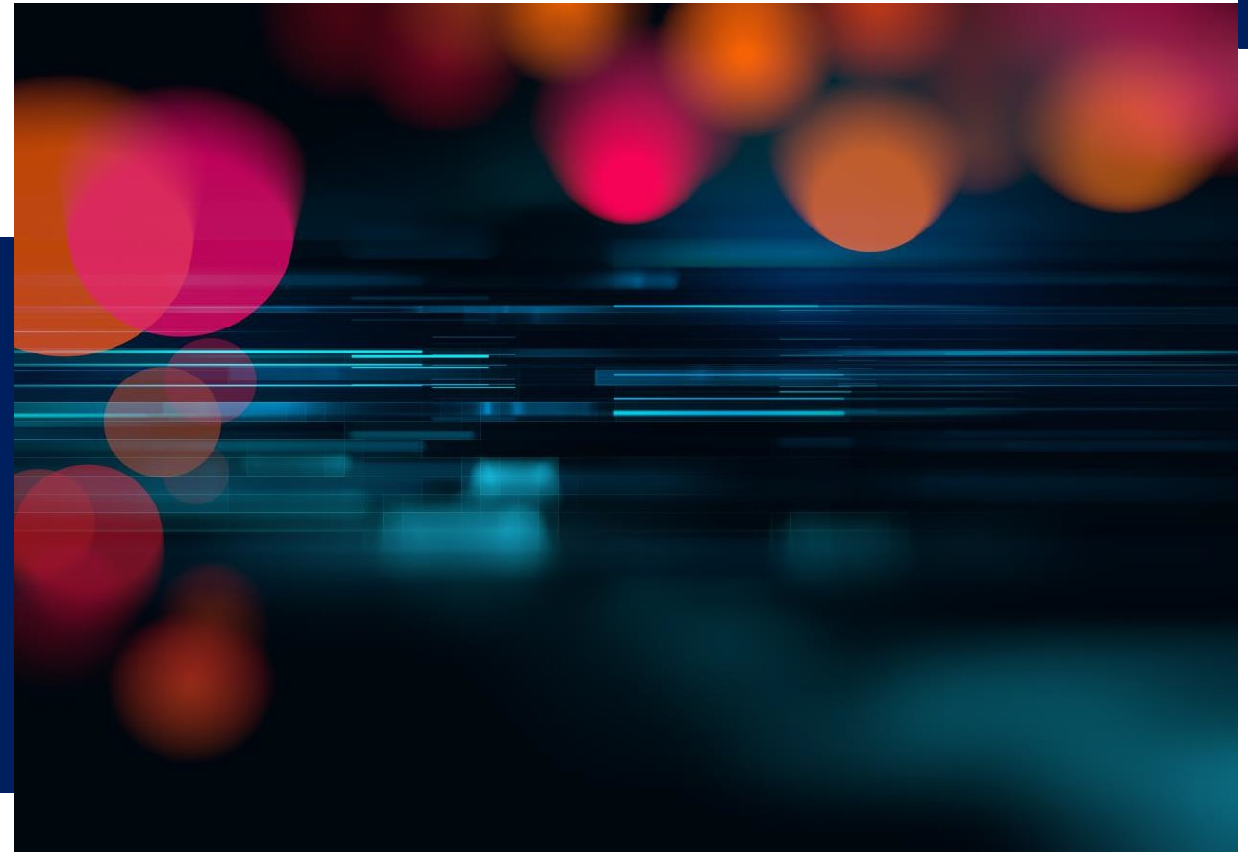
Transparency

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

Questions?

Andrea Ford, Agency Director

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



Thank you.