

FINAL REPORT

Evaluation of the Upfront Family Finding Pilot

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and
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Executive Summary

Overview

Nationally, child welfare agencies remove more than 250,000 children from their homes each year as the result of abuse or neglect, and more than 400,000 children and youth are in out-of-home care at any time. Over the past two decades, child welfare agencies have strived to identify and engage relatives with whom children can be placed or maintain close family connections during their time in foster care. Many agencies have implemented relative search and engagement interventions, often referred to as family finding.

Prior to the Upfront Family Finding (UFF) pilot, Los Angeles County's Department of Children and Family Services (DCFS) focused its family finding efforts on children in care for long periods of time. With the UFF pilot, which started in October 2016, two local offices (Glendora and Santa Fe Springs) conducted family finding when children were first removed from their home, assigning cases to specialized workers who were part of the Permanency Partners Program (P3). P3 workers served children not initially placed with relatives, but the importance of family finding was emphasized to all staff in the pilot offices. The evaluation of the pilot sought to understand whether UFF resulted in more children placed with relatives, more stable relative placements, and more timely reunifications of children with their parents.

Program Findings

- The UFF pilot was implemented as intended, and office culture shifted toward a more positive perception of relatives as resources for children removed from their homes.
- An average of 17 relatives were found for children new to out-of-home care; all but 2 of the 417 children served by P3 workers during the study period had at least one relative identified (see Table 1 for more detail).
- Sixty percent of children served had at least one relative interested in providing a placement for the child, and approximately 80 percent had at least one relative interested in visits or phone calls.
- More maternal than paternal relatives were identified, with non-relative extended family members (NREFMs),¹ making up the smallest share of relatives discovered. Identified NREFMs, however, had a higher likelihood of offering support, presumably because these individuals, who are not kin, must already be involved in the child's life to be discovered.
- Relatives were interested in supporting children across all age groups, although relatives' willingness to take placement decreased as the child's age increased.

Study Methodology

The evaluation of the UFF pilot included implementation and outcome studies.

The goals were to:

- *Describe the program* and identify any successes or barriers to inform expansion of the program to all local offices.
- *Examine relative identification and engagement outcomes* for children served by P3 workers.
- *Measure the program's effect* on relative placement, placement stability, and reunification outcomes for all newly detained children and the subgroup of those not initially placed with relatives.

¹ DCFS includes non-relative extended family members (NREFMs) in its family findings efforts. Examples of NREFMs include teachers, medical professionals, neighbors, and family friends. For the purposes of this study, placements with NREFMs were counted as relative placements and the term "relative" in this summary includes both kin and NREFMs, unless NREFMs are explicitly identified.

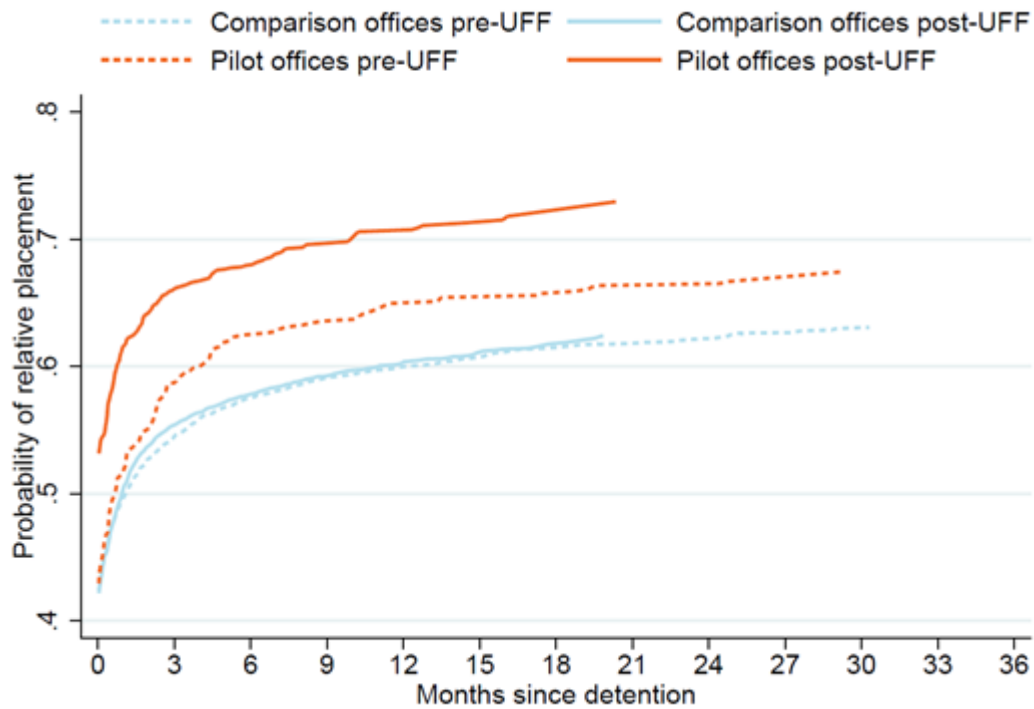
Table 1. Relatives identified and placement outcomes for children served by P3 program

	Both Offices		Glendora		Santa Fe Springs	
	N	%	N	%	N	%
Children served by P3 program (closed cases)	417	--	228	--	189	--
Total relatives identified	6,962	--	3,605	--	3,357	--
Number of relatives known at time of transfer from P3						
0	2	<1%	1	<1%	1	1%
1-10	114	27%	67	29%	47	25%
11-20	179	43%	101	44%	78	41%
21+	122	29%	59	26%	63	33%
Average	17		16		18	
Median	14		14		15	
Range	0-56		0-56		0-48	
Placed with a relative while assigned to P3	155	37%	84	37%	71	38%
Placement status at time of transfer from P3						
Relative home	91	22%	43	19%	48	25%
NREFM home	29	7%	18	8%	11	6%
Home of parent	58	14%	43	19%	15	8%
Foster family home	199	48%	108	47%	91	48%
Group home	24	6%	11	5%	13	7%
Other	13	3%	5	2%	8	4%
Unknown	3	<1%	0	0	3	2%

Outcome Findings

- Analyses suggest that UFF increased the probability of relative placement (see Figure 1). Relative placements increased by the same magnitude in both pilot offices –one with a history of high rates of relative placement and one with rates of relative placement more closely aligned with other local offices prior to UFF.
- An increase in the rate of relative placement was achieved for all newly detained children as well as for children not initially placed with relatives; however, with smaller sample sizes, we were unable to confirm that the increase was statistically significant in the sample limited to children not initially placed with relatives.

Figure 1. Probability of relative placement over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children



- Findings suggest that, in the Glendora office, UFF increased the probability that a child’s first relative placement would disrupt (i.e. the child would leave the placement for another foster care placement). However, disruptions were comparatively rare in Glendora before the pilot; thus, even with the increase, the occurrence of relative placement disruption in Glendora after was similar to that of Santa Fe Springs, as well as to the average across DCFS offices that did not implement UFF. With more emphasis on relative placement, it is possible that there are more opportunities for unsuccessful relative placements.
- To account for the fact that some relative placement disruptions represent moves to another relative, a second disruption analysis counted moves only from a relative to a non-relative. There was no evidence overall that UFF increased these types of moves—an increase in Glendora was offset by a decrease in Santa Fe Springs when examining disruptions to non-relative placement.

Table 2. Summary of statistically significant findings

	All newly detained children	Newly detained children not initially placed with relatives
	<i>Pilot offices vs. comparison offices</i>	<i>Pilot offices vs. comparison offices</i>
Relative/NREFM placement	Increase	None
Reunification	None	None
Relative/NREFM placement disruption (to any placement)	Increase	Increase
Relative/NREFM placement disruption (to a non-relative placement)	None	None

Implications and Recommendations

- The UFF pilot program met its goal of increasing relative placements and engaging more relatives to provide support to children. The program led to greater emphasis on identifying relatives for placement and other supports, and the results suggest that children’s likelihood of being placed with relatives increased.
- Both pilot offices—one with a history of high rates of relative placement and one more closely aligned with other local offices—experienced gains in relative placement.
- As DCFS expands UFF to other local offices, administrators should consider increased and more timely supports to ensure that relative placements are maintained, and that efforts towards reunification (when appropriate) are not diminished. Although inconsistent across offices and subgroups of children, some findings suggest that UFF may increase relative placement disruption and slow efforts to reunify children with their families.

Prioritizing the identification and engagement of relatives at the initial stages of a case encouraged caseworkers to think creatively about how to engage relatives and what types of support relatives can provide to the child. The specialized workers were able to engage relatives and build rapport with families; this progress will serve to strengthen the relationship between local DCFS offices and the communities they serve, benefitting all children and families.

Section 1. Introduction

Nationally, child welfare agencies remove more than 250,000 children from their homes each year as a result of some form of abuse or neglect, most commonly at the hands of their biological parents. A recent national report on foster care rates found that 437,465 children and youth are in out-of-home care (U.S. Department of Health and Human Services [U.S. DHHS], 2016). These children are more than twice as likely to be placed in the care of non-relatives than with relatives (64% in non-relative foster homes, group homes, institutions, and supervised independent living placements, compared to 26% in relative foster homes; U.S. DHHS, 2011). When children are placed in non-relative foster care, their social and familial connections are often disrupted.

Over the past two decades, child welfare agencies have strived to identify and engage relatives so that children can either be placed with relatives or maintain close connections with family and extended family members during their time in foster care. Many child welfare agencies have implemented Kevin Campbell's Family Finding model and other relative search and engagement interventions to ensure family connections for children in care (Vandivere & Malm, 2015). In 2008, Child Trends conducted a review of existing programs around the country and found that agencies in 22 states were implementing programs based on the model. A decade later, all states are likely implementing some type of family finding program.

Prior to the Upfront Family Finding (UFF) Pilot, Los Angeles County's family finding efforts were focused on children in care for long periods of time. Through the UFF Pilot, the Department of Children and Family Services (DCFS) is examining whether family finding conducted at the front end, that is, when children are first detained, will result in more children being placed with relatives, more stable relative placements, and more timely reunifications.

Background

Identifying and engaging a large group of relatives for foster youth provides an opportunity for legal permanency as well as emotional permanency (Vandivere, Malm, Allen, Williams, & McKlinton, 2017). For many children, simply connecting to family members who can provide ongoing emotional support, if not a legal permanent placement, offers substantial benefits; these include increasing the children's sense of self-efficacy and well-being and enhancing their ability to safely and successfully navigate their lives (Andersson, 2005). However, many caseworkers lack the information, training, and support they need to connect foster youth to family members and facilitate healthy long-term relationships.

The Role of Social Support

In general, children's ability to establish and maintain stable, supportive relationships can help to promote their productive abilities and improve their chances for success throughout life (DeBaryshe & Stern, 2015). Familial and social connections can support youth as they face challenges during various developmental stages in their lives. Interventions and policies that support connections with biological family members and fictive kin can positively contribute to foster children's development during their time in care. Services that encourage connecting children in foster care to their families are also designed to aid family relationships that many children turn to in the future.

A qualitative study of the types of support for parents in family reunification found that concrete help and emotional encouragement from extended family members, friends and neighbors were critical to parents' efforts to successfully reunify with their children (Lietz, Lacasse, & Cacciatore 2011). A review of the research regarding family contact for children in foster, kinship, and residential placements concludes that good quality contact with family members, in addition to other professional interventions, can encourage

positive outcomes in placement stability and/or family reunification for children in care (Sen & Broadhurst, 2011). Further, a survey of child welfare caseworkers, judges, and substance abuse counselors highlighted the view of these professionals that social support significantly facilitates reunification (Karoll & Poertner, 2002). However, other studies have found that children placed with kin may be returned to their parents at a slower rate than those placed with non-relatives (Farmer & Moyer, 2005).

Prior Evaluations of Family Finding Programs

The Family Finding model, developed by Kevin Campbell and colleagues, was inspired by family-tracing techniques that agencies such as the Red Cross have used to locate and reunite family members separated by civil disturbance, natural disaster, or war (National Institute for Family Connectedness, 2018). Since the early 2000s, child welfare agencies have replicated the Family Finding model to identify and engage family members of children in foster care. Innovative interventions such as family finding can advance and promote the permanence, safety, and well-being of children in the foster care system (Friend & Beck, 2017). Early evaluations of relative search and engagement programs found promising results for older youth with longer stays in care. Youth served by the California Permanency for Youth Project progressed in the areas of legal permanency and permanent connections (CPYP, 2008, 2010; Wakcher, 2010).

Recent evaluations of relative search and engagement programs include 11 studies of family finding in sites funded by 2009 Family Connection Discretionary grants from the Children's Bureau. A study by Vandivere and Malm (2015) reviewed the final grantee reports and focused on a subset of six experimental evaluations combined with the results of two privately funded studies. A study in Wisconsin found that the program increased placement instability and the likelihood that kin guardianship would be a case goal. Of the remaining studies, which evaluated family finding interventions targeting children new to care or a mix of children already in care and new to care, only one study found positive impacts on legal permanency (Vandivere & Malm, 2015).

Legislative History of Family Connections

The Fostering Connections to Success and Increasing Adoptions Act (FCSIAA) of 2008 promotes family placements through relative guardianship and adoption. The law promotes permanent family placements for children in care by requiring that relatives be notified when children enter care; it also guarantees funds of \$75 million over five years for states, tribes, and nonprofit organizations to explicitly implement programs that increase permanency for children in care, including relative search and engagement programs (Children's Defense Fund, 2008). Further, the Family First Prevention Services Act of 2018 allows states to claim Title IV-E funding at a 50% match rate for kinship navigation programs that meet the standards of promising, supported, or well-supported practices.

Local Child Welfare and Family Finding Context

Los Angeles County's Continuum of Care Reform (CCR) is an effort that resulted from Assembly Bill 403, signed into law in 2015. CCR reforms placement and treatment options for children in foster care, with a focus on ensuring that services and supports for children and their families are tailored toward the goal of maintaining a stable permanent family (California Department of Social Services [CDSS], 2017). The reform was developed from an understanding that children who have to live apart from their biological parents do best when they are cared for in committed and nurturing family homes. Principles of the reform effort include recognizing the importance of the child and family voice during assessments, placement, and service planning; promoting cross-agency collaboration; and valuing the notion that children deserve to live with a committed and permanent family that will prepare them for a successful transition into adulthood. Family finding and engagement in California is part of the CCR initiative to reduce the use of congregate care and improve child welfare outcomes by identifying and notifying the relatives of children in foster care, as well as by fostering lifelong connections for youth in care. When opening a case, agencies can use the family finding and engagement practice to identify the best possible placement for the child or youth, and even to

identify possible relative or non-relative extended family member placements for children and youth placed in group homes (CDSS, 2018).

One of the CCR's key elements is the Resource Family Approval (RFA) process. RFA is a caregiver approval process that replaced the numerous processes for licensing foster family homes, approving relatives and nonrelative extended family members as foster care providers, and approving families for adoption or legal guardianship. The approval process includes a family evaluation, home environment check, and training for all families. Under the new RFA process, an approved resource family is considered eligible to provide foster care for related and unrelated children in out-of-home placement and is also considered approved for adoption or legal guardianship (CDSS, 2017). The introduction of RFA in California began in January 2017, only a few months after the October 2016 introduction of UFF in Los Angeles County.

Establishing the Upfront Family Finding Pilot

In May 2016, the Los Angeles County Board of Supervisors enacted a motion mandating the Department of Children and Family Services (DCFS) and the Probation Department, in collaboration with the Office of Child Protection and the Courts, to report on ways to accomplish a set of specific goals. As presented in the motion, these goals were to:

(a) develop a plan to increase relative and Non-Related Extended Family Member (NREFM²) placements and the overall role of relatives; (b) establish an Upfront Family Finding program based on current legislation, models, and best practices from other jurisdictions, and partnering with Community Based Organization (CBOs); and (c) develop a single countywide protocol for Upfront Family Finding with coordination by DCFS Permanency Partners Program (P3) and Probation's PCW, with a timeline and estimated budget for program implementation, training, and policy development. (LA DCFS, 2016).

In response to the motion, Los Angeles DCFS, in consultation with the Office of Child Protection and the Center for Strategic Public-Private Partnerships, developed a pilot that incorporates the key elements outlined by the Board of Supervisors. The UFF pilot focuses on children who are detained and are to be placed in non-relative care at the time of detention.

The UFF pilot began on October 1, 2016, in two DCFS offices. These offices, Glendora and Santa Fe Springs, are referred to as the "pilot offices" in this report. The UFF pilot is just one component of the broader Permanency Partners Program (P3) within DCFS. In 2004, DCFS implemented P3 to address the need for permanent families for older youth in long-term foster care (LA DCFS, n.d.). P3 Children's Social Workers (CSWs) are recently retired social workers and supervisors who are employed on a part-time basis to find NREFMs and kin for children with on-going cases (LA DCFS, 2014). As part of the UFF pilot, the two pilot offices re-assigned P3 CSWs to assist the primary social workers of newly detained children in searching for and engaging relatives. During the UFF pilot, the Santa Fe Springs office had four P3 CSWs and one Children's Services Administrator (CSA); the Glendora office had six P3 CSWs and one P3 Supervising CSW. Once the pilot began, back-end P3 referrals, i.e., referrals for P3 services for children already in care for some time, were assigned to P3 units in non-pilot offices for P3 services. To support the P3 workers, clerical staff in each pilot office received training on searching for relatives and sending letters to notify family members when children enter care. Notably, the importance of family finding was emphasized to all staff in the pilot offices.

² DCFS includes non-relative extended family members (NREFMs) in its family findings efforts. Examples of NREFMs include teachers, medical professionals, neighbors, and family friends. For the purposes of this study, placements with NREFMs were counted as relative placements and the term "relative" in this report includes both kin and NREFMs, unless NREFMs are explicitly identified.

Study Design

The evaluation of the UFF pilot included both implementation and outcome studies. The goals of the implementation study were to describe how the project was carried out and to identify any successes or barriers, in order to inform the expansion of the program to all local offices across the county.

The goals of the outcome study were to measure the pilot program's effect on relative placement (including initial placement with relatives and moving to a relative placement), relative placement stability, and reunification, as well as to examine relative identification and engagement outcomes for children served by the P3 program. We studied outcomes for all newly detained children, as well as for children who received P3 services (i.e., new detentions where the child was not initially placed with relatives).

Research Questions

The evaluation addressed several research questions, which are presented below according to the study in which we addressed them.

Implementation Study

- How were pilot offices selected, and what was the process for beginning implementation and training staff?
- How was the relative search process implemented? How was it different from relative searches done in offices not implementing UFF? What types of non-placement supports were relatives providing children?
- Were the P3 services implemented differently across offices?
- What were the roles of the P3 workers, and how did program managers and staff feel about the shift in focus of family finding services?
- How, if at all, did other child welfare policies and practices (e.g., new Resource Family Assessment requirements) affect the P3 workers' duties and the services provided?
- What were some successes and challenges of implementing UFF as reported by staff at different levels?

Outcome Study

We examined program outputs and the program's effect on child outcomes. The following questions pertain to the P3 program outputs:

- How many relatives were discovered through the P3 program?
- What types of relatives (maternal, paternal, NREFM) were found?³
- What types of supports did relatives offer?
- Did relative discovery/engagement outcomes vary by child characteristics?

The remaining questions pertain to the UFF program's effect on child-level outcomes:

- After the implementation of UFF, were all newly detained children served by the pilot offices more likely to be placed with relatives? How soon after detention were children placed with relatives?
 - Were children served by the P3 program (newly detained children not initially placed with relatives) more likely to be eventually placed with relatives? How soon after detention were P3 children placed with relatives?
- After the implementation of UFF, were newly detained children placed with relatives (either initially or later in their case) more likely to reunify?
 - Were children served by the P3 program who experienced a relative placement more likely to reunify?

³ When studying child outcomes, we use the term "relative" to mean relative and NREFM.

- After the implementation of UFF, were relative placements for all newly detained children served by the pilot offices less likely to disrupt?
 - Were relative placements for children in the P3 program less likely to disrupt?

Data Collection

Implementation Study

The implementation study used three qualitative data sources that provided information on family search and engagement activities across four local offices (the two offices implementing the UFF pilot and two comparison offices).

Site Visits

In August 2017 and March 2018, Child Trends conducted site visits to the two pilot offices implementing UFF. The purpose of these visits was to examine the local context in which UFF was being implemented, assess any differences in implementation by office, and learn about any challenges or successes the offices experienced. During the site visits, Child Trends conducted focus groups with administrators, supervisors, caseworkers, clerical staff, and P3 CSWs. The focus groups were conducted with staff of the same level, but from different departments including Family Preservation, Emergency Removal, Continuing Services, Administration, and Dependency Investigation. See Table 1 for the number and types of site visit participants.

Table 1. Number and types of site visit participants

	August 2017		March 2018	
	Glendora	Santa Fe Springs	Glendora	Santa Fe Springs
Administrators*	7	11	--	--
Supervisors	10	11	11	13
Caseworkers	14	16	9	13
Clerical Staff	3	5	2	2
P3 CSWs	3	5	3	4
Total	37	48	25	32

* Administrators were not included in the follow-up visit due to availability and scheduling difficulties.

Comparison Office Interviews

To learn about family finding practices in LA County offices that were not implementing UFF, Child Trends conducted phone interviews with staff from the Belvedere and Pomona offices. As has been done in previous studies, Belvedere and Pomona were selected as comparison offices for these interviews due to their similarities to the pilot offices. In October 2017, Child Trends conducted a total of nine phone interviews with three Belvedere staff and six Pomona staff.

Outcome Study

Data collection for the outcome study utilized two sources, which provided information on child placement and permanency outcomes as well as relative connections for children served by the P3 program.

Supplemental Program Data

The evaluation team received supplemental data logs, kept by staff at the pilot offices, on the children served by the P3 program. These data were provided for all closed cases through June 2018⁴ and included information about relatives identified and the types of support offered by relatives.

Administrative Data

In August 2018, the evaluation team received extracts from the Child Welfare Services/Case Management System (CWS/CMS), the state's administrative data system, for all children in out-of-home placement between October 2015 and August 2018. The extracts contained demographic, referral, medical, placement, and discharge information for all children county-wide.

Section 2. Implementation Findings

Below, we present the findings from the implementation study. We first describe the planning and preparation for implementing the UFF pilot and explain how the pilot was implemented. After describing the UFF program, we present successes and challenges encountered during the implementation process.

Planning and Preparation

Selection of Pilot Offices

When selecting offices to pilot the Upfront Family Finding Program, DCFS administrators chose offices that were not involved in other pilots/initiatives and had prior experience with back-end family finding (i.e., relative search and engagement for children in care for long periods of time). Administrators also explicitly chose offices with different histories in terms of success with relative placements (in order to assess the effects of UFF on an office with a history of high rates of relative placement versus one with lower rates). Ultimately, the two offices selected, Santa Fe Springs and Glendora, are in different service bureaus and are not immersion offices.⁵ Importantly, the two offices reflect different rates of relative placements: prior to the pilot, Santa Fe Springs had higher rates of relative placements compared to Glendora.

Training

While no formal training on UFF was provided in the two pilot offices, site visit participants reported that DCFS administrators held meetings in both offices during which the pilot program was described. In addition, P3 workers reported attending formal trainings prior to implementing back-end family finding. While not reporting any specialized training on UFF, the P3 workers did report having additional periodic trainings since their original family finding training. Caseworkers reported learning about UFF from their supervisors in general trainings and team meetings. However, caseworkers and supervisors expressed a need for more information and trainings about aspects of UFF, such as the referral process, before the pilot was implemented. Clerical staff in both offices reported receiving a two-hour training on how to use the search tool, CLEAR.⁶

Program Description

The UFF program has been described by DCFS staff as having a deliberate focus on increasing relative placements, engaging relatives in providing non-placement supports, and partnering with community-

⁴ Glendora's most recent closed case was June 14, 2018; Santa Fe Springs' most recent closed case was July 3, 2018.

⁵ Immersion offices receive additional staffing and supports to implement the Shared Core Practice Model.

⁶ CLEAR is a search engine tool that aggregates public records pulled from sources such as phone companies, utility companies, motor vehicle registrations, and consumer credit bureaus (Thomson Reuters).

based organizations to provide additional supports to relatives. Below we describe the steps in the process.

Relative Search

Clerical staff in both offices reported that Emergency Response (ER) caseworkers generally refer cases to the P3 program. Cases are referred to P3 if the ER worker has determined the child will be placed in out-of-home care with a non-relative at the time of detention. Once a case is referred to the P3 program, clerical staff use various search engines and tools to find relatives. Clerical staff reported the following sequence of events in conducting the searches:

- Clerical staff identify the child's social security number through CWS/CMS. If they cannot find it in CWS/CMS, they use the Leader Replacement System (LRS), a social services case management system.
- Clerical staff conduct a CLEAR search, which yields the names, dates of birth, and addresses of potential relatives. They use social security numbers, if available, in CLEAR to identify possible relatives with common last names. After clerical staff obtain the list of relatives from the search, they identify relatives who are not deceased and relatives who may have been duplicated on the list. Clerical staff in the Santa Fe Springs office noted that they focus only on the first twenty people listed in the search; Glendora clerical staff reported that they select only first-degree relatives and look back on three years' worth of information (e.g., residences) in the search.
- If the CLEAR search does not yield helpful results, P3 workers can ask clerical staff to run a search on Seneca, a pay-per-search service.
- After completing the search, clerical staff give the results to the P3 worker or caseworker.

Relative Notification Letters

Once the search is complete, clerical staff send letters in English and Spanish to potential relatives of the child in care.⁷ Glendora and Santa Fe Springs clerical staff report sending relative notification letters for children assigned to P3 workers. They do not send letters to *all* relatives identified: Clerical staff in Glendora usually send letters to 20 to 30 relatives, and Santa Fe Springs clerical staff send letters to the first 20 relatives from their search. Further, P3 workers in the Santa Fe Springs office noted that they can and will send letters to potential relatives located out of the country if they have their addresses. The agency contacts listed on the letter include the child's assigned social worker and supervisor.

P3 Worker Tasks

According to staff in both offices, a referred case first goes to the P3 supervisor, who then assigns it to a P3 worker. P3 workers reported carrying a maximum of 12 cases. At the time the case is assigned to the P3 worker, it is transferred from the ER worker to the dependency investigator (DI) worker and a primary social worker known as a Continuing Services (CS) worker.

P3 workers in both offices "work" the case for 90 days after receiving it. The assigned P3 worker first reviews the case record to learn about the family, the list of potential relatives from the search, and the letters that were generated. After reviewing the file, the P3 worker contacts the primary social worker and DI worker assigned to the case to inform them of the UFF work that will be happening and to obtain additional information about the case, such as names and contact information for relatives or other non-relative supports. These discussions allow the P3 worker to learn about any challenges that might arise

⁷ Per California law, "relative" means an adult who is related to the child by blood, adoption, or affinity within the fifth degree of kinship, including stepparents, stepsiblings, and all relatives whose status is preceded by the words "great," "great-great," or "grand," or the spouse of any of these persons, even if the marriage was terminated by death or dissolution. http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=309.&lawCode=WIC.

during the work (e.g., regarding relatives with prior involvement with the department). In both offices, P3 workers attempt to contact identified relatives and engage them in discussion about being a potential support to the child. P3 workers in both offices reported that parents and relatives are often helpful in identifying non-related extended family members (NREFMs) who may be able to provide other supports for the child in care.

P3 workers and supervisors reported they will initiate the Resource Family Assessment (RFA) process if they find relatives (or NREFMs) who may be appropriate supports for a child and indicate they may be available as a placement resource. According to P3 workers in both offices, the CWS/CMS case file is updated monthly with the new information about relatives and other supportive adults, collateral contacts, and the P3 workers' activities, such as locating relatives. In addition to updating the case file in CWS/CMS, P3 workers in both offices update the P3 tracking system, providing additional information on their case activities, collateral contacts, and goals for the children on their caseload. They also submit a monthly report.

Multiple levels of staff in both offices reported that P3 workers occasionally attend Child and Family Team (CFT) meetings to provide support to the relatives. Glendora supervisors noted that CFT meetings also help to identify people in the child's life who may be able to provide other supports. Staff in both offices reported that relatives and NREFMs are sometimes able to provide supports such as supervising parent-child visitation and assisting with child care and transportation.

Description of Similar Services

We conducted phone interviews with staff in the comparison offices to determine the extent to which they were providing front-end family finding services despite not implementing UFF. Although the Upfront Family Finding (UFF) program was piloted in the Glendora and Santa Fe Springs offices, P3 workers and clerical staff in the Pomona and Belvedere offices also reported performing some front-end family finding services. Clerical staff in both offices reported conducting searches for some front-end cases referred by Emergency Response or Dependency Investigative workers, while also doing searches for relatives for back-end cases. Like the pilot offices, the comparison offices used the CLEAR system for searches. The Pomona clerical staff reported that they have been sending relative notification letters to potential relatives for several years; they also routinely try to engage parents, older children, and relatives to inform their search for additional relatives.

In addition to the Pomona clerical staff, P3 workers in the office reported conducting some family finding services for cases involving newly detained children. Pomona P3 workers reported that their supervisor reviews recent detentions and occasionally, when caseloads permit, assigns cases in which the child has not been placed with a relative for family finding services. The P3 workers also noted that some of the front-end family finding cases do come from ER. Unlike P3 workers in the pilot offices providing UFF services, Pomona P3 workers reported that they retain cases for about one year, a length of service similar to their back-end cases.

Successes and Challenges

Below we describe the successes and challenges noted during our site visits to the UFF pilot offices and our telephone interviews with staff in the two comparison offices.

Successes and Facilitators

Buy-in

- **All levels of staff in both the Santa Fe Springs and Glendora offices expressed support for relative placements and the importance of children being placed with family.** Administrators and staff in both offices expressed positive attitudes about the program and its emphasis on identifying relatives and NREFMs for placement and other supports. Staff noted that many non-relative foster homes are farther away from the children's schools and parents. Relatives often live closer to the neighborhood the child was removed from, so placement with them facilitates school stability and visitation for the child.
- **Agency staff were encouraged by positive program results.** Supervisors and administrators noted their belief that the UFF pilot program has helped to increase relative placements. Supervisors reported that UFF has led them to encourage workers in their units to gather more information about relatives for their cases. In addition, administrators reported that the implementation of UFF has enabled them to find relatives earlier rather than at the end of a case. Staff also reported an increased focus on locating non-offending parents for placement.

Increased Focus and Urgency

- **Monthly meetings facilitated an increased focus on relative placement.** Staff in both offices met monthly to discuss challenges and successes in implementation of UFF. Staff from all levels, as well as DCFS leadership, attended the meetings. At each meeting, staff reviewed the circumstances around any cases in which children were not immediately placed with relatives. According to staff, these meetings supported momentum and demonstrated leadership's support of the pilot.
- **Both offices began tracking and monitoring data on relative placement.** Each office submitted monthly data on the number of new detentions and the percentage who were placed with relatives. These data were reported to staff at meetings.
- **The 90-day time limit for P3 workers encouraged urgency.** P3 workers reported that while they had to learn to work their cases differently, the 90-day time limit is manageable and compels them to make quick progress on their cases.

Supportive Policies

- **Pilot offices began sending relative notification letters.** By California law, within 30 days of a child's entering care, DCFS is required to notify all relatives to the fifth degree of their options to participate in care and placement. Prior to the pilot, there were varying levels of familiarity with the relative notification policy. After the pilot began, clerical staff in Glendora and Santa Fe Springs became consistent about sending relative notification letters for all new detentions not initially placed with relatives. In contrast, at the time of interviews, one comparison office was sending out letters consistently, but one was not.
- **Resource Family Approval policy changes allowed staff to consider additional relatives.** Staff were supportive of the revised criminal background requirements, which no longer eliminate relatives as potential placements due to minor convictions. Staff also reported positive views of the support relatives had from staff at community-based organizations under the new approval process.
- **Staff reported their experience with Continuing Care Reform/Core Practice Model provided a foundation for relative engagement.** Staff described receiving trainings on the Core Practice Model and emphasized the importance of having a shared vocabulary and method for engaging relatives. They

also reported that Child and Family Team Meetings, a component of the Core Practice Model, were helpful for establishing the types of non-placement supports relatives could provide.

Relative Supports

- **Staff reported that relatives who could not provide placement provided additional supports.** The most commonly reported supports that relatives provided were assisting with transportation and monitoring visitation.
- **Staff reported that lack of availability of foster homes for children has led them to increase their efforts to identify relatives and NREFMs for placement and other supports.** Caseworkers and supervisors indicated that potential foster families have become selective about the children they are willing to care for, which may contribute to the lack of available foster homes. Staff reported that foster families have become wary due to court orders that require substantial child-parent visitation. The increased travel time to and from visits is a deterrent for foster families, according to staff.

P3 Worker Support

- **Staff in both offices reported advantages to employing retired and part-time social workers as P3 workers.** Many P3 workers had worked full-time in the same office prior to joining the P3 staff. Their prior engagement with the office translated into knowledge of policies and office culture, as well as prior working relationships with office staff.
- **Supervisors and caseworkers were appreciative of the assistance of P3 workers.** Supervisors in Santa Fe Springs reported that when P3 workers begin the RFA process with relatives by collecting consent forms from interested relatives, this assistance is helpful and saves time. Caseworkers reported not having time to do some of the work that P3 workers focused on.

Challenges

Communication

- **In both offices, there were differences across departments in staff members' understanding of the pilot.** During our initial site visit, staff reported that the pilot program was explained to ER workers, but not to Continuing Services (CS) workers. This gap presented challenges, as CS workers were likely to be contacted by relatives and encounter P3 workers. In addition, some workers initially needed reminders to submit P3 referral forms.
- **There was some confusion among caseworkers over the role of the P3 worker in determining appropriateness of relatives.** Initially, caseworkers believed that P3 workers were responsible for checking the CPS histories of relatives. In March 2018, supervisors expressed concerns over the role of the P3 workers in determining the appropriateness of relatives for placement, as well as the types of conversations P3 workers had with relatives around the RFA process.
- **Some caseworkers reported challenges in communicating with P3 workers.** Caseworkers noted an occasional lack of communication with P3 workers in regard to accessing their cases and overwriting work in CWS/CMS. Caseworkers in Glendora expressed that their work can be overwritten if multiple people access and save new information to a case file at the same time. In March 2018, caseworkers reported improved communication.

Identifying and Locating Relatives

- **Staff in both offices reported search limitations.** For example, staff noted that the CLEAR search engine does not allow for international searches. This limitation posed challenges since many children have relatives living in Mexico. P3 workers did mention that they will still send relative notification letters to any identified relatives living outside the United States. However, they reported prioritizing relatives who were in-state for placement. In addition, clerical staff reported that searches are often

less successful with cases involving younger parents (e.g., 25 years old or younger), because the individuals lack extensive credit or rental histories.

- **Relatives from other countries were sometimes reluctant to communicate with DCFS due to concerns about immigration enforcement.** Staff described some families' hesitance to interact with government agencies, particularly if relatives did not have citizenship.

Relative Notification Letters

- **Some caseworkers and supervisors expressed frustration that individuals who are not the child's relatives were being notified; as a result, workers had confidentiality concerns.** While not specific to UFF, the extensive search engines used can identify individuals with no relation to the child, resulting in confusion and frustration for the contacted individual. At the time of the second site visit in March 2018, supervisors in Santa Fe Springs reported that the wording of the relative notification letter was changed in hopes that it would clear up some confusion for contacted individuals.
- **Supervisors and caseworkers in both offices noted challenges with outdated caseworker contact information provided on the relative notification letters.** The staff reported instances in which potential relatives have called the provided number (generally the ER worker's and supervisor's numbers), but the case has already moved to another caseworker in the office; as a result, the relative experienced the unnecessary frustration of having to track down the assigned worker.
- **Initially, there were differences across staffing levels in their understanding of the relative notification policy.** Administrators and supervisors expressed an understanding of the relative notification process and awareness that notification is not dependent on approval by the child's parents. During our initial site visit, some caseworkers expressed concerns about notifying relatives about a child's removal without gaining parent approval to do so; moreover, a few caseworkers seemed unaware of the relative notification letters. During the subsequent site visit, caseworkers appeared more knowledgeable of the policy and did not express concerns.

Resource Family Approval Process

- **Caseworkers and supervisors reported that the RFA period generally extends much longer than the reported 90 days, while the stipend for relatives working to complete the RFA covers only 90 days.** Although staff reported hiring additional workers for the RFA process, they estimated the process still took about six months to a year to complete. Staff across both pilot offices and the comparison offices were able to provide examples of relatives backing out of placement arrangements due to these challenges. However, at the time of the March 2018 site visit, caseworkers and supervisors reported that the payments could now be extended so relatives could receive financial support throughout the approval process.
- **Supervisors reported that P3 workers may underestimate the time needed to complete the RFA process when communicating with relatives.** Because P3 workers and ER workers hold cases for 90 days or less, they were not fully aware of the delays in the approval process. Supervisors reported that they were concerned with how the P3 workers were discussing the RFA process with relatives, feeling that the P3 workers were not providing an accurate estimate of the time needed to complete the approval process.
- **Staff noted that the involvement of multiple social workers in the RFA process could be confusing for families.** Staff reported that there were now two additional workers—the RFA worker and the community-based organization worker—responsible for orientation, training and home environment preparations. Supervisors were concerned that families may be unclear about the workers' roles, especially with the addition of the P3 worker on a child's case.

Capacity and Sustainability

- **There were concerns among staff about the capacity for back-end family finding as UFF expands.** With the implementation of UFF, all new back-end family finding cases are sent to P3 workers in non-

pilot offices. Staff were concerned that once UFF rolls out to all offices, there will be insufficient capacity to serve back-end family finding cases. This may be a short-term concern, however, as UFF will eventually eliminate the need for back-end family finding.

- **The implementation of UFF maybe have disrupted existing P3 back-end cases.** When the pilot offices began implementing UFF, their previous back-end cases were transferred to non-pilot offices (and thus to new workers). P3 workers served back-end cases for a longer time and developed close relationships with the children. This transition may have been disruptive for some of the children served by P3 before the pilot.
- **There was not capacity to provide UFF services to all cases.** Initially, DCFS intended to serve all children, rather than just those initially placed with non-relatives. Due to staff capacity, pilot offices were unable to provide services to all cases.
- **In Santa Fe Springs, clerical staff reported workload challenges after adding searches to their responsibilities.** Staff recommended hiring a designated person for searches along with a back-up searcher. In Glendora, there was a staff member whose main responsibility was to complete searches.

Section 3. Program Outputs and Outcome Findings

Program Outputs

Methods

We merged the supplemental P3 program data logs described in Section 1 with child characteristics data from CWS/CMS. We tabulated counts of relatives discovered and interested in providing supports, by office and type of relative (maternal, paternal, NREFM). We also calculated the percentage of children with closed cases who had at least one relative interested in providing supports, by office and type of relative. We tested for statistically significant differences across offices and relative type using t-tests and report differences that are statistically significant at $p < .05$.

Based on the serial number indicator from CWS/CMS, we determined that 236 of the 417 children with closed P3 cases were part of a sibling group. Because we tabulated our counts of relatives discovered and interested in providing supports based on the child-level data, our findings overcount the number of relatives to the extent that the same relatives were identified for multiple siblings within sets of siblings.

Note that when we use the term “relative,” we also include NREFMs, unless otherwise specified.

Results

Relatives discovered through P3

Of the more than 400 children served by the P3 program, all but 2 had at least one relative identified. The average number of relatives identified per child was 17, and almost three quarters had 11 or more discovered. (See Table 2.) Across both offices, 6,962 relatives were identified, the majority maternal (54%), followed by paternal (39%), and NREFMs (7%). (Results not shown). There were no significant differences between the two offices.

Table 2. Relatives identified and placement outcomes for children served by P3 program

	Both Offices		Glendora		Santa Fe Springs	
	N	%	N	%	N	%
Children served by P3 program (closed cases)	417	--	228	--	189	--
Total relatives identified	6,962	--	3,605	--	3,357	--
Number of relatives known at time of transfer from P3						
0	2	<1%	1	<1%	1	1%
1-10	114	27%	67	29%	47	25%
11-20	179	43%	101	44%	78	41%
21+	122	29%	59	26%	63	33%
Average	17		16		18	
Median	14		14		15	
Range	0-56		0-56		0-48	
Placed with a relative while assigned to P3	155	37%	84	37%	71	38%
Placement status at time of transfer from P3						
Relative home	91	22%	43	19%	48	25%
NREFM	29	7%	18	8%	11	6%
Home of parent	58	14%	43	19%	15	8%
Foster family home	199	48%	108	47%	91	48%
Group home	24	6%	11	5%	13	7%
Other	13	3%	5	2%	8	4%
Unknown	3	<1%	0	0	3	2%

Placements

Across both pilot offices, 37 percent of children were placed with a relative during the 90 days they were served by the P3 program. (See Table 2.) At the time of P3 case closure, 22 percent of children were placed with a relative, 7 percent were placed with a NREFM, and 14 percent had reunified with a parent; the remainder—just under half—were placed with a non-relative foster family.

Among children who had at least one relative identified, almost 60 percent had at least one relative who was interested in placement but not RFA approved, 60 percent had at least one relative who requested an RFA assessment, and 51 percent had a relative who was RFA approved or pending. Interstate placements were infrequent; only 6 percent of children had one or more relatives who requested out-of-state placement. (Results not shown.) There were no statistically significant differences between the two offices on placement outcomes.

Relative engagement and supports

Across both offices, relatives were more interested in visits and phone calls with the child than in providing other types of support. Specifically, 25 percent of relatives were interested in visits, and 23 percent expressed interest in phone calls. Less frequently offered supports included attending Child and Family Team meetings (12%), monitoring visitation (10%), and providing transportation (9%). Only 8 percent were willing to provide financial support, and 16 percent expressed no interest in any contact with the child. Maternal and paternal relatives were similar in their willingness to provide the various types of support, while NREFMs were more likely than kin to offer support. For instance, 21 percent of NREFMs were interested in attending CFTs versus 12 percent of maternal and 10 percent of paternal relatives.

Across both offices, for children with at least one relative discovered, the majority had at least one relative interested in visits (86%) or phone calls (80%). More than half of children had at least one relative interested in attending child and family team meetings (61%), providing transportation (59%), or monitoring visits (58%). Although only 8 percent of all relatives were willing to provide financial support, half of children had at least one relative willing to do so.

Relative engagement outcomes by child characteristics

We intended to disaggregate findings by race/ethnicity but could not do so because this information was unknown for 63 percent of children served by the P3 program in Santa Fe Springs. We also wanted to explore whether relative engagement might vary based on children's mental health, but the number of children with a positive mental health screening⁸ was too low for analysis.

We disaggregated placement outcome data by the age of the child and whether the perpetrator of maltreatment was an extended family member. We found that children who entered foster care due to maltreatment by an extended family member were less likely to be placed with a relative (21%) than were their peers (41%). There were no meaningful differences in placement outcomes by child age. However, relatives' willingness to take placement of children, as well as whether they began the RFA process or received RFA approval, did vary by the age of the child. Younger children were more likely to have at least one relative willing to take placement of them. For example, 70 percent of children age 0 to 2 had at least one relative willing to take placement of them versus 49 percent of children age 13 or older.

Outcome Findings

Methods

Child Trends used difference-in-difference analysis, a quasi-experimental design, to study whether UFF had an effect on the outcomes of interest (relative placement, reunification and relative placement stability). Specifically, we estimated the effect of UFF by comparing changes in outcomes over time for children served by the pilot offices (Glendora and Santa Fe Springs) to changes in outcomes over time for a population that did not receive the UFF intervention, i.e., children served by all other DCFS offices. If UFF had an effect on an outcome, we would expect to see a larger change in that outcome for pilot office children than for comparison office children when comparing the pre- and post-UFF time periods.

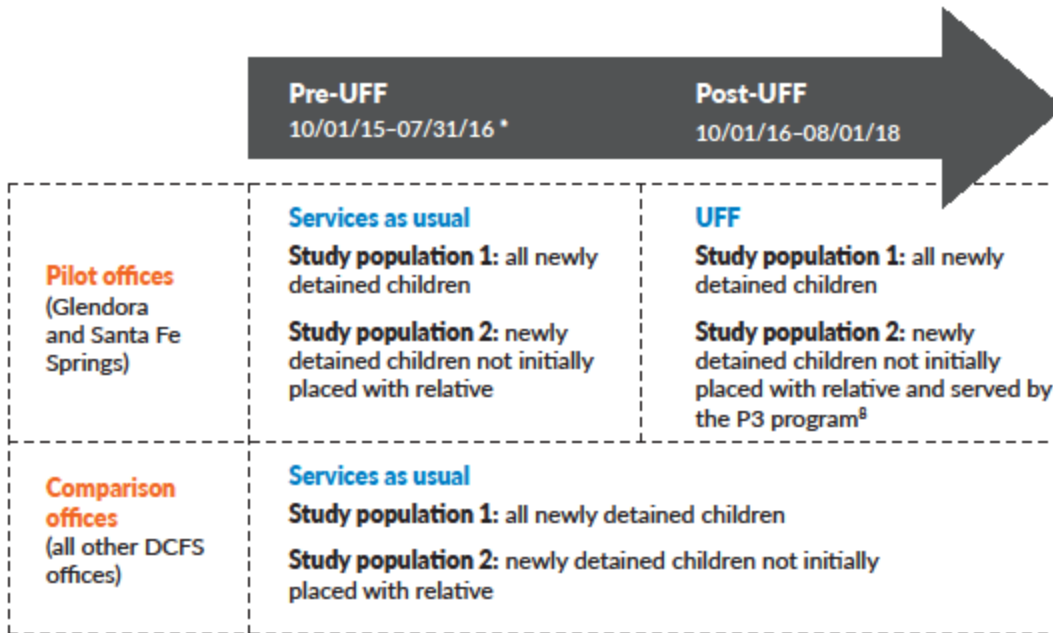
To incorporate the difference-in-difference design, our analytic sample included all children newly detained before and after the implementation of UFF in both the comparison and pilot offices. We also examined a subsample of newly detained children who were not initially placed with relatives (in the pilot offices, after the implementation of UFF, these children were served by P3 workers). This allowed us to compare outcomes for children served by the P3 program to similar children in the pilot offices before UFF, as well as to their counterparts in the comparison offices.

Within the difference-in-difference design, we employed competing risk analysis to calculate the probability and timing of relative placement, reunification, and relative placement disruption. We calculated and graphed cumulative incidence functions for the outcomes of interest separately for four groups: 1) children detained before the implementation of UFF in the pilot offices, 2) children detained after the implementation of UFF in the pilot offices, 3) children detained before UFF in the comparison offices, and 4) children detained after UFF in the comparison offices. We also split the groups of pilot office children and calculated the cumulative incidence function separately by specific office (Glendora or Santa Fe Springs).

⁸ Children were defined as screening positive for mental health issues if the result of their screen was "positive-acute" or "positive-urgent."

We conducted these analyses again for the subsample of children not initially placed with relatives, who thus received P3 services in the pilot offices in the post-UFF period.

Figure 1. Description of study groups



* We did not include children detained in August or September 2016 in the pre-UFF period because pre-pilot activities were already underway, and we wanted the pre-UFF period to represent a true baseline.

⁸ Over the post-UFF period, a small number of children served by the pilot offices who, based on their CWS/CMS data, were not initially placed with relatives, were not included in the P3 program. Some of these children were ineligible (for reasons such as being over 18 or being a parenting teen), and others were referrals missed by staff. Our analyses do not include these children in Study population 2 for the pilot offices post-UFF; we include only those children served by the P3 program.

The cumulative incidence functions give the probability over time (since detention) that a child will have experienced the outcome of interest (e.g., placement with relative), accounting for the fact that some children might no longer be eligible to experience the outcome of interest because they have achieved a different outcome (e.g., adoption or reunification) that makes the outcome of interest unattainable.⁹ The differences in the cumulative incidence functions illustrate the effect of UFF (per the difference-in-difference design). We then used multivariate models to test whether differences were statistically significant, that is, not due to chance. Unless otherwise noted, findings presented are statistically significant at $p < .05$. We also include findings that are marginally significant at $p < .10$ and note them as such. For more information about our methods, see Appendix 1.

⁹ For the relative placement outcome, the competing event was exiting care to permanency (reunification, adoption, guardianship); for the reunification outcome, the competing event was exiting care to a non-reunification outcome; and for relative placement disruption, the competing event was exiting care to permanency or emancipating from care.

Analytic Sample

Our analytic sample included 17,829 children newly detained between October 1, 2015, and August 1, 2018 (one year prior to the implementation of UFF in October 2016 and approximately 22 months after). We eliminated children detained in August or September 2016 from the pre-UFF period because pre-pilot activities were already underway, and we wanted the pre-UFF period to represent a true baseline. A child was considered newly detained if this was the first detention in the focal case, and if the child was detained within two months of the case's opening. The UFF program was designed for children who had not received any type of family search and engagement services prior to detention, so the focus of the evaluation was on new detentions only. This eliminated detentions occurring during provision of family maintenance services or other circumstances in which family search and engagement could have occurred as part of case management. Very few children (less than 1 percent) had two unique cases within our study period; among these children, we randomly selected one case to include in our sample.

See Table 3 for a breakdown of the sample by pilot office and comparison office status (pre- and post-UFF time periods combined). This table also displays characteristics that may influence a child's probability of relative placement. These are the same characteristics included as controls in our multivariate analysis, as described above. Children in the UFF pilot offices (Glendora and Santa Fe Springs) were similar to children in other offices in terms of demographics and case characteristics, with a few exceptions. Children in Glendora were more likely to be white than children in comparison offices. Children in Santa Fe Springs were more likely to have their race/ethnicity recorded as Unknown (as found earlier among the sample of P3 children).

Overall, few children were identified as having special needs¹⁰ or having a positive mental health screen¹¹; these circumstances were rarer still in Santa Fe Springs (special needs) and Glendora (mental health).

In the post-UFF period, the subset of children served by P3 in Glendora and Santa Fe Springs had similar characteristics to their counterparts—children in the comparison offices who were not initially placed with a relative—with the exception of the racial/ethnic differences found for all newly detained children and noted above (results for the subsample not shown).

¹⁰ Children were defined as having special needs if they qualified for services at one of the regional center's disabilities programs.

¹¹ Children were defined as screening positive for mental health issues if the result of their screen was "positive-acute" or "positive-urgent."

Table 3. Characteristics of children newly detained during the study period by office (before and after the pilot)

	Comparison offices	Glendora	Santa Fe Springs
Total number of children pre-UFF (October 1, 2015–July 31, 2016) +	4,895	308	337
Total number of children post-UFF October 1, 2016–August 7, 2018	10,803	694	792
Number of children not initially placed with relatives post-UFF (served by P3 workers in pilot offices)	6,246	294	258
Age at removal			
0-2	38%	37%	36%
3-5	16%	14%	17%
6-12	29%	31%	29%
13+	16%	17%	18%
Male	50%	49%	50%
Race/ethnicity			
White	33%	68%*	16%*
Black	26%	8%*	7%*
Hispanic	21%	18%*	26%*
Other	3%	3%	3%
Unknown/decline	17%	3%*	48%*
ICWA status	0%	1%	1%
Part of a sibling group	65%	65%	65%
Allegation type			
Sexual abuse	4%	3%	3%
Physical abuse	11%	10%	12%
Neglect	76%	80%	76%
Emotional abuse	4%	3%	4%
Other	5%	5%	5%
Perpetrator was member of extended family	19%	18%	18%
Special needs	1%	1%	0%*
Positive mental health screen	2%	1%*	2%

*Difference between comparison offices and Santa Fe Springs or Glendora is statistically significant at $p < .05$.

+ We did not include children detained in August and September 2016 in the pre-UFF period because pre-pilot activities were already underway, and we wanted the pre-UFF period to represent a true baseline.

Analysis Results: All Newly Detained Children

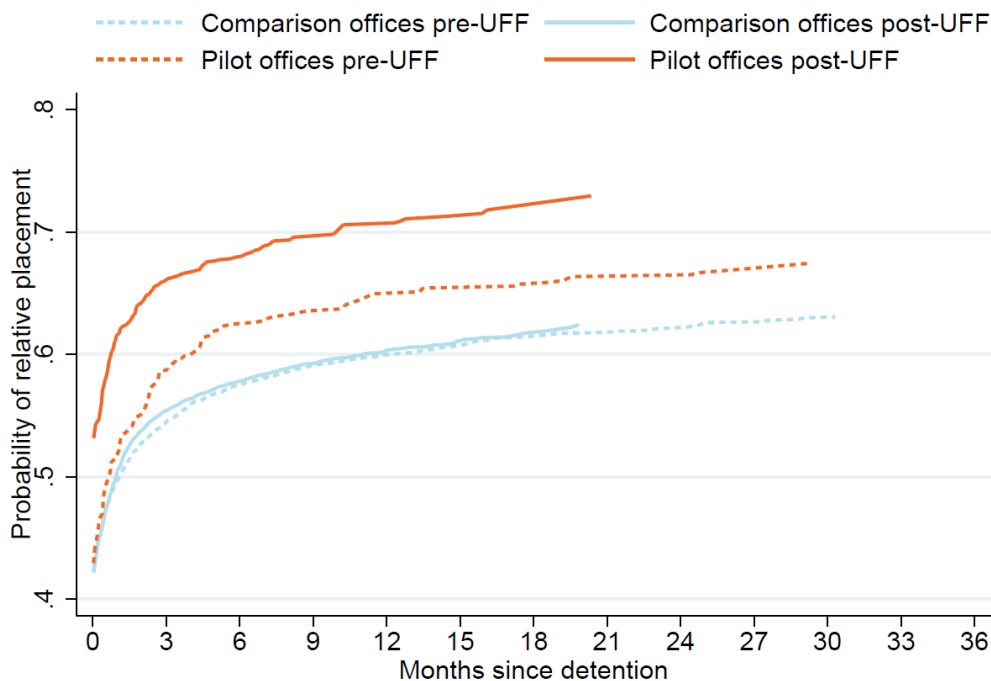
Relative/NREFM Placement

Newly detained children in the pilot offices were more likely than those in the comparison offices to be placed with relatives both before and after UFF implementation. However, for pilot office children, the probability of relative placement increased after UFF implementation. We observed no such change for

comparison offices. This increase within pilot offices, combined with the absence of an increase in comparison offices, suggests that the implementation of UFF increased relative placement. Figure 2 shows how the probability of relative placement changes at time points after detention,¹² comparing the children in the pilot offices to those in the comparison offices before and after the implementation of UFF. The probability of initial relative placement was just over 40 percent for children in the comparison and pilot offices before UFF. After UFF, the probability of being initially placed with relatives rose to 53 percent for children in the pilot offices, while the probability for comparison office children did not change. Additionally, after the implementation of UFF, the probability of experiencing a relative placement by six months was 68 percent, rising to 71 percent by a year for pilot children. For comparison children, the probability of experiencing a relative placement by six months was 58 percent and 60 percent by a year.

Overall, relative placement was less likely in Glendora than in Santa Fe Springs in both the pre- and post-UFF periods. However, with the implementation of UFF, the probability of relative placement appeared to increase in both offices. (See Figure 3.) Readers should be aware, however, that office-specific effects of UFF did not achieve significance in multivariate models at standard levels of statistical significance.¹³ To achieve a given level of statistical significance with increasingly smaller sample sizes, increasingly larger differences are necessary. Thus, while our findings are consistent with what would be expected if UFF increased relative placements in both offices, we cannot be certain that we would obtain similar findings with an increased sample size.

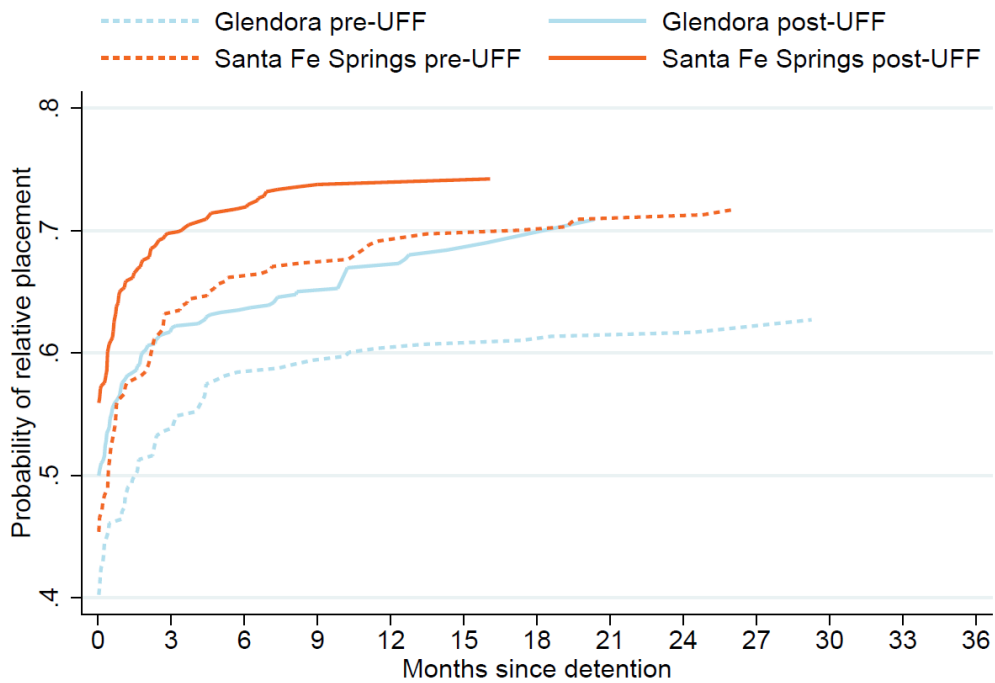
Figure 2. Probability of relative placement over time, pilot and comparison offices pre- and post-UFF, all newly detained children



¹² We analyzed the probability of a child's first relative placement occurring. In this analysis, we do not account for how long the child remained in that relative placement or whether the child was still in that placement at a given time point.

¹³ The standard threshold for statistical significance is a p-value <.05 and the standard threshold for marginal significance is a p-value <.10.

Figure 3. Probability of relative placement over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children



Reunification

Examining outcomes for children placed with relatives during the study period,¹⁴ we found no evidence that UFF had an effect on the probability of reunification when we combined the pilot offices. (See Figure 4.) However, when studying reunification separately for the two pilot offices, we found evidence consistent with a decrease in reunification in Santa Fe Springs. (See Figure 5.) For Santa Fe Springs children who ever experienced a relative placement, the probability of reunification as of 12 months following detention declined from 38 percent to 28 percent following UFF implementation. There was no statistically significant change in the probability of reunification for Glendora children.

¹⁴ For the analysis of reunification, we limit the sample to children who ever experienced a relative placement during the study period. We do not account for when the relative placement occurred or whether (and when) the relative placement disrupted.

Figure 4. Probability of reunification over time, pilot and comparison offices pre- and post-UFF, all newly detained children placed with relatives during the study period

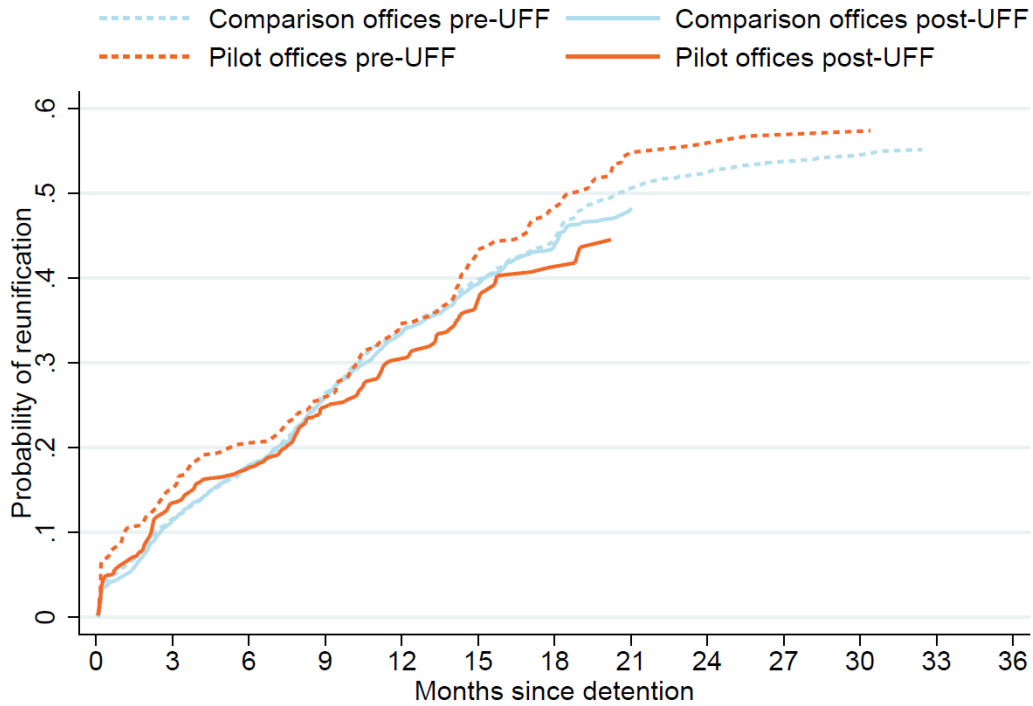
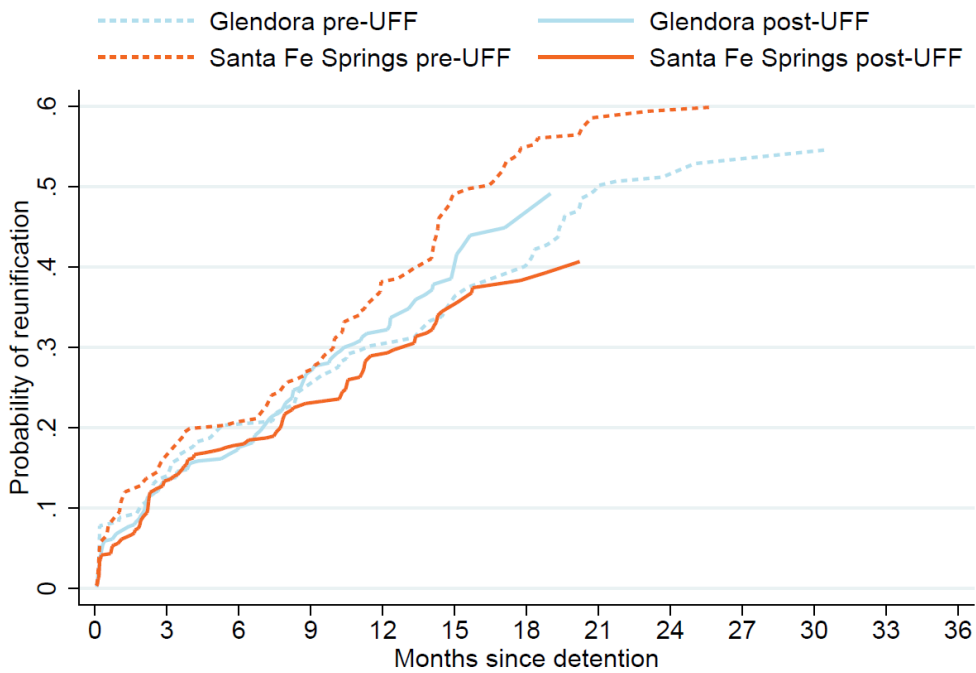


Figure 5. Probability of reunification over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children placed with relatives during the study period

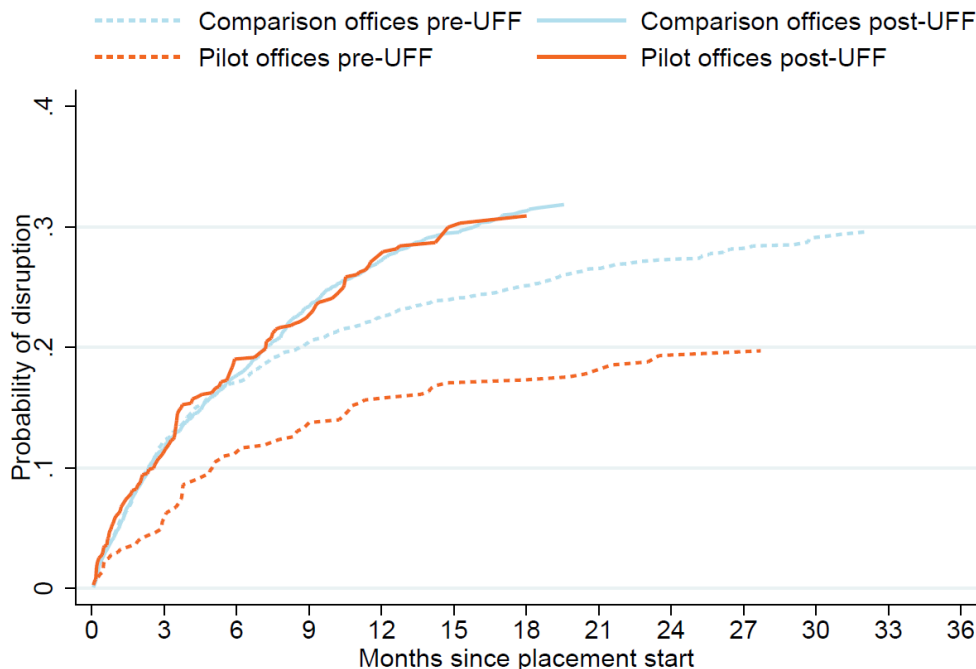


Relative placement disruption (moving to any other placement)

For children who ever lived with a relative during the study period (including children initially placed with a relative, as well as those not initially placed with a relative but who moved to a relative placement), we examined the probability that children's first relative placement would disrupt. We defined disruption as a move from the first relative placement to any other out-of-home placement or non-permanency outcome.¹⁵

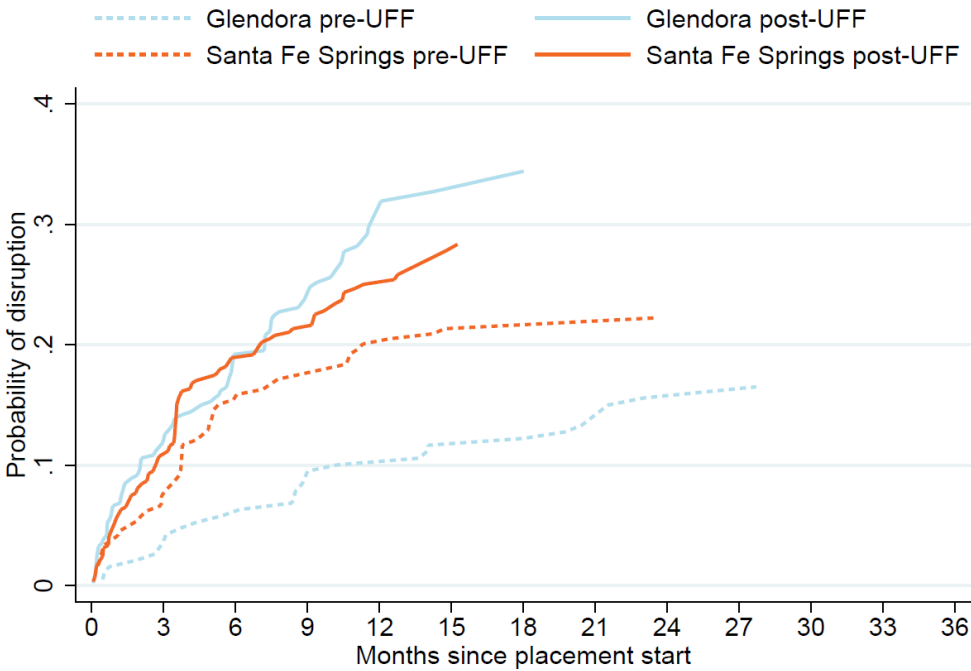
Although relative placement disruption appears more likely for children in all offices in the post-UFF period, this change was statistically significant only for children in the pilot offices. (See Figure 6.) The increase in relative placement disruption post-UFF seems concentrated in Glendora. For example, by six months following placement start, Glendora children had a 6 percent probability of having their placement disrupt prior to UFF implementation, versus 19 percent following implementation. (See Figure 7.) In considering this finding, however, it is important to note that Glendora had a relatively low baseline rate for disruptions; following UFF implementation, its disruption rate became more similar to that of Santa Fe Springs and the average for the comparison offices, as shown in Figures 6 and 7. Following UFF implementation, the probability that the first relative placement would disrupt by one year was 30 percent for Glendora children, 25 percent for Santa Fe Springs children, and 27 percent for children across the comparison offices.

Figure 6. Probability of relative placement disruption over time, pilot and comparison offices pre- and post-UFF, all newly detained children



¹⁵ Non-permanency outcomes include (but are not limited to) running away, incarceration, or moving to a medical facility. We did not consider emancipation or reaching age of majority to be a disruption.

Figure 7. Probability of relative placement disruption over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children



Relative placement disruption (moving to a non-relative placement)

It is important to bear in mind that some moves classified as disruptions might be a positive outcome for the child, for example, a move from a relative who could only care for the child for a short time to a relative who has greater capacity to care for the child if a longer out-of-home stay is needed. For this reason, we restricted the relative placement disruption definition so that only moves to a non-relative out-of-home placement or a non-permanency outcome were counted as disruptions. By this definition, a move from one relative placement to another would not be counted as a disruption.

As expected, the overall probability of relative placement disruption using the revised definition was lower. One year after placement, the probability of disruption for comparison office children was 13 percent both before and after UFF; for pilot office children, the probability was 11 percent in the pre-UFF period and 9 percent in the post-UFF period (not statistically different; see Figure 8). In Glendora, the implementation of UFF was still associated with increased probability of relative placement disruption. However, when relative-to-relative moves were not counted as disruptions, evidence is consistent with a reduction in relative placement disruption in Santa Fe Springs among all newly detained children (marginally significant). Children in Santa Fe Springs in the post-UFF period were less likely to leave their first relative placement for a non-relative placement than were those in the pre-UFF period. For example, at one year, the probability of relative placement disruption declined from 14 percent to 7 percent. (See Figure 9.)

Figure 8. Probability of relative placement disruption to a non-relative placement, over time, pilot and comparison offices pre- and post-UFF, all newly detained children

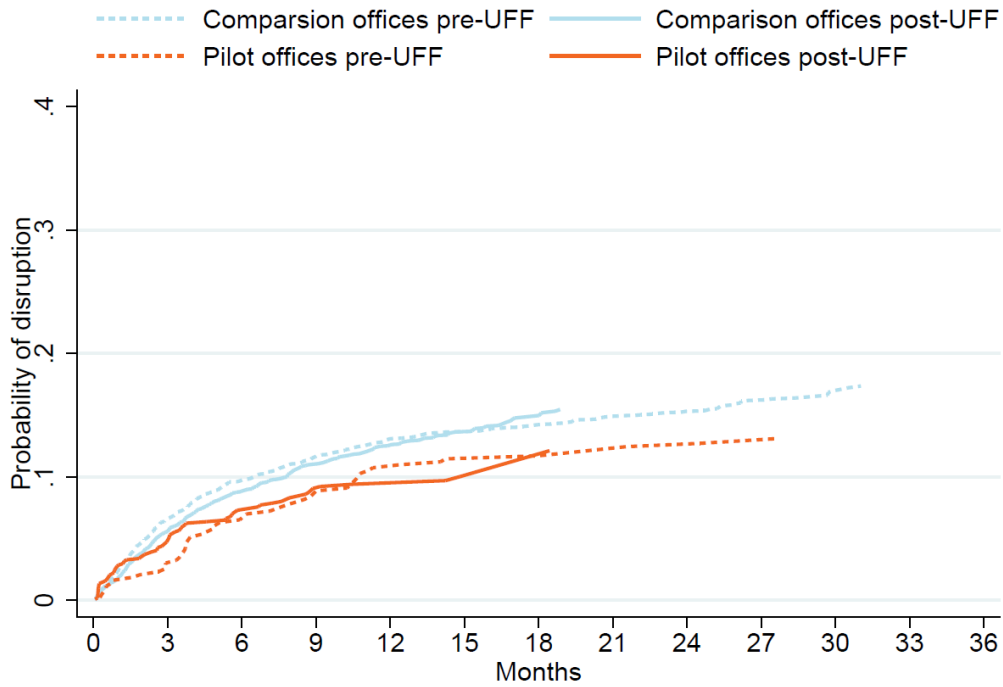
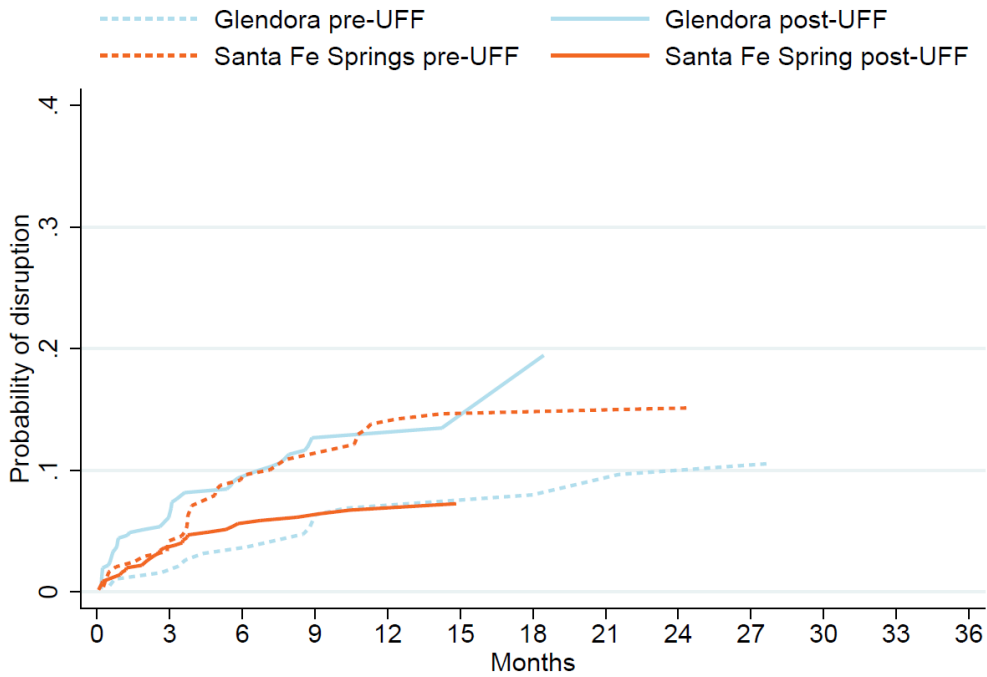


Figure 9. Probability of relative placement disruption to a non-relative placement, over time, among all newly detained children, Glendora and Santa Fe Springs pre- and post-UFF



Analysis Results: Newly Detained Children Not Initially Placed with Relatives

Next, we examined outcomes for the subset of newly detained children who were not initially placed with relatives. This set of analyses compares the outcomes of P3 children (children not initially placed with relatives and thus served by the P3 workers in the pilot offices after the implementation of UFF) to the outcomes of their counterparts in the pilot offices before the implementation of UFF (children that would have been served by P3 workers if the program had been implemented at the time) and to the outcomes of their counterparts in the comparison offices (children that would have been served by P3 workers if they had been in the pilot offices).

Relative/NREFM Placement

In terms of eventual placement with relatives, children in pilot offices fared better than those in comparison offices both before and after the implementation of UFF. (See Figure 10). For example, among children detained before the implementation of UFF, the probability of relative placement by one year was 30 percent for children in the comparison offices versus 39 percent for children in pilot offices. For pilot office children, the probability of relative placement appears to have increased after UFF implementation; however, the finding did not reach significance, likely due to a smaller sample size when the sample is limited to children not initially placed with relatives. As noted previously, to achieve a given level of statistical significance with increasingly smaller sample sizes requires increasingly larger differences. Thus, while our findings are consistent with what would be expected if UFF increased relative placements, we cannot be certain we would obtain similar findings with an increased sample size.

When we studied relative placement separately for Glendora and Santa Fe Springs (see Figure 11), we found that overall, both before and after UFF implementation, Santa Fe Springs children had a higher probability than Glendora children of eventually being placed with relatives. In both offices, we observed trends that the probability of eventual relative placement increased in conjunction with UFF implementation. However, these trends were not significant, likely due to smaller sample sizes.

Figure 10. Probability of relative placement over time, pilot and comparison offices pre- and post-UFF, newly detained children not initially placed with relatives

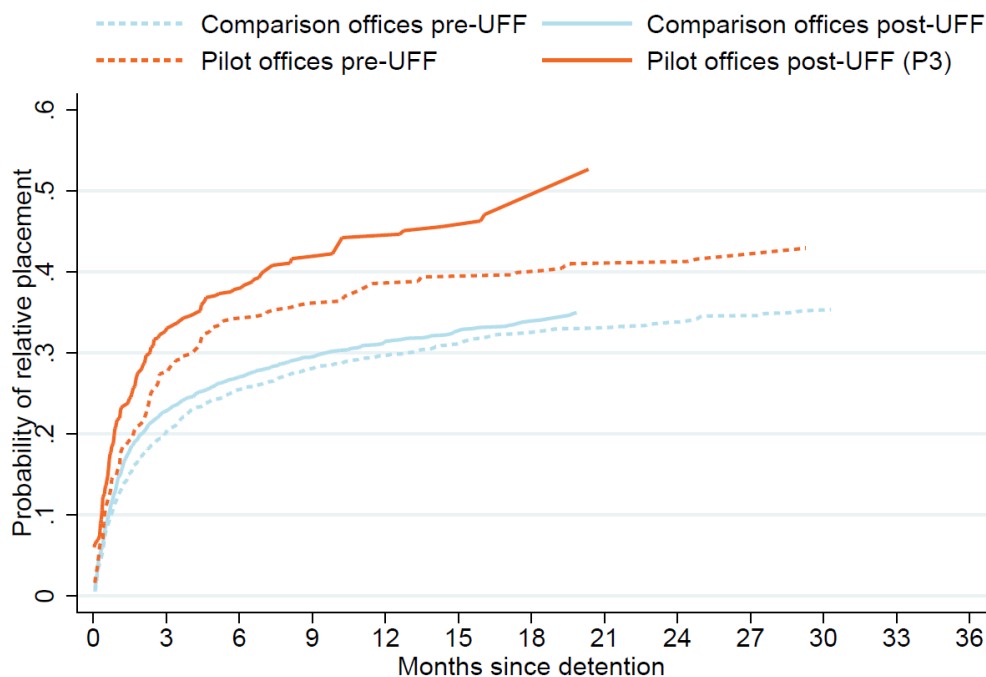
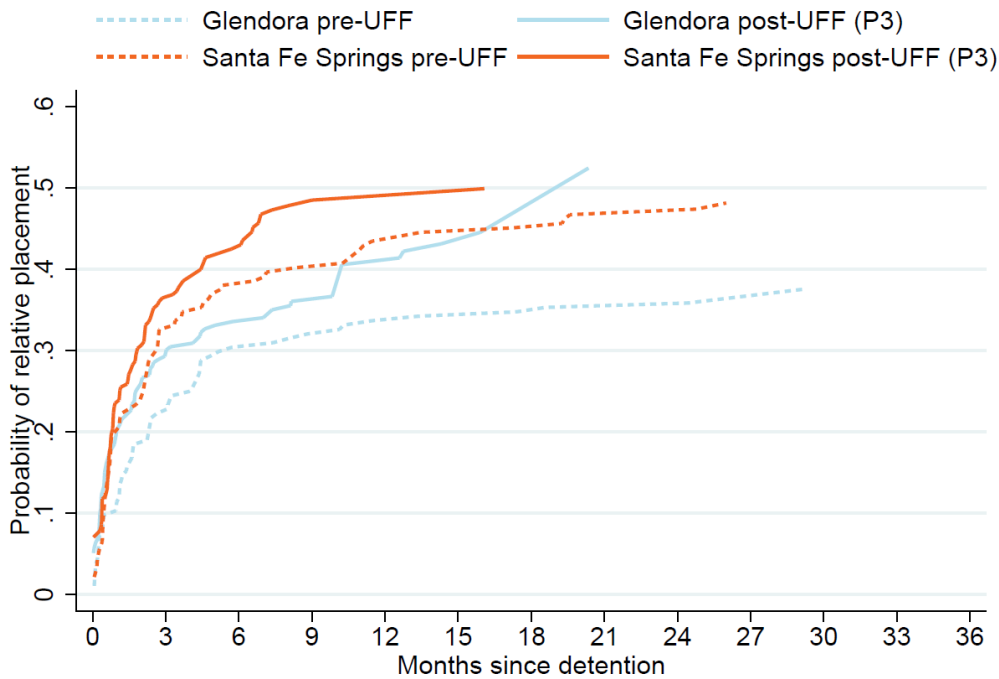


Figure 11. Probability of relative placement over time, Glendora and Santa Fe Springs pre- and post-UFF, newly detained children not initially placed with relatives



Reunification

When we examined the probability of reunification using all follow-up data available, we did not find a statistically significant change in the probability of reunification for P3 children who had eventually been placed with relatives, suggesting that the UFF pilot program had no effect on reunification for this subpopulation of children. (See Figure 12.) We again found no statistically significant effects of UFF when we analyzed the offices separately. (See Figure 13.) However, when we focused our competing risks analysis on only the first 12 months post-detention, we did find that UFF increased reunification during that time period. For example, by six months after detention, almost one quarter of P3 children had reunified, as compared to 13 percent of their counterparts before the pilot. This finding diminished when studying reunification after 12 months.

Figure 12. Probability of reunification over time, pilot and comparison offices pre- and post-UFF, newly detained children not initially placed with relatives who experienced relative placement

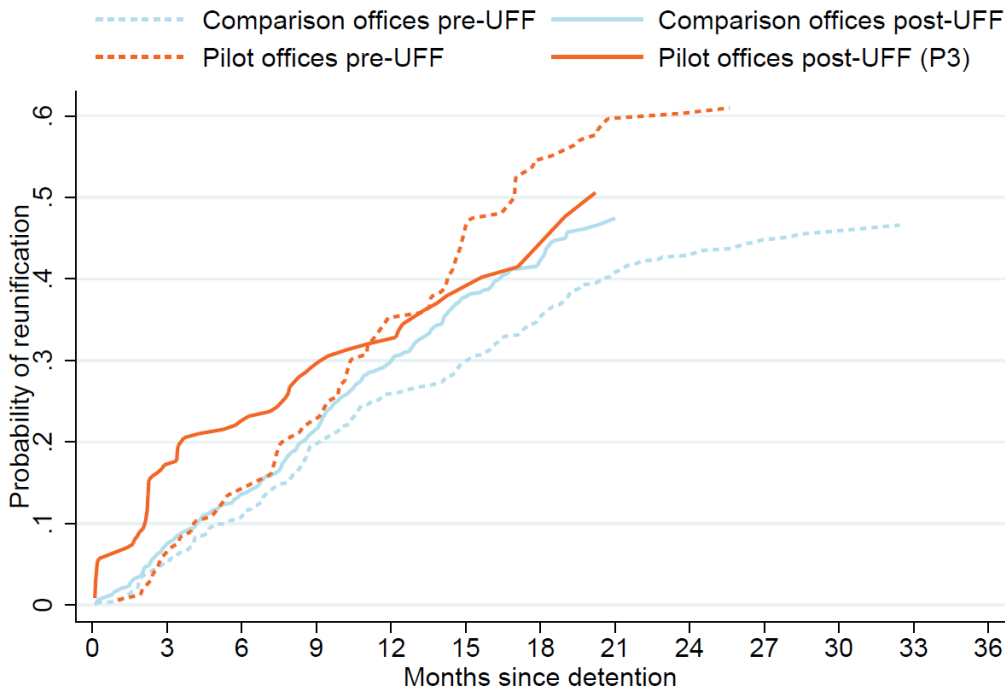
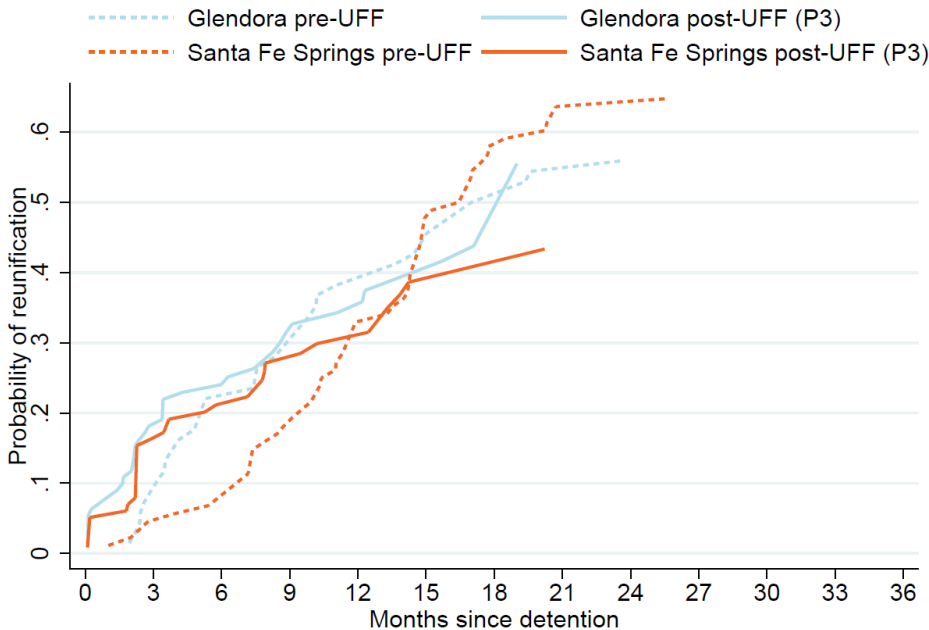


Figure 13. Probability of reunification over time, Glendora and Santa Fe Springs offices pre- and post-UFF, newly detained children not initially placed with relatives who experienced relative placement



Relative placement disruption (moving to any other placement)

As was the case with the full sample of children, we found evidence suggesting more relative placement disruptions among P3 children who entered a relative placement during the study period (See Figure 14). The increase in disruption was driven by an increased probability of disruption among P3 children in the Glendora office. (See Figure 15.)

Figure 14. Probability of relative placement disruption over time, comparison and pilot offices pre- and post-UFF, children not initially placed with relatives

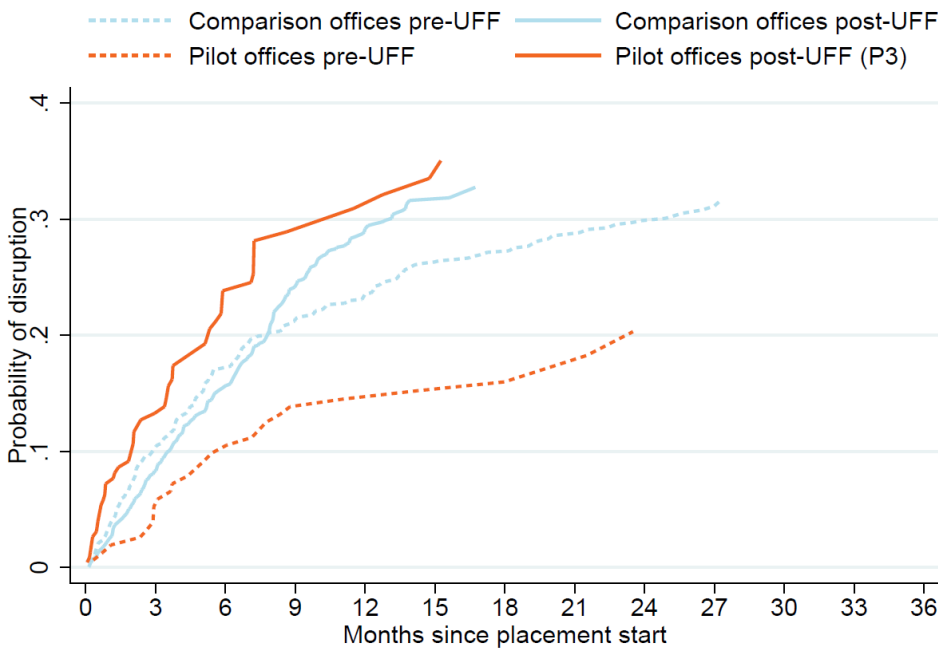
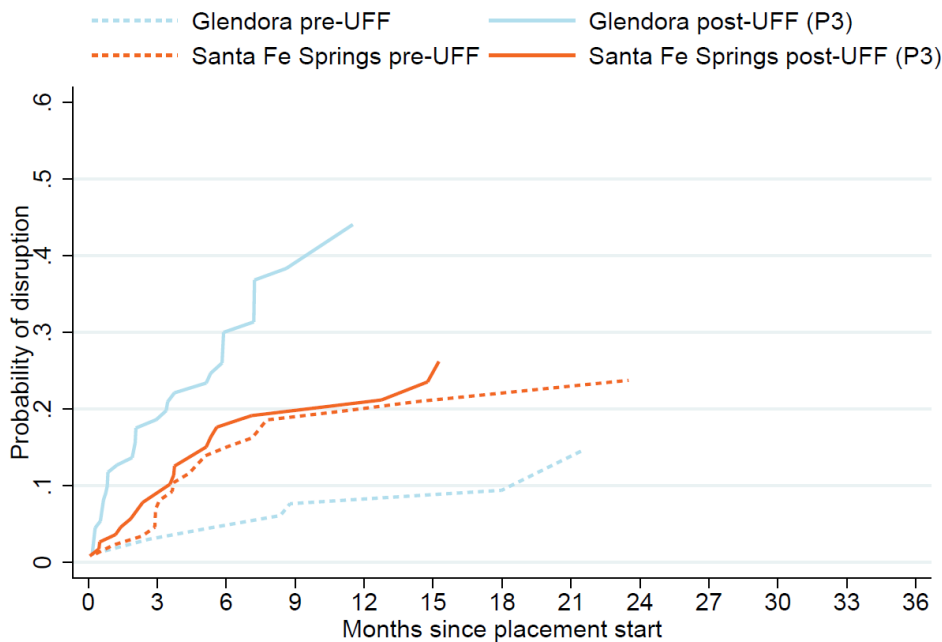


Figure 15. Probability of relative placement disruption over time, Glendora and Santa Fe Springs pre- and post-UFF, children not initially placed with relatives



Relative placement disruption (moving to a non-relative placement)

When we restricted the definition of relative placement disruption so that only moves to a non-relative out-of-home placement or a non-permanency outcome were counted as disruptions, we found no statistically significant effect of UFF across the pilot offices combined (Figure 16) or in Santa Fe Springs (Figure 17). However, we did find that UFF was associated with a marginally significant increase in relative placement disruption for Glendora P3 children (in line with the pattern identified among all newly detained children; Figure 17).

Figure 16. Probability of relative placement disruption to a non-relative placement, over time, among children not initially placed with relatives, comparison and pilot offices pre- and post UFF

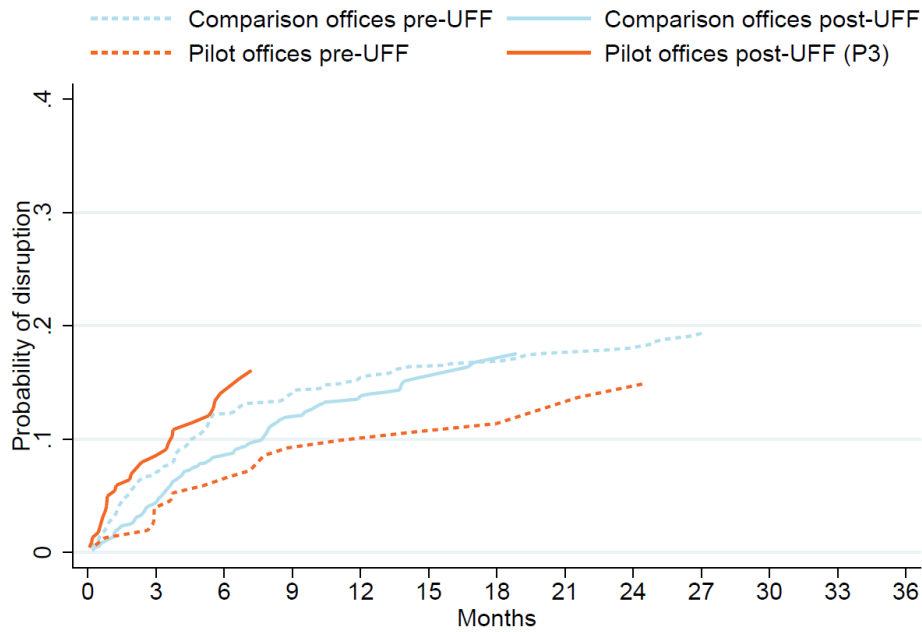
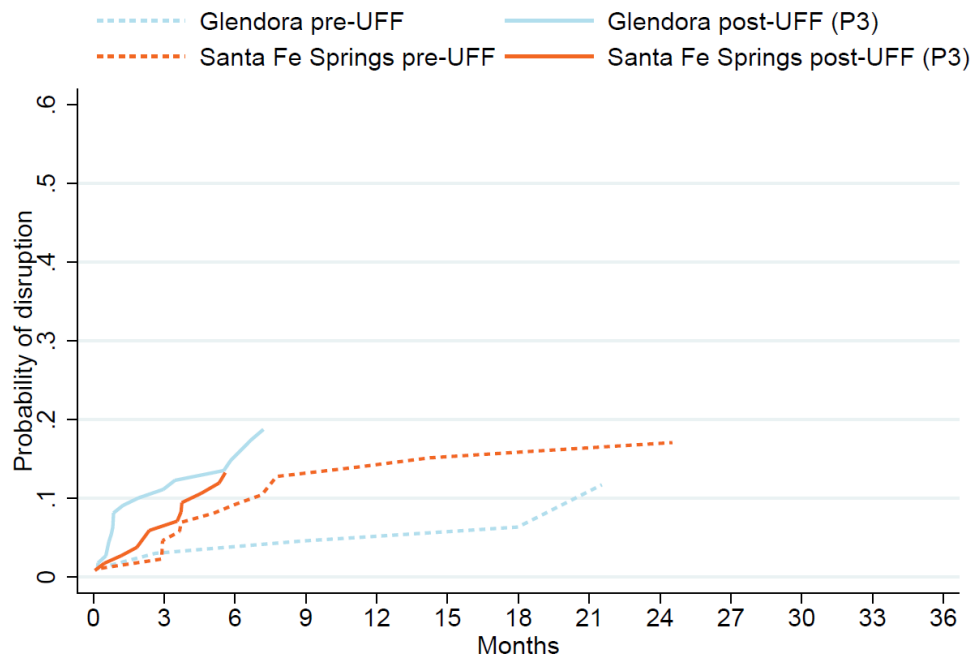


Figure 17. Probability of relative placement disruption to a non-relative placement, over time, among children not initially placed with relatives, Glendora and Santa Fe Springs pre- and post UFF



Section 4. Conclusions and Implications

Our evaluation found that the UFF pilot was implemented as intended. Focus groups with staff at all levels indicated that office culture shifted toward a more positive perception of relatives as a resource for children and, accordingly, an increased valuing of relative search and engagement and relative placements. Supervisors and caseworkers felt supported by P3 workers, particularly when navigating the RFA process. P3 workers, as retired caseworkers, brought substantive expertise and knowledge of agency policies. Many had previously worked full-time in the pilot offices and maintained relationships with current staff members.

For newly detained children who were not initially placed with relatives, the P3 program found an average of 17 relatives for each child within the 90-day case period, and all but two of the 417 P3 children with closed cases had at least one relative identified. Previous literature provides mixed findings on whether engagement and support of more relatives yields enhanced permanency outcomes (Malm, Vandivere, Allen, & McClindon, 2013). However, it seems logical to assume that a larger pool of relatives increases the potential for finding one or more relatives who can offer support, whether by serving as a placement for the child or providing other types of supports. In the present study, 60 percent of children receiving P3 services had at least one relative interested in serving as a placement and approximately 80 percent had at least one relative interested in visits or phone calls.

Relative discovery and engagement were similar across the two pilot offices, indicating that the program was implemented in a similar fashion and with similar success in two offices with different histories of relative placement. Overall, more maternal than paternal relatives were identified, with NREFMs making up the smallest share of relatives discovered. Identified NREFMs, however, had a higher likelihood of offering support, presumably because NREFMs must already be involved in the child's life to be discovered. Along those lines, staff reported that NREFMs were often identified through the parents or other relatives as someone who could offer support. P3 workers successfully connected with relatives interested in supporting children across all age groups, although relatives' willingness to take placement of the child decreased as the child's age increased.

Table 4 summarizes the findings from our analysis of CWS/CMS data. The outcome study found that UFF increased the probability of relative placement. This probability increased by a similar magnitude for children in Glendora and Santa Fe Springs,¹⁶ even though the offices had different baseline rates. This was true for all new detentions as well as the subset of children who were not initially placed with relatives (P3 children); however, with smaller sample sizes, we were unable to confirm that the increase was statistically significant in the P3 sample. The absence of a change in relative placement rates for comparison offices over time suggests that no broader county-wide change in context occurred that would otherwise explain increases in relative placement rates over the study period.

¹⁶ The positive effect of UFF on relative placement did not reach statistical significance in Santa Fe Springs.

Table 4. Summary of findings from outcome study, statistically significant effects of UFF noted for each outcome of interest

	All newly detained children			P3 (newly detained children not initially placed with relatives)		
	Both pilot offices vs. comparison offices	Glendora vs. comparison offices	Santa Fe Springs vs comparison offices	Both pilot offices vs. comparison offices	Glendora vs. comparison offices	Santa Fe Springs vs comparison offices
Relative placement	Increase	Increase (marginally significant)	None	None	None	None
Reunification	None	None	Decrease	None	None	None
Relative placement disruption (to any placement)	Increase	Increase	None	Increase	Increase	None
Relative placement disruption (to a non-relative placement)	None	Increase	Decrease (marginally significant)	None	Increase (marginally significant)	None

The implementation of UFF reduced the probability of reunification for Santa Fe Springs children who experienced a relative placement, but not for similar Glendora children. This finding is not surprising. Although research suggests that engaging relatives and increasing family support can encourage reunification, studies also show that when children are in stable relative placements, reunification feels less urgent for both caseworkers and families, and children placed with relatives may be slower to reunify (Farmer & Moyers, 2005). Interestingly, when we focus only on children not initially placed with relatives who later moved to a relative placement, evidence suggests that participation in the P3 program encouraged reunification in the first 12 months post-detention (but not after). We were unable to study other permanency outcomes, such as adoption and guardianship, because not enough children had achieved these outcomes by the end of the study period to produce reliable findings.

We found no difference in the probability of relative placement disruption in the comparison offices in the pre- versus post-UFF periods; this suggests that county-wide policy changes, such as the implementation of RFA, do not explain the changes in relative placement disruption observed in the pilot offices after UFF. Our analyses indicate that UFF increased the probability of relative placement disruption in Glendora. This was true regardless of whether we counted moves to subsequent relative placements as disruptions. It is possible that an increased emphasis on relative placement results in not only more relative placements, but also more opportunities for unsuccessful relative placements. That is, increased office-wide attention paid to placing children with relatives may mean that caseworkers are willing to seek placements with relatives they may have been less supportive of prior to UFF. It should be noted that the probability of disruption for Glendora children pre-UFF was relatively low; even with the observed increase, the probability of relative placement disruption in the post-UFF period was not statistically different from that of Santa Fe Springs or the comparison offices pre- and post-UFF. There was no evidence that UFF increased relative placement disruptions in Santa Fe Springs. In fact, there was a marginally significant decrease in relative placement disruption when only moves to a non-relative placement were counted.

When undertaking to expand UFF into other local offices, DCFS should consider increased and more timely supports (i.e., payment and other tangible supports, such as beds) to ensure that relative placements are maintained and efforts towards reunification (when appropriate) are not diminished. Our evaluation findings regarding relative placement disruption and reunification were not consistent across offices and subpopulations of children; however, there were findings to suggest that UFF may increase relative placement disruption and slow reunification.

Overall, our evaluation suggests that the UFF pilot program was a success. Office-wide emphasis on identifying relatives and NREFMs for placement and other supports, as well as the assignment of specialized P3 workers to children not initially placed with a relative, resulted in more children placed with relatives (initially or as a subsequent placement). This was true across both pilot offices—one that had a history of high rates of relative placements and one that aligned more closely with other local offices in the county. Prioritizing the identification and engagement of relatives at the initial stages of a case (through assignment of the P3 worker at the front end) encouraged caseworkers to think creatively about how to engage relatives and what types of support relatives can provide to the child. The P3 workers were able to explain to relatives what involvement with child protective services means and how the relative may be able to provide assistance—and thus built better rapport with families. Stronger relationships between child welfare agencies and the communities they serve will benefit all children and families.

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Appendix 1: Outcome Study Methods and Limitations

Outcome Study Methods

To test the effect of UFF on the outcomes of interest, Child Trends employed a difference-in-difference approach (Lechner 2011). Difference-in-difference analysis is a quasi-experimental design that removes biases in post-intervention period comparisons between the treatment and comparison groups that could result from pre-existing differences between those groups (e.g., the pilot offices may have performed better than the comparison offices in terms of relative placement even before UFF). It also removes as biases from comparisons over time in the treatment group alone that could be a result of other trends that influence the outcomes of interest (e.g., a new county-wide policy). Specifically, we estimated the effect of UFF by comparing changes in outcomes over time for children served by the pilot offices (Glendora and Santa Fe Springs) to changes in outcomes over time for a population that did not receive the UFF intervention—children served by all other DCFS offices. If UFF had an effect on relative placement, we would expect to see a larger change in relative placement for pilot office children when comparing children detained in the pre- and post-UFF time periods than would be found for comparison office children.

Within the difference-in-difference design, we used competing risk analysis to examine how UFF affected the probability and timing of our outcomes of interest. Competing risk analysis is a subset of survival analysis,¹⁷ the strongest approach for estimating the probability and timing of an event of interest. Survival analysis accounts for the fact that the children in our sample were detained at different time points and in out-of-home placement for varying periods of time, and for the fact that some children may not have yet experienced the event of interest by the end of our study period. Competing risk analysis also accounts for the fact that there are “competing events” that can prevent the event of interest from occurring; for example, children may quickly reunify with their parents before a relative placement can occur (Prentice, 1978). We calculated and graphed cumulative incidence functions for the outcomes of interest separately for four groups: 1) children detained before the implementation of UFF in the pilot offices, 2) children detained after the implementation of UFF in the pilot offices, 3) children detained before UFF in the comparison offices, and 4) children detained after UFF in the comparison offices. We also split the groups of pilot office children and calculated the cumulative incidence function separately for children in Glendora and children in Santa Fe Springs. We conducted these analyses again for the subsample of children not initially placed with relatives and thus eligible for P3 services in the pilot offices in the post-UFF period. Comparing the change in the cumulative incidence functions before and after UFF implementation for the pilot offices to the change for the comparison offices illustrates the effect of UFF on the outcome of interest.

We then employed multivariate competing risk models to test whether that effect was statistically significant, accounting for child characteristics that might make pilot office children more or less likely to achieve the outcomes of interest (these include age, race/ethnicity, ICWA status, gender, sibling group status, special needs, a positive mental health screen, allegation type, and whether the perpetrator was an extended family member). Our multivariate models also used cluster-robust standard errors to account for the fact that foster care children are often part of sibling groups, and the placement and permanency

¹⁷ We originally proposed an interrupted time series analysis that would allow us to study whether there was an increase in the rate of relative placement in the pilot offices after the implementation of UFF, comparing that trend to the comparison offices. However, the interrupted time series approach would capture only initial relative placements, and we felt it was important to study the probability of relative placement beyond initial placement. The interrupted time series approach was also not appropriate for the reunification and relative placement disruption outcomes.

outcomes for siblings are closely aligned. We also included office fixed effects to account for the existing variation among DCFS offices. Note that cumulative incidence functions displayed in the figures in this report are not adjusted for child characteristics. Instead, we show unadjusted cumulative incidence functions and then note whether the effect remains and is statistically significant in our multivariate competing risk analyses. All analyses were run in Stata 13.

Limitations

Limitations in our sample size and post-UFF follow-up period made it difficult to calculate precise estimates and detect statistically significant findings for some outcomes and subpopulations. Our overall sample size was quite large, with over 500 children served by P3 across the pilot offices (and even more children when those who were initially placed with relatives are included); however, when we broke down our analyses to smaller subgroups (e.g., studying outcomes by office or only for P3 children), our sample size decreased. This made some of our estimates less reliable, particularly when estimating the likelihood of an outcome at time points beyond detention with fewer data points (children in the post-pilot period were followed for a maximum of 22 months). This was particularly problematic for relative placement disruptions to non-relative placements, which were relatively infrequent in our sample. For P3 children, no disruptions (by this definition) were observed more than seven months following children's first relative placement. The lack of data is a limitation to understanding the pattern of relative placement disruption for this subsample of children. A larger sample would increase the power to detect program effects; however, we cannot assume that the outcomes for children in a larger sample would be similar to those in the present study.

Appendix 2: Cumulative Incidence Functions

The output from the cumulative incidence functions, discussed in Section 3, is presented below to provide estimated probabilities for select time points. Tables are numbered to align with the figure numbers in Section 3 (e.g., Table A2 corresponds to Figure 2). Figure 1 does not include cumulative incidence functions, and thus there is no Table A1.

All Newly Detained Children

Table A2. Probability of relative placement over time, pilot and comparison offices pre- and post-UFF, all newly detained children

Probability of relative placement	Months after detention						
	0	1	3	6	9	12	18
Pilot offices pre-UFF	43%	52%	59%	62%	64%	65%	66%
Pilot offices post-UFF	53%	62%	66%	68%	70%	71%	72%
Comparison offices pre-UFF	42%	50%	55%	58%	59%	60%	61%
Comparison offices post-UFF	42%	50%	55%	58%	59%	60%	62%

Table A3. Probability of relative placement over time, Glendora and Santa Fe Springs before and after the implementation of UFF, all newly detained children

Probability of relative placement	Months after detention						
	0	1	3	6	9	12	18
Glendora pre-UFF	40%	47%	54%	58%	59%	60%	61%
Glendora post-UFF	50%	58%	62%	64%	65%	67%	69%
Santa Fe Springs pre-UFF	45%	56%	63%	66%	67%	69%	70%
Santa Fe Springs post-UFF	56%	65%	70%	72%	74%	74%	74%

Table A4. Probability of reunification over time, pilot and comparison offices pre- and post-UFF, all newly detained children placed with relatives during the study period

Probability of reunification	Months after detention					
	1	3	6	9	12	18
Pilot offices pre-UFF	9%	15%	21%	26%	35%	48%
Pilot offices post-UFF	6%	13%	18%	25%	30%	41%
Comparison offices pre-UFF	6%	12%	18%	26%	34%	44%
Comparison offices post-UFF	5%	11%	18%	26%	34%	44%

Table A5. Probability of reunification over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children placed with relatives during the study period

Probability of reunification	Months after detention					
	1	3	6	9	12	18
Glendora pre-UFF	8%	14%	20%	24%	30%	40%
Glendora post-UFF	7%	14%	18%	27%	32%	45%
Santa Fe Springs pre-UFF	9%	16%	21%	27%	38%	55%
Santa Fe Springs post-UFF	6%	13%	18%	23%	29%	38%

Table A6. Probability of relative placement disruption over time, pilot and comparison offices pre- and post-UFF, all newly detained children

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Pilot offices pre-UFF	3%	6%	11%	13%	16%	17%
Pilot offices post-UFF	6%	11%	19%	22%	27%	30%
Comparison offices pre-UFF	5%	12%	17%	20%	23%	25%
Comparison offices post-UFF	5%	12%	18%	23%	27%	31%

Table A7. Probability of relative placement disruption over time, Glendora and Santa Fe Springs pre- and post-UFF, all newly detained children

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Glendora pre-UFF	2%	4%	6%	8%	10%	12%
Glendora post-UFF	7%	12%	19%	24%	30%	33%
Santa Fe Springs pre-UFF	4%	7%	15%	17%	20%	21%
Santa Fe Springs post-UFF	5%	11%	19%	21%	25%	**

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point

Table A8. Probability of relative placement disruption to a non-relative placement, over time, among all newly detained children, pilot and comparison offices pre- and post-UFF

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Pilot offices pre-UFF	2%	3%	7%	8%	11%	12%
Pilot offices post-UFF	3%	5%	7%	9%	9%	10%
Comparison offices pre-UFF	2%	7%	10%	12%	13%	14%
Comparison offices post-UFF	2%	6%	9%	11%	13%	15%

Table A9. Probability of relative placement disruption to a non-relative placement, over time, among all newly detained children, Glendora and Santa Fe Springs pre- and post-UFF

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Glendora pre-UFF	1%	2%	3%	5%	7%	8%
Glendora post-UFF	4%	6%	9%	13%	13%	13%
Santa Fe Springs pre-UFF	2%	4%	9%	11%	14%	15%
Santa Fe Springs post-UFF	1%	4%	6%	6%	7%	**

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point

All Newly Detained Children Not Initially Placed with Relatives

Table A10. Probability of relative placement over time, pilot and comparison offices pre- and post-UFF, newly detained children not initially placed with relatives

Probability of relative placement	Months after detention					
	1	3	6	9	12	18
Pilot offices pre-UFF	12%	27%	34%	36%	39%	40%
Pilot offices post-UFF (P3 program)	14%	33%	38%	42%	44%	47%
Comparison offices pre-UFF	15%	20%	25%	28%	30%	33%
Comparison offices post-UFF	22%	23%	27%	30%	31%	34%

Table A11. Probability of relative placement over time, Glendora and Santa Fe Springs pre- and post-UFF, newly detained children not initially placed with relatives

Probability of relative placement	Months after detention					
	1	3	6	9	12	18
Glendora pre-UFF	11%	22%	30%	32%	34%	35%
Glendora post-UFF (P3)	20%	29%	34%	36%	41%	45%
Santa Fe Springs pre-UFF	20%	33%	38%	40%	43%	45%
Santa Fe Springs post-UFF (P3)	24%	36%	43%	48%	49%	50%

Table A12. Probability of reunification over time, pilot and comparison offices pre- and post UFF, newly detained children not initially placed with relatives who experienced relative placement

Probability of reunification	Months after detention					
	1	3	6	9	12	18
Pilot offices pre-UFF	0%	6%	13%	22%	35%	35%
Pilot offices post-UFF (P3)	6%	17%	23%	29%	32%	42%
Comparison offices pre-UFF	0%	5%	11%	20%	26%	54%
Comparison offices post-UFF	2%	8%	14%	22%	30%	41%

Table A13. Probability of reunification over time, Glendora and Santa Fe Springs offices pre- and post-UFF, newly detained children not initially placed with relatives who experienced relative placement

Probability of reunification	Months after detention					
	1	3	6	9	12	18
Glendora pre-UFF	0%	7%	22%	28%	38%	50%
Glendora post-UFF (P3)	6%	18%	24%	31%	34%	44%
Santa Fe Springs pre-UFF	0%	5%	7%	18%	33%	58%
Santa Fe Springs post-UFF	5%	16%	21%	27%	30%	39%

Table A14. Probability of relative placement disruption over time, comparison and pilot offices pre- and post-UFF, children not initially placed with relatives

Probability of disruption	Months since placement start					
	1	3	6	9	12	18
Pilot offices pre-UFF	1%	5%	10%	14%	15%	16%
Pilot offices post-UFF (P3)	7%	13%	24%	29%	31%	**
Comparison offices pre-UFF	3%	10%	17%	21%	24%	27%
Comparison offices post-UFF	2%	8%	15%	24%	29%	33%

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point

Table A15. Probability of relative placement disruption over time, Glendora and Santa Fe Springs pre- and post-UFF, children not initially placed with relatives

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Glendora pre-UFF	2%	3%	5%	8%	8%	9%
Glendora post-UFF (P3)	12%	19%	30%	38%	44%	**
Santa Fe Springs pre-UFF	1%	7%	14%	19%	20%	21%
Santa Fe Springs post-UFF (P3)	3%	8%	18%	19%	19%	**

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point

Table A16. Probability of relative placement disruption to a non-relative placement, over time, among children not initially placed with relatives, comparison and pilot offices pre- and post UFF

<i>Probability of disruption</i>	Months since placement start					
	1	3	6	9	12	18
Pilot offices pre-UFF	1%	4%	6%	9%	10%	11%
Pilot offices post-UFF (P3)	5%	9%	14%	**	**	**
Comparison offices pre-UFF	3%	7%	12%	14%	15%	17%
Comparison offices post-UFF	1%	4%	8%	12%	14%	17%

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point

Table A17. Probability of relative placement disruption, to a non-relative placement, over time, among children not initially placed with relatives, Glendora and Santa Fe Springs pre- and post UFF

<i>Probability of disruption</i>	Months after detention					
	1	3	6	9	12	18
Glendora pre-UFF	2%	3%	3%	5%	5%	6%
Glendora post-UFF (P3)	8%	11%	15%	**	**	**
Santa Fe Springs pre-UFF	1%	5%	8%	13%	14%	15%
Santa Fe Springs post-UFF (P3)	2%	6%	13%	**	**	**

**Cumulative incidence functions estimated only until the last disruption, disruption data incomplete at this time point