

# SOCIAL SERVICES AGENCY

## Department of Children and Family Services

### Status Update on Findings of the State Auditor's Report to the Joint Committee on Legislative Audits

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

Alameda County Board of Supervisors' Social Services Committee  
January 26, 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.

# 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.



# Update on Recommendation 5: Hiring and Recruitment Efforts



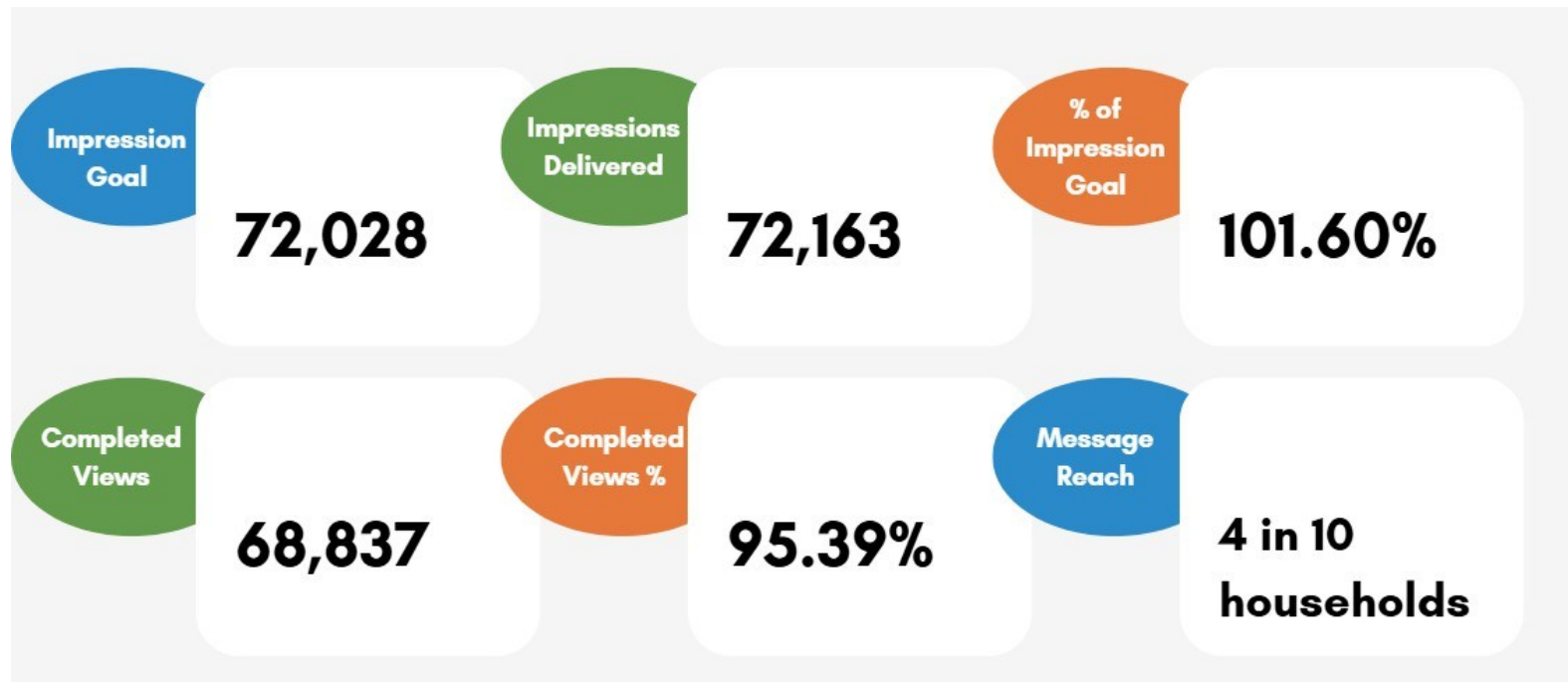
## VIDEO HERE

### 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

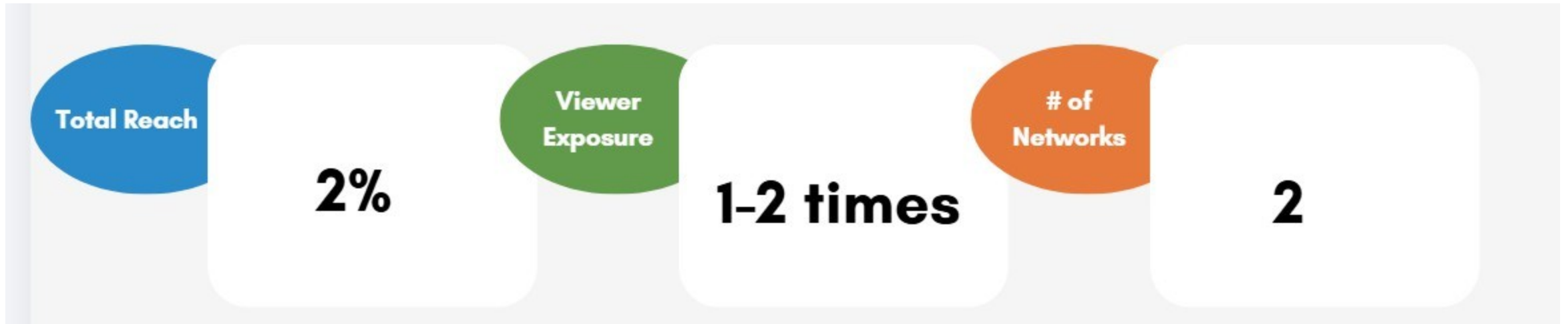
# Hiring and Recruitment Efforts *Continued*

- Comcast Recruitment Advertisement Data
- Analysis Period 12/16/2025 – 1/18/2026
- Target Audience Adults 25-54
- Education Level: College Degree
- Geography Fremont, Hayward, Oakland



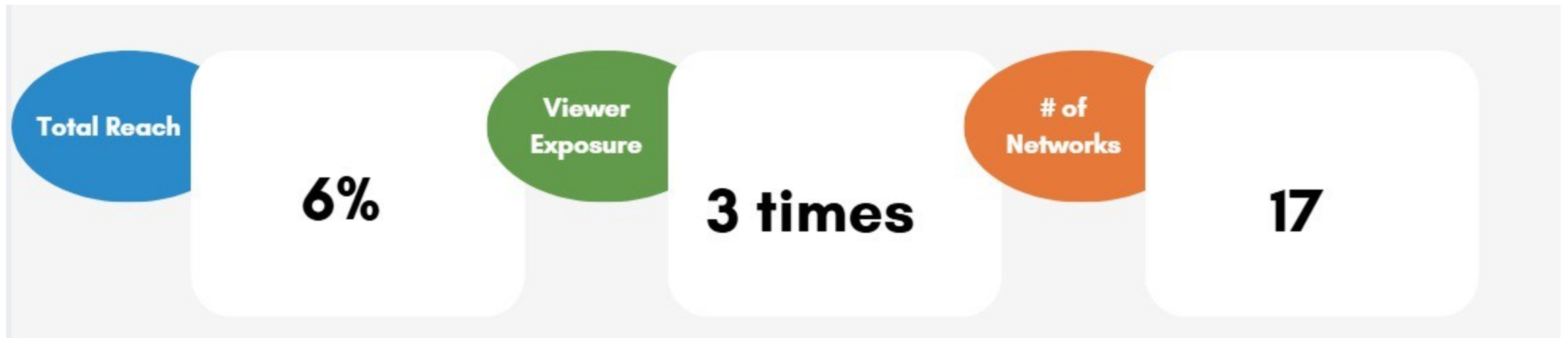
# Hiring and Recruitment Efforts *Continued*

- Comcast Recruitment Advertisement Data for Spanish Speaking Audience
- Analysis Period 12/16/2025 – 12/27/2025



# Hiring and Recruitment Efforts *Continued*

- Comcast Recruitment Advertisement Data for Chinese Speaking Audience
- Analysis Period 12/16/2025 – 12/27/2025



# Hiring and Recruitment Efforts *Continued*



## *In Progress*

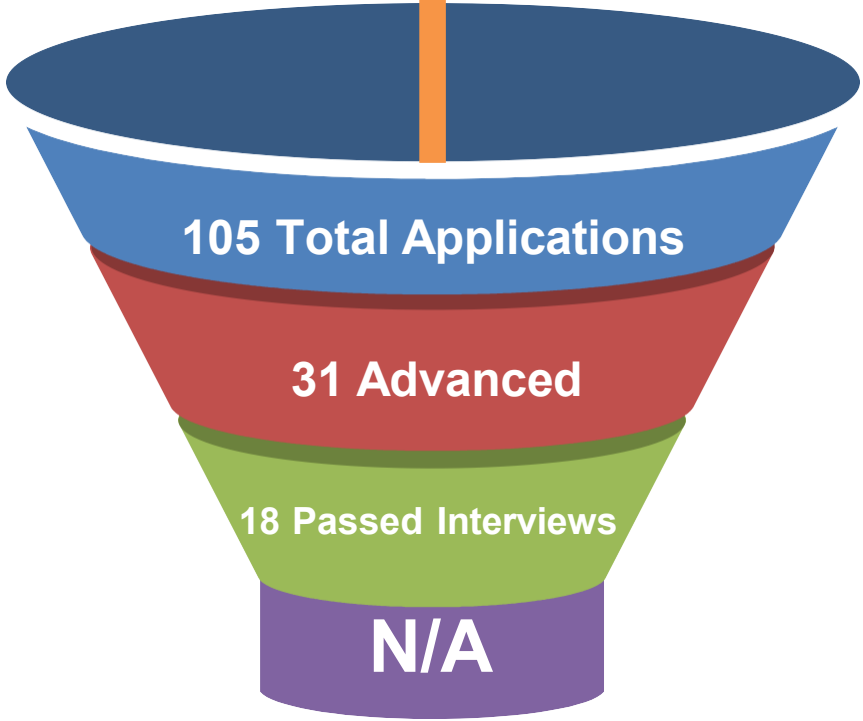
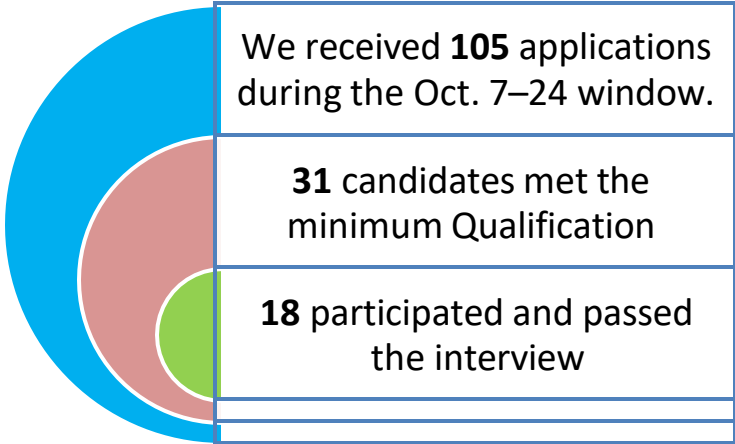
- Social Media Recruitment Campaign 1/20/2026 - 1/30/2026
- The purpose is to extend the hiring campaign momentum while building an arc from why this work matters, to who does this work, to what the job actually is, and uplifting the call to action “apply now.”
- Platforms: LinkedIn, Facebook, Instagram

# Child Welfare Worker I Exam

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

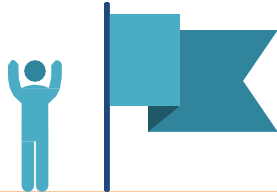


How are we doing now?



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

Offers pending



**N/A**  
Conversion Efficiency

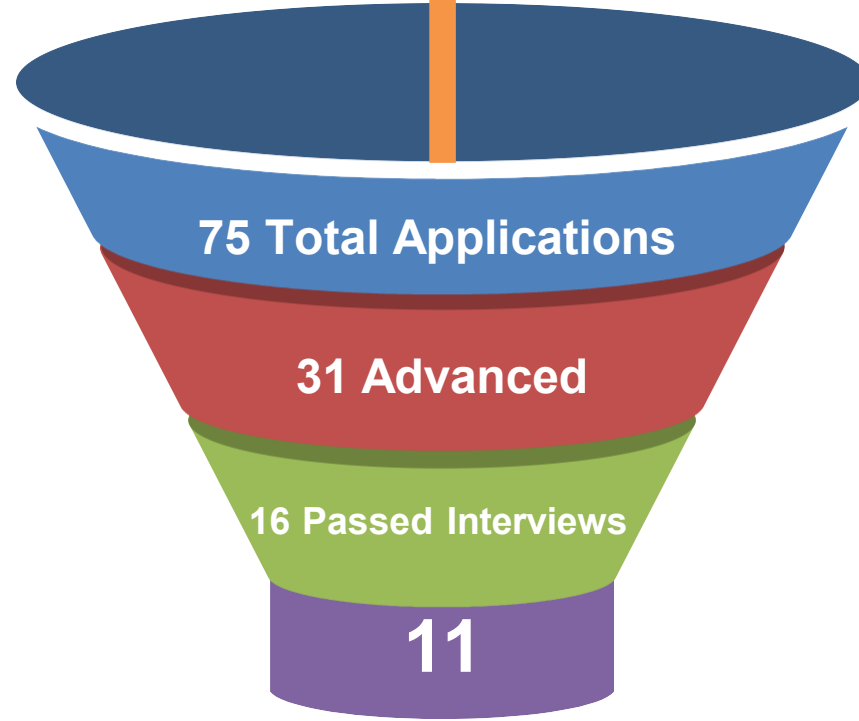
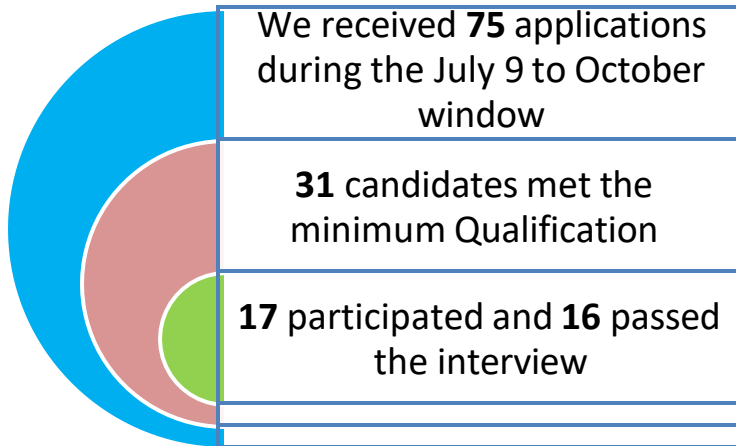
**71**  
Filtered out

# Child Welfare Worker II Exam

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



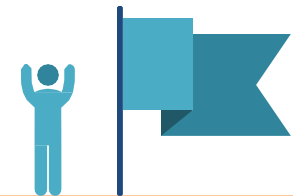
How are we doing now?



## 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

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



# 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

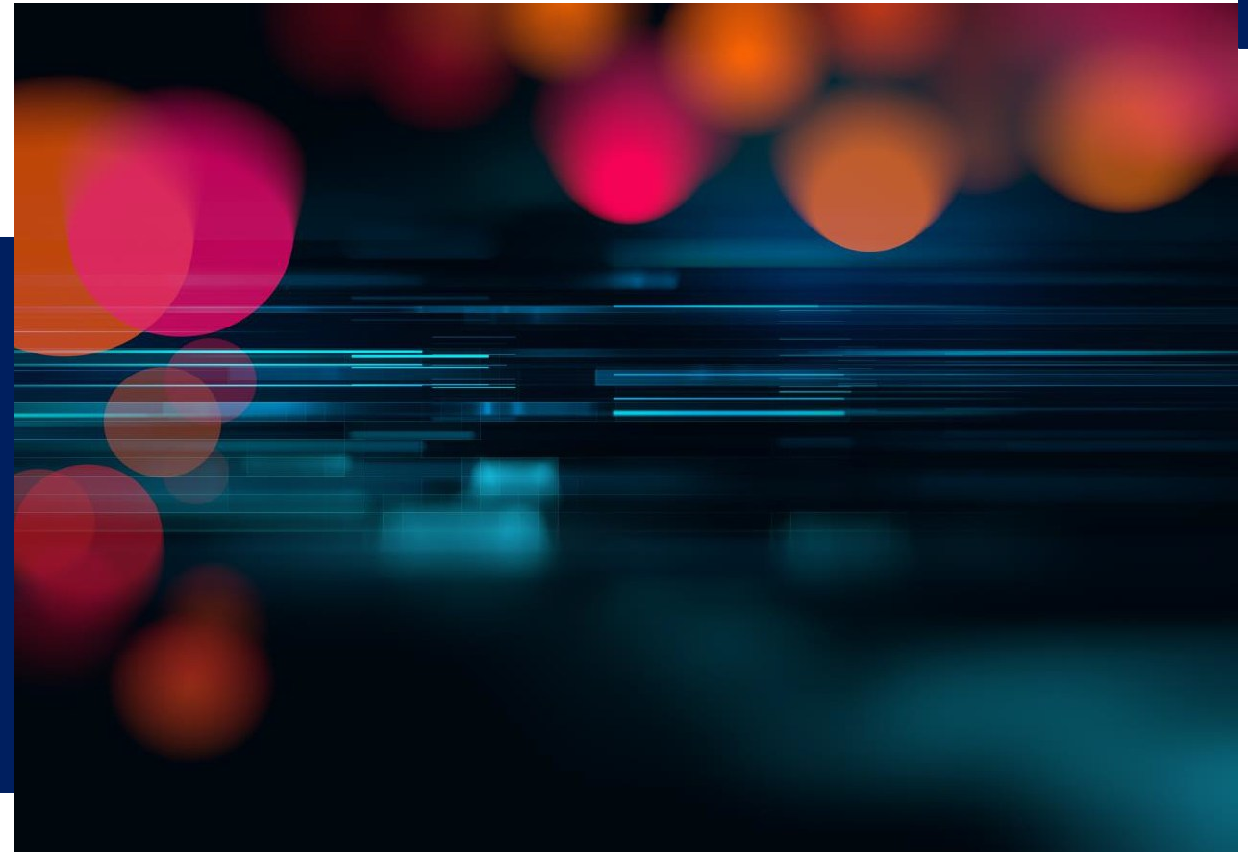
# Next Steps

- 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.

# Questions?

**Andrea Ford**, Agency Director

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



# Thank you.

# Appendix

# Child Welfare External Assessments and Reviews 2022-2024

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

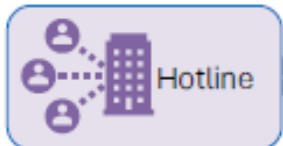
Board of Supervisors Joint Social  
Services and Health Care Services  
Committee Meeting held by  
Supervisor Nate Miley (Sept. 2023)

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

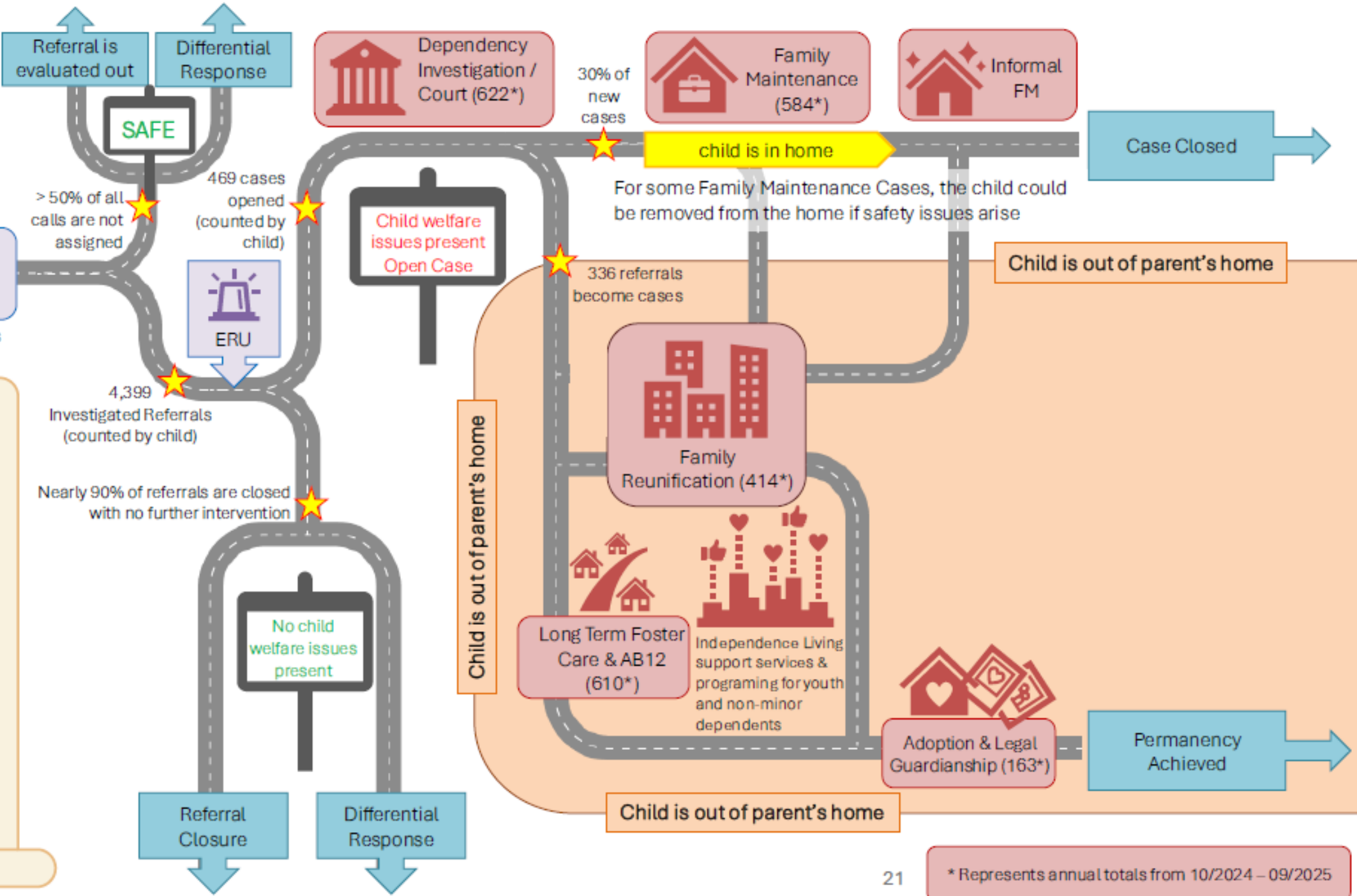
Request to the California  
Department of Social Services  
(CDSS) to audit the coordination of  
services



★ 10,840 Annual calls

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

# Child Welfare Worker II Exam

1/10/2017 to 10/7/25 (18 Recruitment Events)



## Project

- ✓ **1,215 applications received** for the CWW II program, with 718 candidates (59%) advancing to scheduled interviews.
- ✓ **Initial screening:** 528 candidates (43%) did not meet minimum qualifications and were filtered out early in the process.



## Planning

- ✓ **Strong interview conversion:** 537 candidates passed oral interviews out of 718 scheduled, with 55 failing and 95 no-shows (13% non-attendance rate).
- ✓ **Hiring success:** 218 candidates hired from the qualified pool, representing 18% conversion rate from total applications.



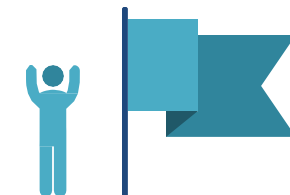
## Execution

- ✓ **Active pipeline:** 163 candidates on waitlist, 89 on withhold, and 31 with exams not yet completed, totaling 283 potential future hires.
- ✓ **Minimal attrition:** Only 34 candidates withdrew voluntarily and 2 were disqualified after hire, indicating strong candidate engagement throughout the process.

**18%**  
Conversion Efficiency

**528**  
Filtered out

**31**  
Pending Exams



**50.8%**  
Retention Rate

# Child Welfare Worker I Exam

1/30/2023 to 10/24/25 (5 Recruitment Events)



### Project

- ✓ **568 total applications received** for the CWW I program, with 202 candidates (36%) advancing to scheduled interviews.
- ✓ **Significant early attrition:** 395 candidates (70%) did not meet minimum qualifications, representing the largest drop-off.



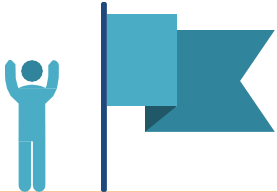
### Planning

- ✓ **Interview performance:** 132 candidates passed oral interviews, with 11 failing and 30 no-shows (15% non-attendance rate).
- ✓ **Final hiring outcomes:** 49 candidates successfully hired, achieving a 9% conversion rate from total applications to hires.



### Execution

- ✓ **Current candidate status:** 24 on waitlist, 14 on withhold, 16 withdrew, and 29 have exams not yet completed.
- ✓ **Process efficiency opportunity:** The high disqualification rate at the MQ screening stage suggests potential for improved upfront candidate targeting or clearer qualification communication.



**85.7%**  
Retention  
Rate

**9%**

Conversion Efficiency

**395**

Filtered out

**29**

Pending Exams

# 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 13<sup>th</sup> – December 5<sup>th</sup>, 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.

## **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 6<sup>th</sup>, 2026
  - March 16<sup>th</sup>, 2026
  - May 15<sup>th</sup>, 2026
  - July 15<sup>th</sup>, 2026
  - September 15<sup>th</sup>, 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.

## **Recommendation 6: Make shadowing mandatory for new employees**

### ***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: Ensure documentation of timely services for foster youth**

### ***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 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 9:  
Identify, locate, and  
notify all relatives  
within 30 days of  
removal**

***Successfully Implemented***

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

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

***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 RFP **was completed with Victor Community Services selected. It is expected that contract will be fully executed by April 1, 2026.**

## **Recommendation 11: Develop policies and procedures to track and minimize Transitional Shelter Care Facility overstays**

### ***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).

## **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**.