



Business Case, Design, and Implementation for:

# FOSTERING COMMUNITY

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## **Abbreviations**

**DCFS:** Department of Child and Family Services

**CCL:** Community Care Licensing

**FAU:** Family Assessment Unit

**FFA:** Foster Family Agency

**CWS/CMS:** Child Welfare System/ Child Management System (statewide database)

**APT:** Accelerated (Rapid) Placement Teams

**TA:** Technical Assistant

**CSW:** Children's Social Worker

**SCSW:** Supervisory Case Social Worker

**“Home inspector”:** Out of Home Management Care Division (OHMCD)

**FCSS:** Foster Care Search System

**SCSW:** Supervisory Case Social Worker

**OHCMCD:** Out of Home Care Management Division

## **1. Executive Summary**

### *The Problem*

The child welfare system in Los Angeles County is in dire need of **urgent reform**. The last few years have exposed cracks in the system which allowed the total number of foster child fatalities from abuse and neglect rose from 18 in 2008 to 26 in 2009.<sup>1</sup> More specifically, the death rate in 2009 for children in South Los Angeles neighborhoods was 23.3 per 100,000 children.<sup>2</sup> Most of them had a prior investigation before the case closed or remained actively open.

Fast forward to 2013, and overworked Children's Social Workers (CSW) have made heightened calls for improvements and threatened to **walk off the job** in October if their demands for reduced caseloads and higher pay were not addressed. The union members filed a court order Nov. 5, demanding that the Department of Child and Family Services (DCFS) in Los Angeles County comply with social worker-to-child standards.<sup>3</sup>

Of the 36,642 children who are receiving child welfare services in LA County, 17,533 are in out-of-home placement.<sup>4</sup> Foster care is a **dynamic, high-turnover system**. Court-ordered children face the inopportune situation of entering the system, sometimes staying in foster care until age 21 while others move around. CSWs have the daunting task of making routine phone calls throughout the day and night to foster family agencies (FFA) and single-family homes to find a match, and have a parent who is ready and willing to commit to a new, entering child. Unfortunately, children can sometimes spend up to the last minute within the 24-hour placement time (by state regulations) in temporary waiting centers before being placed in a new home.<sup>5</sup>

### *Recommended Solution*

Our recommended solution addresses the diminishing supply of foster family homes in recent years and the lack of foster parent availability in accepting new foster kids. The foster parent attrition rate is incredibly high. The National Foster Parent Association estimates that as many as 60% of foster parents leave within the first year.<sup>6</sup> There are currently 560 foster homes, and 2,206 foster family agency homes.<sup>7</sup> However, in our team's research of the foster care system, there are no quantitative or qualitative measures of success on the level of recruitment efforts to show for at DCFS in LA County.

The target group in our proposal is the foster parents who provide assistance for abused and neglected children and the social workers who support them. CSWs try to place children in foster homes that offer stability, keeping kids in the same community and school where they grew up, to minimize disruption in the child's routine.

Our vision is twofold. First, to improve the link between social workers and foster parents with regards to availability and reporting interactions of the foster child in the home. We want to encourage parents to become more prepared to take on children's needs at their temporary home. The portal will be a transparent, integrative view of the active foster parents in the system with the following options: viewing and maintain the parent profile and child preferences; navigating events and resources; requesting bus fares stipends and viewing pay rates, and an internal messaging system. Second, we want to enhance the foster parent experience, by providing a sense of community, to increase retention.

The specific City and County databases that this application will draw on include the LA Parks and Recreation database that can be filtered to match foster parents/child desired events to attend, the statewide Child Welfare System/Case Management System database for foster parent profiles, and the Department of Social Services for the bus fare stipends. After a successful pilot, we hope to scale up the application to involve agencies such as LAPD, LAUSD, the Department of Housing, and the Department of Mental Health for better integration on social service, education, health and safety resources.

Recent attempts to train social workers to be more tech-savvy with tablets at home visitations align with our envisioned benefits for the “Fostering Community” application.<sup>8</sup> Foster family resource centers also want to market their existence to foster parents, and can help navigate free resources and support networks for their children.<sup>9</sup> Our group wants to eradicate negative stereotypes on parenting, recognizing and rewarding the actively-involved, high-achieving foster families.

For LA City, Fostering Community enables it to leverage existing resources at First5LA, which provides \$4.6 million to a whole host of community resources for parents in the 14 Best Start Communities to improve parent-child quality at home: Metro LA is in the Top 14.<sup>10</sup> This proposal aligns with a number of the overarching goals set by the mayor’s office. An app of this nature would better serve the community by empowering a fragile group and could better leverage IT by sharing data with the County that would help them in understanding social services and filling vacancies to make social work a viable and rewarding career path. The end goal of the app is to reduce the attrition rate by helping foster parents to feel more united with social workers and other parents.

### *Options Considered*

We considered a resource-centric app that is based around housing, employment opportunities, transportation services, and planning for college, targeting the "age-out" older youth in the Transitional Living Program. However, we learned the Children's Law Center and Alliance for Children's Rights are working on the same idea. There was market competition and a risk for redundancy.

The other idea we devised was an app that was a data hub for cross-agency knowledge on child abuse in LA County. However, pursuing this option would require a thorough assessment of the current systems in use and its downsides. There was a risk that we, as full-time students, would not have enough time to sufficiently conduct the analysis and understand the confidentiality issues of what can/cannot be shared.

### *Implementation Approach*

Our group's main client is DCFS. Director of Public Affairs Armand Montiel has generously given us his time to show the pain points of knowing how many foster parents are available for new children needing a home at a given point in time. We found change agents like Sarayu Ramanan at the Children's Bureau of Southern California, as well as a host of nonprofits, social workers, foster parent educators, and volunteers in the community of foster care to understand the current systems of obtaining information on child welfare such as licensing, bus fare stipends, and the databases used at DCFS. We recommend a pilot approach to the app, starting out small in either the new foster parent classrooms or in a neighborhood such as Pico Union.

## **2. Problem**

Take a moment to imagine a five-year-old boy, Jack, who has just been removed from an abusive home. He endured physical and mental abuse at the hands of his stepfather and now sits in a DCFS Children's Welcome Center awaiting news of his new foster family. A CSW opens up Jack's packet and searches the Foster Care Search Engine (FCSE) for potential parent matches. The CSW views a long list of potential parents, some with contact information and others simply listing the corresponding Foster Family Agency (FFA). With no knowledge of their availability to accept a new child, the CSW calls numerous state licensed parents directly, however all of them are either full or are otherwise unavailable to take a new foster child. The CSW then moves on to calling a number of FFAs. The CSW sends an FFA caseworker Jack's packet and they search their own proprietary system for matches. Still, no one can find a home that fits Jack's needs, so the five-year-old boy is forced to spend the night in a holding cell. While not fully comprehending what is happening, Jack waits, frightened, having just undergone a terribly traumatic experience and possessing no idea of what the future holds for him.

### ***2.1 Environmental Analysis***

According to the LA Times, over the last decade "the number of foster parents has been declining faster than a reduction in children entering the foster system. In 2007, the county had 7,800 children in 6,380 foster family homes; in 2013 are 6,300 children in 3,440 foster homes."<sup>1</sup> Assistant Regional Administrator Maricruz Trevino and Director of Public Affairs Armand Montiel at DCFS also point to this problem as a major obstacle facing the foster system. Part of this problem stems from DCFS' and FFAs' poor retention of families. The U.S. Department of Health and Human Services estimates that 20% of foster homes exit the system each year and the National Foster Parent Association estimates that 60% of foster parents exit within the first year.<sup>2</sup> With fewer homes in the system, the challenge of placing children with a family best suited for their needs is compounded.

The decline of foster parents in the system stems from a myriad of reasons. In surveying parents, the primary reasons appear to be discouragement with child development, lack of training, lack of engagement with CSWs and lack of a support system.<sup>2</sup> Working with foster children can be incredibly challenging because so many have behavioral and mental issues. Investing time into helping these children can be incredibly discouraging for parents when the child shows no signs of improvement. This is compounded by a lack of training, leaving parents without the skills needed to handle challenges posed by more difficult children. Furthermore, when foster parents reach out to CSWs for guidance, they are frequently not treated “as part of the team” and often receive inadequate information regarding potential children. Finally many foster parents “requested regular contact with their peers, especially other foster parents engaged in parenting children with similar challenges.”<sup>2</sup>

Compounding this, there is also a lack of current information regarding parent’s availability. In choosing a suitable home, CSWs first look to keep children with family members but when this option is unavailable they search for compatible matches in the FCSE. However, the information regarding the availability of potential parents to take in a foster child in FCSE is out dated. As a result, CSWs are forced to make hundreds of redundant calls to parents and FFAs only to find out that the parent is unavailable or unwilling to take the child. Furthermore, since FFAs generally keep normal business hours, if a child is brought in after business hours there are fewer potential homes, as FFAs parents are not reachable by DCFS CSWs. Combine this with an overall shortage of foster homes, and the situation is clearly dire.

The foster care system as a whole operates across numerous silos. Consequently, there is little upstream flow of information from the FFAs to DCFS regarding their parent’s availability and preferences. Since FFAs and DCFS do not readily share information, additional redundant calls are necessary in order to place a child. Through phone interviews, we found that FFAs keep their cadre of families closely guarded, and DCFS must reach out to the FFA in order to contact their call the parents.<sup>3</sup> This is especially problematic as there are only 506 state licensed foster parents administered by DCFS, while a staggering 2,206 are certified and administered by FFAs.<sup>4</sup>

The sheer volume of foster children in LA County receiving child welfare services, 36,642, complicates the process of finding homes.<sup>5</sup> This number represents a staggering 45% of all children receiving welfare services in California.<sup>4</sup> Furthermore addressing this need is critical as these children represent some of the most at risk youth. Research has found over one quarter of foster children end up incarcerated, don’t receive their GED or high school diploma and nearly that many end up homeless.<sup>4</sup> Thus, being able to find suitable home environments for these individuals during their formative years is crucial to reducing these percentages, which will improve the lives of the children as well as LA County.



During the search process, the child, already undergoing an incredibly traumatic experience, sits in a cell, anxiously waiting to find out where their new home will be. If a suitable home cannot be readily found, it is not uncommon for the child to spend multiple days and nights in a Child Welcome Facility, essentially a holding room. From May through July over 600 children were diverted to these holding rooms and 88 of them waited over 24 hours in these facilities.<sup>1</sup> This is even more prevalent for the children most in need (newborns, teens, and those with special needs) as the pool of willing parents is even smaller.<sup>6</sup> Considering the fact that one third of foster children have mental health issues and a quarter are infants, this presents a tremendous challenge.<sup>4</sup>

In an effort to move children out of the DCFS Children's Welcome Center, CSWs are often forced to place children with relatives or in homes that are not ideal, foregoing the safety of the child and increasing their likelihood of delinquency.<sup>7</sup> Once the process of reaching out to state licensed homes and FFA homes has been exhausted, children are typically placed in group homes. These homes are overburdened and do not provide the same level of care as a single family home. Group homes are less than ideal because there is no chance of permanency, meaning the child will have to undergo an additional transition to a single family foster home before an adoptive family can be found.<sup>8</sup>

Moreover, once a child has been placed with their new foster parents, there is not an efficient method for foster parents to find local activities and events with other foster parents, to communicate with past and present foster parents, submit feedback to DCFS and FFA regarding their experience, or obtain information regarding upcoming stipend and reimbursement opportunities. This deficiency makes foster children's transition to their new environment more challenging as foster parents are not as well equipped to help the child acclimate. Additionally lack of transparency regarding stipend and reimbursement opportunities has proven to be a deterrent for parents to join the foster program as they are often forced to pay out of pocket. A study by Children's Rights, a national foster care advocacy group, computed that the state's rates would have to be increased 61% in order to cover the cost for families with young children.<sup>1</sup>

The primary stakeholders considered are the foster parents, foster children, CSW at DCFS and various FFAs, Department of Social Services, and Accelerated Placement Teams. In deciding a target group, the primary focus was trying to find those with the most urgent need that could be readily addressed. In this regard, parents had the needs that were "low hanging fruit" and could be readily remedied. Additionally by targeting this group the overall foster care system would be improved, thereby improving the lives of the children affected and the state employees handling the cases.

Foster parents need a more efficient way of indicating their availability and child preferences in order to accept children that better fit their specifications. Additionally parents need a more

streamlined approach to obtain reimbursement for bus fares for school activities, to communicate with CSW, to find local events with other foster families and to get advice and information regarding typical issues faced during fostering. From a parent's perspective, he/she would receive less calls from CSW regarding children who do not meet their preferences or when they are unavailable to accept a new child. Having a resource where newer parents can get advice from more experienced parents would help them feel more empowered and self-reliant. This would provide a more positive experience and improve retention, thereby increasing the number of families in the system. Finally providing parents with information regarding the various financial benefits they are eligible for would allow them to better provide for the children under their stewardship and improve retention by reducing the financial burden of fostering.

By remedying these issues, there is the potential to help DCFS achieve their goals of “providing permanency, safety, increased child well-being, and enhanced organizational excellence.”<sup>9</sup> DCFS would be better positioned to use their budget more effectively as CSWs' time spent calling potential matches would be reduced. Consequently, the CSWs would be able to provide better customer service to existing foster parents and address new abuse cases and court hearings. Additionally, with an application that improves the accuracy of parent's availability and child preference information, children would need to be transferred less between homes, increasing the chances of permanency, safety and child well-being.

Foster children would benefit through a more positive home life experience. Instead of being placed in group homes, there would be an increased likelihood of them ending up in single family homes, better matched to parent's preferences. Additionally, being able to attend events with other foster children going through similar situations would aid in building friendships as well as improving their relationships with their foster parents.

The LA City and County would also achieve some of the goals set forth by the Mayor. Specifically, increased efficiency through improved technology and systems, job creation, a more sustainable and livable city and improved customer service. Increased efficiency would occur through better sharing of availability and child preferences information between DCFS and FFAs. This would result in better allocation of DCFS' resources, as case workers time would be better spent. In a time of budget cuts and fiscal constraints, finding more efficient use of existing resources is paramount. State and local organizations, would receive more accurate and timely data, better positioning them to assess the effectiveness of the system as a whole. By improving the lives of foster children, the number of age-out children who end up using welfare and other support services will be reduced. This would occur by placing children in single family homes, increasing the likelihood of children gaining their GEDs and high school diplomas, better equipping them to join the workforce or gain higher education. This would then make the city more livable by reducing the percentage of foster children who enter the penal system or become homeless and act as a drain on government resources. Customer service would be improved by

allowing DCFS' CSWs to spend more time addressing the needs of their foster parents. Furthermore if a forum for foster parents existed, many of the needs and questions of foster parents could be handled by fellow foster parents instead of CSWs. This would act as a self-regulating mechanism, improve customer service while increasing foster parent engagement and therefore improving retention.

In our investigation of the foster care system and the overall child welfare service environment we have had frequent contact with the nonprofit community, specifically with the Sarayu Ramanan at the Children's Bureau, and Lil Sass of Citrus Community College Foster/Kinship Care Education. Additionally, we have worked with Armand Montiel Director of Public Affairs at DCFS; Heidi Blue, Manager of the Child Welfare Services in San Diego; Darek Dumon, a former foster child; and Kate Kuykendall, a former foster parent in the city of Los Angeles.

### **3. Recommended Option**

#### ***3.1 Description***

To address the needs and challenges of the foster community, we have decided to create an interactive application for foster parents to utilize. The inspiration for this application came from CSWs not having comprehensive and current information about the preferences and availability of foster parents. Through further investigation, we also discovered that there was great opportunity, not just to improve the quality and timeliness of this information, but also to further engage foster parents in the community.

Fostering Community aims to increase CSWs' visibility of the availability of foster parents and to improve the interest of foster parents by making them more empowered with greater access to resources. Our app retains several functionalities.

A major feature of the application is a comprehensive Events Calendar. This resource enables new and existing foster parents to find and filter events of interest to them. This tool will help parents participate in fun, engaging events with their foster child that appeal to all members of the family. It also provides a productive outlet for the child. Events can be added to the foster parent's private calendar. This Personal Calendar includes all their relevant dates as a member of the foster system (certification expiration date, stipend receive date, etc.).

The application also has an online forum. The purpose of this design is to help achieve a sense of community and support among foster parents. Foster parents can learn from each other by asking questions, searching for answers, and sharing experiences on the forum. Potential parents who know they will have an extensive peer network to reach out to may make feel less daunted by the enormous decision to foster a child.

Parents can maintain a record of their experiences with their child on the portal. This serves the dual purpose of an outlet for the parent and creating a history for the child. The child's history

will mean better placement in the future (if needed) and better care of the child in the interim (i.e. knowing their likes, dislikes, medical history and needs). Additionally, the record gives the family's CSW a stronger basis for discussions during on-site visits.

Lastly, the application helps foster parents obtain monthly bus fares for school-of-origin planned activities, other education-related transportation, and medical-related conditions. With this, parents can get money to buy the bus passes they need making them more active in the community. The Fostering Community portal will streamline the current process for obtaining bus passes, significantly enhancing the efficiency of the current system and freeing up more time for the CSW to focus on serving the needs of the foster family.

Essentially, this application serves as a central hub for all of a foster parent's needs and provides the CSW with visibility and insight to support the foster family.

### ***3.2 Benefits, Goal, and Measurement Criteria***

The benefits we see of this application, for the various stakeholders, are detailed below. Ultimately, we believe a better foster-child to foster-parent matching system and better resources provided to parents making them more engaged, will mean foster children spend more time thriving as a child in a loving home and less time as a product of the system. We also believe these objectives align well with DCFS's goals and provide tangible benefits for the city of Los Angeles.

Group	Benefits	Value
For LA City	<ul style="list-style-type: none"> <li>• The statewide database and our application will have two-way data communication</li> <li>• Aligns with the Mayor's goals and targets a high-need group</li> <li>• Model to roll-out further across the nation</li> <li>• Reduce the caretaker absence. In October 2013, there were 200 cases in which children were received in DCFS due to the allegation of caretaker absence/incapacity <sup>1</sup></li> <li>• Reduce maltreatment of foster child. There were 107 cases of foster child maltreatment from July 2012 - July 2013 reported in LA County <sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Updates can be made from either system, there won't be data redundancies or inaccuracies</li> <li>• Upon success, makes the mayor and city look good</li> <li>• Lessons and initial costs from LA city work can be leveraged as the app is used in other regions</li> <li>• Fewer negative cases for DCFS to process and better experiences for foster children</li> <li>• Make homes safer for children and reduce processing work for the city</li> </ul>
For DCFS	<ul style="list-style-type: none"> <li>• Improve marketing and outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Get more foster parents</li> </ul>

	<p>efforts by sharing the many success stories of the system through its better data collection</p> <ul style="list-style-type: none"> <li>Aligns with mission statement and goals (primary motivator for choosing projects)<sup>3</sup></li> </ul>	<p>interested in joining reducing the burden on the system</p> <ul style="list-style-type: none"> <li>Reduce the percent of children placed in facilities (currently 18%)<sup>4</sup></li> </ul>
For Children's Social Workers (CSW)	<ul style="list-style-type: none"> <li>Receive better information because foster parents will be updating the portal real-time</li> <li>More time spent on high-value-add activities (like responding to emergency situations and one-on-one time with families) and less time spent manipulating data</li> </ul>	<ul style="list-style-type: none"> <li>Have a shorter (more reliable and accurate) list of parents to contact for a given placement</li> <li>Resources of \$58,040/year CSW better spent<sup>5</sup></li> </ul>
For foster parents	<ul style="list-style-type: none"> <li>Conveniently update information (proactively update preferences when they change rather than waiting for a call from a CSW about a child the parents aren't interested in)</li> <li>Stay connected with CSW and other foster parents</li> <li>Access resources exclusively for foster parents</li> </ul>	<ul style="list-style-type: none"> <li>Only be contacted about children that are a great match</li> <li>Build the foster parent network making fostering more doable</li> <li>Be more engaged and a better parent</li> </ul>
For foster children	<ul style="list-style-type: none"> <li>Spend less time lost in the system and between homes because available parents will be readily accessible to CSWs</li> <li>Get matched to a better-fit home because parents' preferences are more accurate</li> <li>Increase percentage of foster care placements closer to child's home</li> <li>Better history of the foster child kept in the system coupled with better tracking of stipends for child services</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the average waiting time for placement from 8-15 hours<sup>6</sup></li> <li>Experience fewer than the California average of 3.3 different foster care placements<sup>4</sup></li> <li>Reduce number foster care placements &gt;11 miles from 37%<sup>7</sup> making transition easier for the child</li> <li>Increase the responsibility in timely medical and dental exams with use of the stipends received each month for services. 13.8% of LA county foster children</li> </ul>

		did not receive timely medical and dental exams <sup>8</sup>
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### ***3.3 Feasibility, Risks, and Mitigation***

Given the government and NGO support for helping the foster children, we believe this application will be extremely feasible. The feasibility analysis we have conducted is outlined below. All of these efforts can be leveraged in the creation and maintenance of our application, providing the most value to foster children and their families.

<b>External Efforts</b>	<b>What it Means for our App</b>
The First 5 LA Commission allocated up to \$4.6 million in funds to begin implementing the Building Stronger Families Framework (LA Metro is 1 of 14 Best Start Communities receiving this funding). <sup>9</sup>	There is already money being dedicated to these types of projects, with our application, LA City can use it (and/or it is likely that our app will be funded).
LA City offers \$90 million to assist job seekers <sup>10</sup> : HireLA's Youth Summer Youth Employment Program (SYEP) partners with local businesses to provide young people aged 14 to 21 years old with work experience during the summer. <sup>11</sup>	There are available resources we can leverage to help 14+ foster youth get jobs.
United Way of Greater Los Angeles: Advancement Through Opportunity and Knowledge, and the Children Youth and Family Collaborative (CYFC), provides a comprehensive, standards-based academic intervention model for foster youth. <sup>12</sup>	Model for CSWs to leverage to keep foster children making satisfactory academic progress.
L.A. KIDS Program is implemented by the City of Los Angeles Department of Recreation and Parks <sup>13</sup> <ul style="list-style-type: none"> <li>• Free Youth Sports Program</li> <li>• Free Summer Sports Academy</li> <li>• Winter basketball</li> </ul>	There are plenty of free athletic events that can be included in the calendar of events.
20+ free or low-cost after-school tutoring centers in Los Angeles <sup>14</sup>	Tutoring options to include in the app.

In our investigation, we considered several risk factors and determined strategies to mitigate them. These mitigated risks are shown in the table below.

Type	Description	Likelihood	Impact	Risk Mitigation	Affected
O/T	Social workers and parents are used to interpersonal system of calling and may not want to switch	Medium	Low	Calling can still occur; this app gives additional functionality not available by phone. Also, using an app is congruent with the larger trend of switching to online-based communication	Foster parents and CSWs
T	Parents might not have smart phones	Low	Low	Available on all platforms	Foster parents
T	Security concerns: malicious unauthorized people gaining access to the system, including parents' personal information and the whereabouts of potentially vulnerable foster children	Low	High	System requires a secure login with ID, who can make an account is restricted and verified, and suspicious parents (in an investigation) are blocked from accessing certain functions in the app	Parents using the site and their foster children
T	Not certified or licensed parents getting access	Medium	Medium	Certification/license number is verified by system before parent can make an account	Parents using the site and their foster children
CR	Parents won't provide accurate and honest information about dates receiving/losing a child	Low	Medium	Parents' update sends a notification to the CSW for verification	Foster parents, foster children, CSWs, city/county (for stipend payment)
O	Forum becomes a place for illegal activity	Low	High	CSW can see all posts, users can flag inappropriate posts, and system retains "bad" keyword triggers that notify the CSW	CSWs, foster parents
O	Parents post inappropriate comments on the forum	Medium	Medium	Posts can be flagged by other visitors of the site, which will notify a CSW, and they can decide to remove the post	CSWs
CR	Parents may not want other parents to know who they are if sharing	High	Medium	Questions can be asked anonymously (but all comments have a user id)	Foster parents

	intimate information				
O	Risk and Safety issues: If there are "unfounded" allegations of suspected abuse	Low	High	Remotely send a Community Response Referral Form and activate Community Response Activity Tracking Log, monitor for completion.	Alleged abused and abuser
O	People won't use the application	Low	High	Parents will be trained on the application in their general foster program training; the app will be part of CSW's job	Parents and CSWs

Several risks still remain with our application proposal. These risks are detailed below. The risks are not insurmountable but would require effort to mitigate and buy-in from stakeholders; CSWs need to embrace the role change and have the time to take on new tasks while DCFS and its systems need to be included thoroughly so they maintain alliance with the new system.

Type	Description	Likelihood	Impact	Risk Mitigation	Affected
CR	Parents bombard CSW with messages	Medium	Medium	To an extent, CSWs have extra time, from not making so many calls, to respond to electronic messages; CSWs will also understand their job change from the roll-out plan	CSWs, foster parents
O	CSW now have to follow up on items flagged for "dangerous activities"	Low	Medium	Roll out plan indicating how their job description is changing (the new responsibilities they have and skills they need)	CSWs
O/T	Information that should be posted by an agency (i.e. stipend date or certification expiration) isn't posted and since parents rely on the accuracy of the system, they won't think something is missing	Low	High	Roll out plan - make sure agency and app systems are compatible - set up automatic transfer	Foster parents and agencies
T / S / O	Our system is using the data from other	High	Medium	Users could enter all their info from a blank screen (additional	Agencies and app



	portals (DCFS). Those agencies may not want to share their data, be legally allowed to share the data, or have the technology to safely share the data.			risk: poor data quality and frustrated users)	users
O	CA state policies may dictate what's public/not public to other agencies. The State may likely prohibit use of cross-agency electronic sharing for items such as administering open/stop stipend payments, administering and managing licenses, forms used by school districts, and forms internal like the Health and Education Passport.	Medium	High	Provide open channel of communication with state and confirm policy procedures that may be in violation. Look at ways to suggest consensus building with agencies on better shared information standards.	State of CA and app users

## **4. Alternatives**

### ***4.1 Option 2: "Age-Out" Youth App***

#### ***4.1.1 Description***

Our general approach was to provide a youth resource app to foster youth and adolescents in the 14-21 age range who are preparing for or are already in the Independent Living Transitional Program. This targeted population works closely with CSWs to develop long-term goals and re-evaluate the goals after a six-month time frame. CSWs help map out a variety of topics including: applying to college and financial aid, finding an apartment, applying to social service benefits, and employment opportunities. Research has shown that the targeted population is vulnerable to high-school dropouts, teenage pregnancy, risk for homelessness, and juvenile detention. Our group concluded that the risks outweighed the benefits due to the level of existing competition for mobile application development for this target group. There is a risk for redundancies. Additionally, there is little to no data on the number of older foster youth who have access to smartphone technology or even the privileges of owning a phone.

### ***4.2 Option 3: Child Abuse Prevention App***

### ***4.2.1 Description***

Our general approach was to provide a citywide app that would display a comprehensive set of performance indicators for the general public, researchers, and journalists a better picture of the different data in child welfare such as: child abuse statistics, the total number of foster and kinship/relative caregivers by zip code, foster care resource centers by zip code, and number of reunifications to biological parents each year in the county. The app would take advantage of open data sets and GIS, including topics on LAPD crime statistics in “hot spot” areas mashed-up with the percentage of broken homes, court-ordered children living in foster homes or kinship care in different pockets of the City. Our group learned through research that the current functionality in the statewide system is not sufficient with searching, managing placements, managing contacts, case filings, and safety/risk assessments in homes.

Our group was concerned with problems and complexities related to systems integration among affiliated agencies who would share the data. We identified a great risk of failure because the CWS/CMS is a legacy platform with many complex networks and interfaces. Identifying all the bottlenecks in the CWS/CMS would be too lengthy of time given our project’s time frame. The CWS/CMS Automated Case Study has recommended a system overhaul and plan for retrievable, accessible data on reporting, planning, management and program outcome monitoring. On top of this, confidentiality issues pose a myriad of challenges for sharing data. There were numerous security risks in approaching an application of this type for consumption.

## **5. Detailed Design of Recommended Option**

### ***5.1 Functional Requirements Table***

We have listed the functional requirements for one of our use cases, View and Maintain Parent Profile & Child Preferences [Use Case 02]. The requirements for the remaining use cases are organized in a similar fashion in Appendix C at the end of this report. (And don’t worry, none of the other use cases have such an exhaustive list of requirements.)

<b>Requirement ID</b>	<b>Requirement Definition</b>	<b>Dependency</b>	<b>Priority</b>
View and Maintain (VM) [Use Case 02]			
VM-1	Only foster parents with a verified certification / license number shall be able to edit a username and password.	AC-9	High
VM-2	The system shall allow parents to edit child preferences in regards to age, gender, ethnicity, language, mental/physical/behavioral health.		High
VM-3	The system shall allow parents to change their address, email,	VM-5	High

	and phone number in their parent profile.		
VM-4	The system shall allow parents to upload a maximum of 25 pictures of their house in their profile page.		Low
VM-5	The system shall verify that the address, email and phone are valid.	VM-3	High
VM-6	The system shall allow users to edit settings on receiving notifications on new comments on forum threads.	AC-7	Low
VM-7	The system shall allow updates to changes on the number of occupied/unoccupied beds.		High
VM-8	The parent should be able to add/remove children's names from the house to reflect the current situation.		High
VM-11	The system should record the date when the child was moved in and out.	VM-8	High
VM-12	The system shall mandate the user reviews any changes before they are able to submit changes.		High
VM-13	The system shall allow the user to access the personal calendar and block out dates when they are unavailable to take an additional child.		High
VM-14	The system shall store completed surveys to the CWS/CMS database.		Medium
VM-15	The system shall lock parents' account when an incorrect password is entered 3 consecutive times.	VM-17	High
VM-16	The system shall allow password resets through an email verification.	AC-8	Medium
VM-17	The system shall allow users who forgot their passwords the option of answering two security questions which were set up initially when the parents created their profile.	VM-15	Medium
VM-18	The system shall permit the parent to reset a password if the two security questions are answered correctly.	VM-17,VM-1	Medium
VM-19	The system shall allow APTs, CSWs to search for parents and display a read-only version a parent's profile.	VM-3,VM-5	High
VM-20	The system shall allow APTs, CSWs to view parents' availability in the calendar	VM-13	High
VM-21	The system shall allow home inspectors to schedule home inspection appointments		High
VM-22	The system shall allow parents to confirm home inspection scheduled appointment	VM-21	High
VM-23	The system shall allow parents to reject home inspection visit time/day	VM-21	High
VM-24	The system shall display home inspection appointments on personal calendar.		High
VM-25	The system shall feed the parent's language preference into the search criteria functions in separate categories in the Foster Care Search System.		Medium
VM-26	After 30 minutes idle, the system shall display an alert box to ask yes or no the parent needs more time needed before it automatically logs out.		Medium

VM-27	The system shall only display the “social service survey response” meter on the CSW profile.		Medium
VM-28	The system shall display the “social service survey response” green-colored meter indicating the end-of-month survey responses average was equal to or above 8.	VM-27,VM-32	Medium
VM-29	The system shall display a “social service survey response” yellow-colored meter indicating the end-of-month survey responses average was between 5 and 7.	VM-27,VM-32	Medium
VM-30	The system shall display the “social service survey response” red colored meter indicating the end-of-month survey response average was less than 5.	VM-27,VM-32	Medium
VM-31	The system shall allow CCLs to add new seminars and trainings in parents’ personal calendar.		Medium
VM-32	The system shall ask the parent to respond to a survey regarding their opinions of the performance of state agencies twice a year on the anniversary of their license.		Medium
VM-33	The system shall respond with a thank you upon completion of the survey.	VM-32	Low

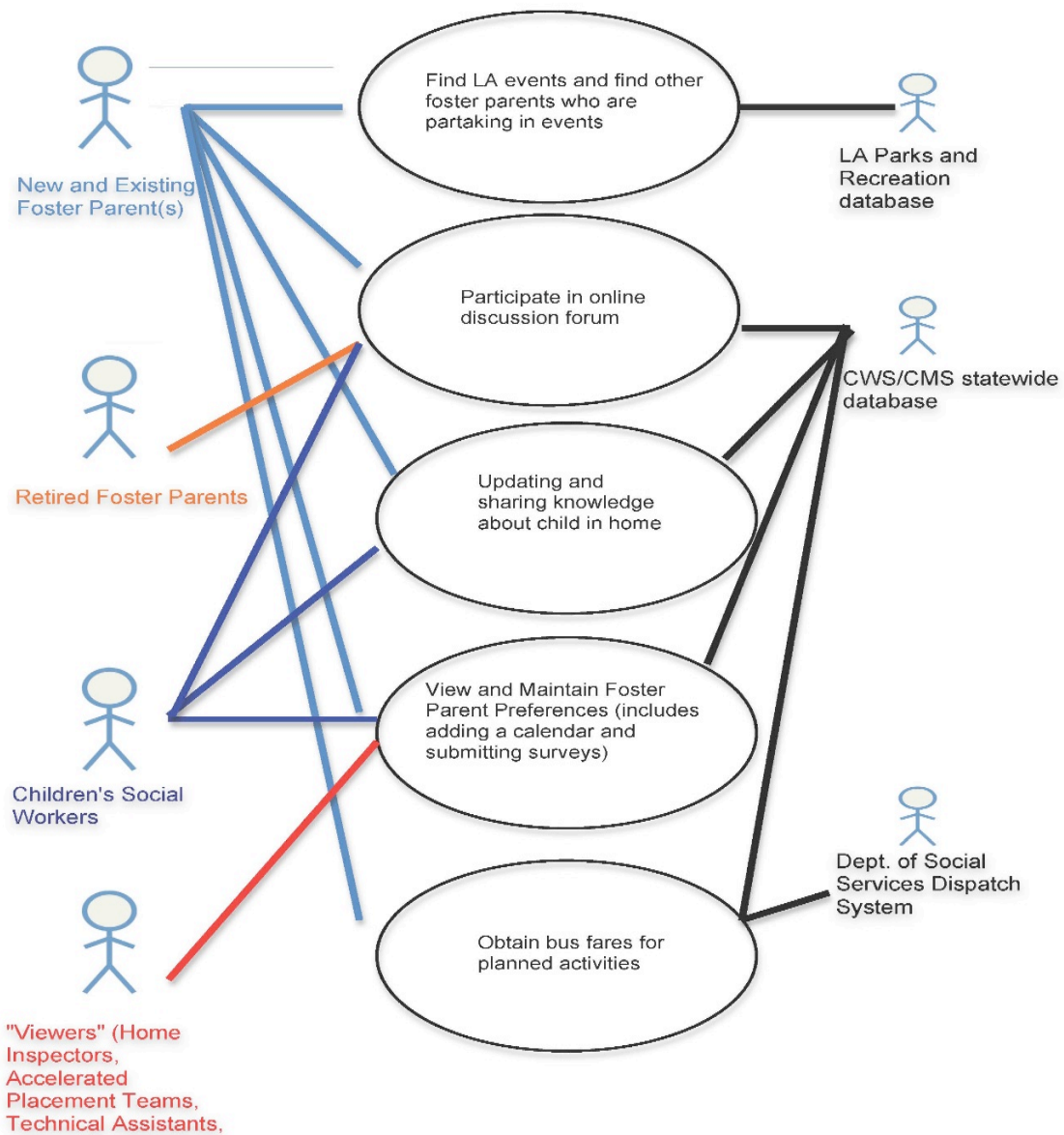
## 5.2 Use Case List and Diagram

### 5.2.1 Use Case List

Use Case #	Actors	Value provided to actors	To-Be Process Steps	Use Case Title
01	New foster parents, existing foster parents, and CSWs	An account is securely created in so users can log in	Parent enters personal info (including license/certification #); system verifies license/certification number; pulls information from CWS/CMS; set up notification settings.	Create Account
02	New foster parents, existing foster parents, and viewers	Better knowledge of active parents in system early on for child placement availability	Parent updates room availability, profile info, child preferences; changes sent to CWS/CMS; parent fills out satisfaction surveys; CSW view list of parents, view their room availability, profile info, child preferences.	View and Maintain Parent Profile and Child Preferences
03	New foster parents, existing foster parents and	Ability to keep track of all pertinent internal	Parents creates message to CSW regarding an update/issue/question; CSW responds; messages	Updating and Sharing Knowledge about the child in home

	CSWs	messages in one place	are sent to CWS/CMS and logged in child summary packet; parents create diary entries regarding regular updates on Child Case Plan; CSW can view and print diary entries.	
04	Existing, new or retired foster parents; secondary are the CSWs	Obtains better understanding of the different alternatives available to family	Parent creates a thread regarding a question or advice; other parents comment on thread; parents flag inappropriate posts; parents “upvote” posts that are helpful; CSW can view forum and are notified of posts flagged inappropriate.	Participate in Online Discussion Forum
05	Existing foster parent	Fulfills a more community-type atmosphere among foster families	Low-cost events are pulled from LA Parks and Recreation database; parents have various means of filtering events; parents select to attend events that interest them; events are added to their personal calendar.	Find Events in Los Angeles
06	New foster parents and existing foster parents, and CSWs	Parents and CSWs get forms signed faster for filing	Parents fill out requested bus reimbursement form, submit to CSW; CSW reviews, submits to DCFS Transportation Clerk; Clerk approves, email notification of approval is sent to parent and CSW; parent receives bus reimbursement.	Obtain Bus Fares for Planned Activities

### 5.2.2 Use Case Diagram



Use Cases for LA City Project ("Fostering Community")

### 5.3 Use Case Descriptions

<b>Use Case ID:</b>	01		
<b>Use Case Name:</b>	Create Account		
<b>Created By:</b>	Allison Wisniewski	<b>Last Updated By:</b>	Allison Wisniewski
<b>Date Created:</b>	11/13/13	<b>Last Revision Date:</b>	11/20/2013
<b>Actors:</b>	The primary actors are new and existing foster parents and CSWs		

<b>Description:</b>	This use case describes how new and existing foster parents create an account. The system will verify the parents for account creation. The outcome of this use case is a parent's account.
<b>Trigger:</b>	A parent wants to join Fostering Community.
<b>Preconditions:</b>	1. Parent already has a license (DCFS) or certification (FFA).
<b>Postconditions:</b>	1. The parent(s) have successfully created an account and can now participate in Fostering Community.
<b>Normal Flow:</b>	<ol style="list-style-type: none"> <li>The system prompts the parent to choose the English or Spanish version of the application.</li> <li>The parent completes the account interest form on the home page. <ol style="list-style-type: none"> <li>Enters their name, contact information, and certification/license number.</li> <li>The system shows user message: "Your info has been received. Upon successful verification, you will receive an email to create your account."</li> </ol> </li> <li>The Fostering Community system verifies the certification/license number by checking the Community Care Licensing database.</li> <li>The verified parent receives an email with a link and invitation to create an account.</li> <li>The parent creates a username and password. <ol style="list-style-type: none"> <li>Username must be unique – system checks username against current usernames and indicates to user if it is available or not.</li> <li>Password must be strong – password must be at least eight characters with a capital letter and special character.</li> <li>Password must match – user must input their password twice.</li> </ol> </li> <li>The parent creates two security questions with answers to verify identity in case of forgetting their password.</li> <li>The system pops up the full text of the terms and conditions. <ol style="list-style-type: none"> <li>Parents scroll down through text.</li> <li>Parents accept the conditions.</li> </ol> </li> <li>With the username and password, the system creates an account for the user.</li> <li>From the certification/license number, the system pulls all information about that foster parent from the FFA proprietary system and the Parent Caregiver Portal and adds this to the account.</li> <li>The system shows the parent all the information that was just added to their profile from Step 8 and asks them to confirm it.</li> <li>The system prompts the user to complete their profile with any missing information.</li> <li>The parent indicates their account preferences including: <ol style="list-style-type: none"> <li>How often to receive summary (digest) emails.</li> <li>When and which activities to receive notifications of activity in the forum.</li> </ol> </li> <li>At this point, the user can reference Use Case 02 to update their profile and preferences further.</li> </ol>
<b>Alternative Flows:</b>	

<b>Alternative Flows:</b>	
<b>Exceptions:</b>	<p>2a. Forgot license number.</p> <ul style="list-style-type: none"> <li>i. System will prompt parent to contact Community Care Licensing.</li> <li>ii. Use Case resumes back to Step 1 of normal flow.</li> </ul> <p>3. Entered certification/license number is fraudulent/ not active.</p> <ul style="list-style-type: none"> <li>i. System sends user an email saying: “Your certification/license number could not be verified. If you think this has happened in error, please contact your case social worker.”</li> </ul> <p>9. Incorrect information is updated and an e-mail alert is sent to CSW.</p>
<b>Includes:</b>	All other Use Cases begin with this Use Case.
<b>Frequency of Use:</b>	Once per foster parent.
<b>Special Requirements:</b>	
<b>Assumptions:</b>	<p>Parents understand English or Spanish language.</p> <p>Parents have an email address.</p> <p>When parents re-certify or re-license they receive the same number on file.</p>

<b>Use Case ID:</b>	02		
<b>Use Case Name:</b>	View and Maintain Foster Parent Preferences		
<b>Created By:</b>	Kim Kweder	<b>Last Updated By:</b>	Rohit Verma
<b>Date Created:</b>	11/9/13	<b>Last Revision Date:</b>	12/01/2013
<b>Actors:</b>	The actors involved are new and existing foster parents, case social workers, and viewers (DCFS home inspectors, Accelerated Placement Teams and Technical Assistants).		
<b>Description:</b>	This use case describes how new and existing foster parents view and maintain their profile and child preferences for potential acceptance of a new child to stay in the home temporarily. The viewers (home inspectors and Accelerated Placement teams) have limited access to see the calendar and availability selections. CSWs also access and maintain communication with the parent. The outcome of this use case is to pull in better data and information about a parent's availability to the CMS/CWS database and to improve the Foster Care Search System application for APTs and CSWs.		
<b>Trigger:</b>	A parent needs to make an edit or view parent and child preferences.		
<b>Preconditions:</b>	<ol style="list-style-type: none"> <li>1. All participants with permitted access have: <ol style="list-style-type: none"> <li>a. Downloaded the mobile app</li> <li>b. Accessed it from a PC.</li> </ol> </li> <li>2. All participants have a registered account already set up in the system.</li> <li>3. Parent has a license number and password to register.</li> <li>4. Community Care Licensing has a parental license number on file.</li> <li>5. There is an active connection to the CMS/CWS database.</li> </ol>		
<b>Postconditions:</b>	1. Successful completion.		



	<ul style="list-style-type: none"> <li>a. The parent(s) have accurate information on file.</li> <li>2. Successful processing to databases. <ul style="list-style-type: none"> <li>a. The state/county databases have been updated.</li> </ul> </li> </ul>
<b>Normal Flow:</b>	<ul style="list-style-type: none"> <li>1. Parent enters in user name and password.</li> <li>2. Parent selects "View and Maintain Parent Profile and Child Preferences" from a home page.</li> <li>3. The system opens new window to display: <ul style="list-style-type: none"> <li>a. Pre-existing records in the system about the parent's last saved changes.</li> <li>b. Total points in progress (of an incentive program).</li> <li>c. Any unread messages from the CSW.</li> <li>d. A selection of choices: <ul style="list-style-type: none"> <li>i. Update My Profile.</li> <li>ii. Room Availability.</li> <li>iii. My Personal Calendar.</li> <li>iv. Surveys.</li> </ul> </li> </ul> </li> <li>4. Parent selects "Update My Profile:" <ul style="list-style-type: none"> <li>a. Indicates a set of child preferences (B-Rate Parent only): <ul style="list-style-type: none"> <li>i. Type of language spoken.</li> <li>ii. Age Range: (0-5), (5-12), (13-18).</li> </ul> </li> <li>b. Parent uploads a recent profile picture.</li> <li>c. System sends notification of new profile picture to CSW for clearance.</li> <li>d. Views his or her Foster Care Rate category</li> <li>e. Turns on/off notifications for the online forum.</li> <li>f. Indicates length of experience in fostering children.</li> <li>g. Indicates new home address, email, and phone number.</li> <li>h. Indicates his or her personal language preference.</li> </ul> </li> <li>5. Parent saves changes and exits the page.</li> <li>6. Parent selects "Room Availability." <ul style="list-style-type: none"> <li>a. Indicates number of occupied rooms.</li> <li>b. If occupied, indicates start date.</li> <li>c. Indicates number of vacant rooms.</li> <li>d. Uploads pictures of house and room dwellings.</li> <li>e. Adds or removes foster children's names living in the house.</li> <li>f. Indicates number of non-foster children living in house.</li> <li>g. Clicks the save changes button.</li> <li>h. System automatically feeds in CWS/CMS new numbers.</li> <li>i. System aggregates an availability information in CWS/CMS database.</li> </ul> </li> <li>7. Parent selects "Personal Calendar." <ul style="list-style-type: none"> <li>a. System displays a monthly view of a calendar.</li> <li>b. Parent selects dates unavailable for foster care placement.</li> <li>c. System automatically sends changes to CWS/CMS and Foster Care Search System of the dates unavailable for foster care placement.</li> <li>d. CWS/CMS pre-populates Personal Calendar with: <ul style="list-style-type: none"> <li>i. CSW meetings.</li> <li>ii. Licensing Expiration Reminder.</li> <li>iii. Upcoming Mandatory / Volunteer Trainings and</li> </ul> </li> </ul> </li> </ul>



<p><b>[Alternative Flow 3 – Home Inspectors]</b></p>	<p>parents.</p> <ol style="list-style-type: none"> <li>APT calls specific parents for placement inquiry.</li> <li>APT logs out.</li> </ol> <p><b>Viewer 3: Home Inspectors</b></p> <ol style="list-style-type: none"> <li>Home inspector logs in with username and password to the app.</li> <li>Home inspector accesses calendar view.</li> <li>Home inspector checks dates available.</li> <li>Home inspector books a date.</li> <li>Parent receives an automated message with date/time reminder.</li> <li>Parent accepts/rejects.               <ol style="list-style-type: none"> <li>If rejects, parent needs to enter in why.</li> </ol> </li> <li>Calendar has the date recorded for both inspector and parent.</li> <li>After site visit, home inspector views photos taken by the parents themselves or the inspector.</li> <li>Home inspector logs out.</li> </ol>
<p><b>Exceptions:</b></p>	<ol style="list-style-type: none"> <li>Forgot password.               <ol style="list-style-type: none"> <li>Parent clicks on “forgot password” button.</li> <li>System provides link to reset the password.</li> <li>Use Case resumes on step 2.</li> </ol> </li> <li>Invalid User               <ol style="list-style-type: none"> <li>Use Case ends with a failure condition.</li> </ol> </li> <li>Parent enters 0 for rooms available.               <ol style="list-style-type: none"> <li>System shall prompt parent for explanation.</li> <li>Parent types in explanation.</li> <li>CSW approves it.</li> <li>The new change is displayed.</li> <li>System records the information to county and state databases (CCL).</li> <li>System alerts Foster Care Search System, OHCMD, and CSW.</li> <li>Use Case resumes on step 4 of normal flow.</li> </ol> </li> <li>Parent adds a new child's name but forgets to remove the children who left.               <ol style="list-style-type: none"> <li>System flags the parent to review the child list.</li> <li>A dialog box asks parents if the listed children are still living at this address or not.</li> <li>Parent responds yes or no.</li> <li>System saves the response and new child is entered.</li> <li>System alerts OHCMD, state, and county databases.</li> <li>Use Case resumes on step 4.</li> </ol> </li> </ol>
<p><b>Includes:</b></p>	<p>Steps 1 in the normal flow would be required for all types.</p>
<p><b>Frequency of Use:</b></p>	<p>As-needed basis per week.</p>
<p><b>Special Requirements:</b></p>	<p>"Last Saved" setting available for parents to see what they worked on.</p>
<p><b>Assumptions:</b></p>	<ol style="list-style-type: none"> <li>Parents understand either English or Spanish language.</li> <li>Parents understand how to upload a photo in the app.</li> <li>Parents know how to type emails and post comments.</li> </ol>

<b>Assumptions:</b>	<ol style="list-style-type: none"> <li>1. Parents understand either English or Spanish language.</li> <li>2. Parents understand how to upload a photo in the app.</li> <li>3. Parents know how to type emails and post comments.</li> <li>4. Parent understands calendar invitations and accepts/rejects.</li> </ol>
<b>Notes and Issues:</b>	<ol style="list-style-type: none"> <li>1. How many attempts can be tried until the parent is locked out of system?</li> <li>2. Can the statewide database have dashboard "meters" on metrics pertaining to room availability, languages in home, and social service survey response data?</li> </ol>

<b>Use Case ID:</b>	03		
<b>Use Case Name:</b>	Updating and sharing knowledge about child in home		
<b>Created By:</b>	Kim Kweder	<b>Last Updated By:</b>	Rohit Verma
<b>Date Created:</b>	11/16/13	<b>Last Revision Date:</b>	12/01/13
<b>Actors:</b>	The primary actors are new and existing foster parents and CSWs.		
<b>Description:</b>	This use case describes how new and existing foster parents and CSWs communicate information on the child's activities and behavior. The outcome is for an improved preparation in future discussion topics between the parent and CSW during a home visitation session.		
<b>Trigger:</b>	Parent wants to e-mail CSW on child's activity.		
<b>Preconditions:</b>	<ol style="list-style-type: none"> <li>1. Parent has a license (DCFS) or certification (FFA)</li> <li>2. Parent has an active account in the system.</li> </ol>		
<b>Postconditions:</b>	<ol style="list-style-type: none"> <li>1. The parent(s) have effectively shared knowledge with the CSW on child's activities and behavioral issues that can be useful to discussion topics at face-to-face meetings.</li> </ol>		
<b>Normal Flow:</b>	<ol style="list-style-type: none"> <li>1. Parent logs in.</li> <li>2. Parent selects "Update and Share Knowledge with CSW."</li> <li>3. The parent creates an internal message to CSW that can be any of the following: <ol style="list-style-type: none"> <li>a. Describes a situation.</li> <li>b. Describes a follow up situation.</li> <li>c. Describes any questions on child behavioral issues.</li> <li>d. General administrative questions on fostering.</li> </ol> </li> <li>4. Parent creates a new daily diary message that indicates: <ol style="list-style-type: none"> <li>a. Planned recreational activities.</li> <li>b. Planned after-school activities.</li> <li>c. Routine medical visits.</li> <li>d. Attending foster community-facing events.</li> <li>e. Parent-teacher meetings.</li> <li>f. Behavioral incidents.</li> <li>g. Home visitation feedback.</li> <li>h. "Other" defined by DCFS.</li> </ol> </li> <li>5. Parent wants to review Child Case Plan. <ol style="list-style-type: none"> <li>a. Parent clicks on "Review Child Case Plan."</li> <li>b. Case plan opens in downloadable PDF.</li> </ol> </li> </ol>		

	6. Parent logs off system.
<b>Alternative Flows:</b> [Viewer 1: Children's Social Worker]	<b>Children's Social Worker</b> <ol style="list-style-type: none"> <li>1. CSW logs in.</li> <li>2. CSW visits home profile and selects drop-down menu box of parents he/she is assigned to.</li> <li>3. CSW retrieves a parent's profile.</li> <li>4. CSW selects a field to retrieve unread messages.</li> <li>5. CSW enters the messaging center to reply to parent's message.</li> <li>6. CSW sends a reply message back to the parent. <ol style="list-style-type: none"> <li>a. CSW prints a downloadable PDF format of emails for next home visitation meeting.</li> <li>b. CSW searches for archived emails using key words in a search bar.</li> <li>c. CSW retrieves older messages for reviewing and printing.</li> </ol> </li> <li>7. CSW returns back to the parent's profile.</li> <li>8. CSW selects a field to review diary entries.</li> <li>9. CSW downloads a PDF format of selected entries to prepare ahead of next home visitation meeting.</li> <li>10. CSW returns to the parent's profile.</li> <li>11. Use case returns to Step 2 of Alternative Flow.</li> </ol> <b>Children's Social Worker types in follow up meeting notes</b> <ol style="list-style-type: none"> <li>1. CSW logs in.</li> <li>2. CSW selects drop-down menu box for parents he/she is assigned to from the home page.</li> <li>3. CSW accesses a new diary entry: <ol style="list-style-type: none"> <li>a. Logs the date/time of meeting.</li> <li>b. Describes any action items as a result of the meeting.</li> </ol> </li> <li>4. System saves recent information in county/state database.</li> <li>5. CSW returns to the parents' profile.</li> <li>6. CSW logs off the system.</li> </ol>
<b>Exceptions:</b>	<ol style="list-style-type: none"> <li>3. Parent drafts a message but wants to delete it. <ol style="list-style-type: none"> <li>a. Parent selects the "Delete" draft button.</li> <li>b. A pop-up button asks if he/she wants to permanently delete.</li> <li>c. Parent selects yes.</li> <li>d. The system permanently deletes the draft.</li> </ol> </li> <li>3. Parent drafts a message but wants to save it for later. <ol style="list-style-type: none"> <li>a. Parent selects "Save" draft button.</li> <li>b. A pop-up button asks if he/she wants to save the draft for later.</li> <li>c. Parent selects yes.</li> <li>d. Parent logs off.</li> <li>e. The system saves draft for next log in.</li> </ol> </li> <li>3. Parent attempts to draft a message to an outside third-party <ol style="list-style-type: none"> <li>a. A pop-up box blocks parent from sending drafts other than CSW.</li> <li>b. The use case ends with a failure.</li> </ol> </li> </ol>

<b>Exceptions:</b>	3. Parent drafts a message but wants to delete it. <ol style="list-style-type: none"> <li>Parent selects the "Delete" draft button.</li> <li>A pop-up button asks if he/she wants to permanently delete.</li> <li>Parent selects yes.</li> <li>The system permanently deletes the draft.</li> </ol> 3. Parent drafts a message but wants to save it for later. <ol style="list-style-type: none"> <li>Parent selects "Save" draft button.</li> </ol>
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<b>Use Case ID:</b>	04		
<b>Use Case Name:</b>	Participate in Online Discussion Forum		
<b>Created By:</b>	Rohit Verma	<b>Last Updated By:</b>	Rohit Verma
<b>Date Created:</b>	11/12/13	<b>Last Revision Date:</b>	11/19/13
<b>Actors:</b>	The primary actor is an Existing, New, or Retired Foster Parent. The secondary actors that are involved in this use case include Case Social Workers (CSW).		
<b>Description:</b>	This feature allows various types of foster parents to interact with each other via an online discussion forum. New foster parents, existing foster parents, and retired foster parents can all interact with each other to form an online community. This feature can be utilized by parents to seek advice for problems / issues that they are dealing with at home, or if parents are simply looking for new ideas.		
<b>Trigger:</b>	Foster family wants to connect with other foster parents.		
<b>Preconditions:</b>	<ol style="list-style-type: none"> <li>Foster Parent has an active account.</li> <li>Foster Parent is logged in to the system.</li> </ol>		
<b>Postconditions:</b>	<ol style="list-style-type: none"> <li>Foster Parent has received counsel from various sources and decides on which course of action to undertake.</li> <li>Foster Parent does not pursue any of the options outlined in the discussion, but now possesses a better understanding of the different alternatives available to the family.</li> </ol>		
<b>Normal Flow:</b>	<ol style="list-style-type: none"> <li>Foster Parent creates a new thread by typing into the entry field.</li> <li>Foster Parent selects tags that are applicable to the question/comment. <ol style="list-style-type: none"> <li>should be a glossary term and define Discussion Topics</li> </ol> </li> <li>Parent's question/comment is posted to the online discussion forum.</li> <li>Retired Foster Parents and other Existing Foster Parents can respond to the thread with their thoughts / advice / ideas.</li> <li>If desired (based on Use Case 02), every time a new comment is added to the thread, system sends an email alert to foster parent.</li> <li>Foster parent can "upvote" (thumbs up) responses that are helpful.</li> <li>System awards points to commenters who post beneficial comments.</li> <li>Foster parent clicks checkbox to show that question has been resolved.</li> </ol>		

	9. System archives thread after a period of 30 days from when last comment was posted.
<b>Alternative Flows:</b>	<p>Foster Parent searches for other threads by tags:</p> <ol style="list-style-type: none"> <li>1. Foster parent types in tags related to their thread.</li> <li>2. Threads containing keywords which match tags appear, ordered from most similar to least.</li> <li>3. Parent clicks on title to view thread.</li> <li>4. Parent can vote up beneficial responses from others.</li> </ol> <p>Foster parent notices an inappropriate thread or comment.</p> <ol style="list-style-type: none"> <li>1. Parent flags thread or comment.</li> <li>2. System sends notification to CSW.</li> </ol> <p>Case Social Workers:</p> <ol style="list-style-type: none"> <li>1. Case Social Worker receives alert from system about potentially abusive situation.</li> <li>2. CSW reads thread to determine whether situation warrants investigation.</li> <li>3. CSW views asker's profile.</li> <li>4. If deemed necessary, CSW messages foster parent directly from forum to follow up on question.</li> </ol>
<b>Exceptions:</b>	
<b>Includes:</b>	Reference Use Case 01.
<b>Frequency of Use:</b>	This use case should be used on as needed basis by foster parents.
<b>Special Requirements:</b>	<ol style="list-style-type: none"> <li>1. Rewards / Incentive System to encourage participation from stakeholders.</li> <li>2. Ability for system to flag / filter messages that may hint toward misbehavior such as abuse or alcoholism.</li> <li>3. Ensure anonymity (from other foster parents) for someone who asks a question.</li> </ol>
<b>Assumptions:</b>	
<b>Notes and Issues:</b>	

<b>Use Case ID:</b>	05		
<b>Use Case Name:</b>	Find Events in Los Angeles		
<b>Created By:</b>	Rohit Verma	<b>Last Updated By:</b>	Rohit Verma
<b>Date Created:</b>	11/14/13	<b>Last Revision Date:</b>	11/29/13
<b>Actors:</b>	The primary actor is an Existing Foster Parent.		

<b>Description:</b>	This feature allows foster families to search for family-friendly events in the Los Angeles area. The system will display upcoming civic events at facilities such as museums, theaters, parks, art galleries, sports stadiums, workshops, etc.
<b>Trigger:</b>	Foster family decides to look online for weekend (or weekday) outing ideas.
<b>Preconditions:</b>	1. Parent is logged in to the system.
<b>Postconditions:</b>	<ol style="list-style-type: none"> <li>1. Foster Parent retains greater awareness of community activities happening in Los Angeles.</li> <li>2. Foster Parent contributes to the city's income by attending and participating in these civic events.</li> <li>3. Foster family utilizes resources invested by LA City for establishing healthy communities through First5LA Program.</li> <li>4. Foster families connect with each other, creating a more fulfilling community-type atmosphere among foster families.</li> </ol>
<b>Normal Flow:</b>	<ol style="list-style-type: none"> <li>1. Foster parent clicks on LA Events Calendar.</li> <li>2. Foster parent reaches splash page with visuals of 5 featured events for the month.</li> <li>3. Below the icons of the five features, foster parent selects button "View Upcoming Events."</li> <li>4. System shows a LA Events Calendar that is populated with the different events that are happening in Los Angeles this week.</li> <li>5. Foster parent can scroll through LA Events Calendar to view activities in the future.</li> <li>6. Foster parent clicks on event that may interest their family.</li> <li>7. Foster parent views details of the event, such as time, location, description, cost for tickets, etc.</li> <li>8. Foster parent clicks on icon to add selection to their own Personal Calendar.</li> <li>9. System sends foster parent a notification reminder one day before the event via email.</li> </ol>
<b>Alternative Flows:</b>	<p>Foster Parent searches for events by category.</p> <ol style="list-style-type: none"> <li>1. Foster parent clicks on "category" filter to look at upcoming events sorted into different categories.</li> <li>2. Foster parent chooses desired category, e.g. art or sports.</li> <li>3. Foster parent views upcoming events on LA Events Calendar pertaining specifically to that category.</li> </ol> <p>Foster Parent searches for events by distance.</p> <ol style="list-style-type: none"> <li>1. Foster Parent types in their home address.</li> <li>2. Foster Parent selects radius (in miles) of how far they are willing to travel.</li> <li>3. LA Events Calendar auto-populates events only within those distance parameters.</li> </ol> <p>Foster Parent searches for events by venue.</p>



	<ol style="list-style-type: none"> <li>1. Foster parent types in name of venue into LA Events Calendar's search field.</li> <li>2. LA Events Calendar auto-populates acts appearing only at that venue.</li> <li>3. From one event description, parent can also click on link to venue's homepage to jump to their home page and view upcoming acts.</li> </ol>
<b>Exceptions:</b>	<ol style="list-style-type: none"> <li>8. Foster parent adds event to Personal Calendar but now wants to delete it. <ol style="list-style-type: none"> <li>1. Foster Parent goes to Personal Calendar (Use Case 02).</li> <li>2. Foster Parent clicks on event.</li> <li>3. Foster Parent clicks on Delete Button.</li> <li>4. System shows a popup asking user to confirm that they would like to delete event.</li> <li>5. Foster Parent clicks Yes.</li> <li>6. System removes event from Personal Calendar.</li> </ol> </li> </ol>
<b>Includes:</b>	Reference Use Case 02 (Calendar).
<b>Frequency of Use:</b>	This use case should be used on a weekly basis by foster parents.
<b>Special Requirements:</b>	Rewards / Incentive System to encourage participation from stakeholders.
<b>Assumptions:</b>	
<b>Notes and Issues:</b>	

<b>Use Case ID:</b>	06		
<b>Use Case Name:</b>	Obtain Bus Fares		
<b>Created By:</b>	Kim Kweder	<b>Last Updated By:</b>	Rohit Verma
<b>Date Created:</b>	11/14/13	<b>Last Revision Date:</b>	12/01/13
<b>Actors:</b>	The primary actors are new and existing foster parents and CSWs.		
<b>Description:</b>	This use case describes how new and existing foster parents will obtain monthly bus fares for (1) school-of-origin planned activities, and other education- related transportation and (2) medical-related conditions. The outcome is for an easier streamlined process for parents requesting and receiving the fares the first of every month.		
<b>Trigger:</b>	The parent needs bus access to take the child to education-related and medical-related activities.		
<b>Preconditions:</b>	<ol style="list-style-type: none"> <li>1. CSW has reviewed the child's required transportation in the child's case plan.</li> <li>2. CSW and parent are aware of the type of bus pass that's best fit.</li> <li>3. The system has already tagged the parent to the appropriate Foster Care Rate in My Profile.</li> <li>4. The CSW is logged into the system.</li> </ol>		
<b>Postconditions:</b>	<ol style="list-style-type: none"> <li>1. Successful completion: the parent(s) obtain the money to buy the type</li> </ol>		

	<p>of bus pass.</p> <ol style="list-style-type: none"> <li>Successful processing to databases: the state/county databases have been updated.</li> </ol>
<b>Normal Flow:</b>	<ol style="list-style-type: none"> <li>Upon entry into web interface, system shows a drop-down list of all clients' names in CSW account.</li> <li>CSW selects desired family (client).</li> <li>System prompts CSW with the appropriate online Bus Pass Request Form.</li> <li>CSW fills in required information, including the amount requested by client.</li> <li>Upon submission, system sends form to the DCFS Transportation Clerk.</li> <li>DCFS Transportation Clerk approves Bus Pass Request Form.</li> <li>System saves bus fare stipend amount in Department of Social Services Dispatch System for auditing purposes.</li> <li>System automatically sends the client and the CSW an e-mail notification of approval.</li> <li>System sends foster parent an email that check (or bus fare) is ready for pickup at DCFS office.</li> <li>Foster parent clicks on "Obtain Bus Stipend" link in email notification.</li> <li>Parent e-signs the approval that money has been successfully received.</li> <li>E-signature is stored in statewide database for further archival.</li> </ol>
<b>Alternative Flows:</b>	<p>Parent needs to request more bus money for the month.</p> <ol style="list-style-type: none"> <li>Parent clicks on "Request for More Funds" button in Bus Pass section of Fostering Community.</li> <li>Parent enters amount requested.</li> <li>Parent fills out field stating reason for needing more funds.</li> <li>System sends CSW an email notification.</li> <li>CSW fills out the appropriate form and amount requested.</li> <li>Use Case resumes on step 4.</li> </ol> <p>Foster Family loses bus pass.</p> <ol style="list-style-type: none"> <li>Parent clicks on "Lost / Stolen Pass" button in Bus Pass section of Fostering Community.</li> <li>Parent fills out textbook explaining details of incident.</li> <li>System sends emergency email notification to CSW and DCFS Transportation Clerk.</li> <li>Use Case resumes on Step 1.</li> </ol>
<b>Exceptions:</b>	<ol style="list-style-type: none"> <li>Parent no longer has foster child. <ol style="list-style-type: none"> <li>Parent removes child's name from Child Preferences [Use Case 02].</li> <li>Notification sent to CSW.</li> <li>CSW approves change.</li> <li>System sends notification to DCFS Transportation Clerk.</li> </ol> </li> <li>DCFS Transportation Clerk rejects form.</li> </ol>

	a. System sends Bus Pass Request Form back to CSW for corrections. b. Use Case resumes on Step 4.
<b>Includes:</b>	Includes Use Case 02
<b>Frequency of Use:</b>	This use case should be used on a monthly basis by CSWs.
<b>Special Requirements:</b>	
<b>Assumptions:</b>	Forms are documented for record-keeping in county database.
<b>Notes and Issues:</b>	How many years are the forms archived in the statewide database?

## 5.4 Visualizations (see Appendix D for images)

### *Create Account [Use Case 01]*

The parent clicks on the “Registration” button on the homepage where they are prompted to enter cursory personal information and their foster license or certification number. This information is verified against CWS/CMS records and a confirmation email is sent upon verification. After following the link in the email parents set up a username, password and set up their initial child preference criteria. Parents are then directed to set up their notification settings for the forum and internal messages. Upon completion and verification, the parent is directed to their newly created profile.

### *View and Maintain Parent Profile/Child Preferences [Use Case 02]*

The parent clicks on the "Profile" button on the homepage navigation bar where it then leads the parent to a menu of 3 options to select his/her profile, room availability, or the calendar. The parent chooses "room availability" and decides to edit the number of foster children living in the house and the number of vacant rooms.

### *Update and Share Knowledge (Parent’s view) [Use Case 03]*

The parent logs in and clicks on the "Reach Case Worker" button. The page brings the parent to a menu of 3 options to select either a diary entry, email CSW, or review the Child Case Plan. The parent decides to write an internal diary message to CSW. The parent indicates the category: "Planned after-school activity" and describes the activity and the child's interactions. The parent submits the entry and decides to log out of the app.

### *Update and Share Knowledge (Social Worker’s view) [Use Case 03]*

The assigned social worker of the child’s case logs in and selects from a drop down list the foster parent’s name. The page opens to a read-only view of the parent's profile. The social worker notices there are some unread messages that were sent. The social worker proceeds to click on "Diary messages". The social worker opens it up to read about the planned after-school activity. The social worker is interested in compiling this information along with older diaries,

for the next home visit and decides to click the print button. The social worker then proceeds to log out.

#### *Participate in Online Discussion Forum [Use Case 04]*

The parent clicks on the “Discussion Forum” tab on the homepage where they are given the option of creating a new thread or viewing existing posts. If a parent decides to post a thread they are able to title the thread and choose from a list of categories to tag the post under. When viewing the forum parents are able to comment on relevant posts, see how many other users have commented on threads and ‘like’ helpful posts. If parents find inappropriate posts they are given the option of flagging them, which will alert CSW.

#### *Find LA Events [Use Case 05]*

The parent logs in to the Fostering Community portal and selects the “LA Events” tab. The window shows a calendar of upcoming events hosted by the City of Los Angeles or its partners. Events can be filtered based on proximity (distance), cost, and/or targeted age group. Foster parents can click on the event to view all the details, such as venue, price, transportation, contact number, reservation information, etc. Once an event has been booked (if necessary), the foster parent can add it to her family’s Personal Calendar.

#### *Obtain Bus Fares [Use Case 06]*

The CSW views a list of her family clients. She selects the name of the family that requires a new bus pass. This opens a page that shows the family parents and the foster children in the household, along with children’s ages. The CSW can fill out the required Bus Pass Request Form and send it electronically to the DCFS Transportation Clerk’s Office directly from this portal. After review, the Transportation Clerk will approve the form and send it back to the CSW. The process for passing the paper check from the Transportation Clerk to the CSW will remain the same. Once the Transportation Clerk delivers the check, an alert will be emailed to the parent, who can e-sign for the check through the email. After the signature has been stamped on the document, the foster parent can pick up the check from the CSW at his/her earliest convenience.

### ***5.5 Fitting Design to User Capabilities***

<b>User Capability: Foster Parents</b>	<b>How Design Fits</b>	<b>Priority</b>
Older foster parents may feel anger/annoyance	User-friendly buttons, intuitive navigation, easy print and PDF icons, large font, and large images.	High
New foster parents may feel a need of belonging	(1) The interactive forum allows parents to create new threads and review threads on topics of interest. Parents	Medium

	<p>can "vote up" a thread if a parent feels it is useful to the discussion matter.</p> <p>(2) The LA events calendar's easy to navigate features allows parents to filter categories and view top 5 popular events.</p> <p>(3) Upload profile picture.</p>	
New and experienced foster parents (mid-level experts) may desire a degree of experimentation.	Allows for personal configuration of internal messaging with social worker, registered events, and forum threads.	Low
<b>User Capability: Social Workers</b>	<b>How Design Fits</b>	<b>Priority</b>
Younger social workers accept/experiment.	User-friendly mobility on the go; can be taken with him/her to home visitations using a mobile device.	High
Older social workers slower to accept/experiment.	Print button allows for printing messages.	Medium
Care for commitment and usefulness of content.	<p>(1) Social service meter shows survey results.</p> <p>(2) Notifications sent on flagged content in the forum.</p>	High
Worried about privacy	System auto-locks after 30 minutes idle; requires unique username/passwords; oversight on registration and new accounts; and read-only sections; and an internal messaging system.	Medium
Want to be perceived as helpers, not "big brother" bureaucrats	A narrowed design that's focused on messaging and viewing parents' availability.	Low

### *5.6 Fitting Design to User Context*

<b>User Context: Social Workers</b>	<b>How Design Fits</b>	<b>Priority</b>
Shared responsibilities among teams (APTs, TAs, CSWs)	The app is connected to a shared, integrated system.	Medium

Resources: None allocated	Parents assigned to update and maintain their profiles.	Low
Work structure comprises of carrying around paper files of client information	Easy access to a drop-down list of clients and clients information at the click of a few buttons; child case packet is in downloadable PDF format	High
<b>User Context: Foster Parents</b>	<b>How Design Fits</b>	<b>Priority</b>
Ability to deploy information	Internal messaging system and create threads in forum	Medium
Need for structure in storing and accessing important files	Calendar features, upload home photos, and downloadable child case packet	High

## **6. Benefits Realization Plan**

### ***6.1 Change Management Plan***

This change plan addresses the people, process, and technology components that are all required to prepare for and create a successful organizational transformation in the foster care community. Our data collection and research revealed that there is a rigid, hierarchal structure within DCFS and Foster Family Agencies with independent silos at all different stages from registering prospective foster parents; training and licensing; inspecting homes; identifying a parent-child match; placing a child in the home; removing of a child in the home; and de-certifying/licensing, and re-certifying/licensing parents. Each entangled process requires time and commitment, but with limited resources, stagnant thinking, and old technologies, the organization is not able to fully maximize the benefits and potential growth of the foster care community.

#### ***6.1.1 Cultural Organizational Plan***

The changes that need to be made involve the *core interaction* between parents, CSWs, staff in the licensing and home inspections units, and the foster parent educators. Social workers normally run down a long lists of phone calls to foster family homes, FFAs, single family homes, and group homes to reach parents, asking who is ready and willing to accept new children in waiting centers who need of a safe home. Both parties need to utilize the app to help speed up this currently inefficient process, starting with a "bottom-up" approach with parents as the trigger to change.

##### ***I. Foster Parents and CSWs***

<b>Actors</b>	<b>Norms of Behavior</b>	<b>Job designs</b>	<b>Steps in conducting the process</b>	<b>Reporting relationships</b>	<b>Information flow</b>	<b>Rewards for using app</b>
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<b>Parents</b>	<p><b>Past norms:</b> Parents were fully reliant on their social workers for support and services, passively accepting phone calls, and having unclear awareness on the background of the foster child.</p> <p><b>New norms:</b> Actively engaged in the foster system; accepting phone calls and interacting with the foster parent community and resources.</p>	<p>Actively managing their personal profiles and messaging social workers (instead of waiting on phone calls or home visits).</p> <p>Foster parents develop "social networks" with other foster parents using forums.</p>	<p>(1) Log in (2) Parents view and maintain parent profile and child preferences (3) Parents check calendar and indicate availability (4) Parents visit the Forum and Events pages for getting engaged in community (5) Submit internal messages to social worker for questions, incidents, and activities</p>	[None]	<p>New information flow is more bottom-up.</p> <p>Parents edit, add, profile and child preferences, and search for LA events, they message social workers and add items to the calendar and the information is saved in the system for viewers.</p>	<p>Reward parents for active app involvement such as "Foster Parent of the Year" for best web app use.</p> <p>Earn progress points for raffle drawings.</p>
<b>Children's Social Workers (CSW)</b>	<p><b>Past norms:</b> Overwhelmed, busy phone calls, manually typing in cases, filling out lots of paperwork; knows what's up at front with home visit but not behind closed doors.</p> <p><b>New norms:</b> Supportive role in more efficient placement of</p>	<p>Organizing and reviewing parent profiles and child preferences; retrieving parent's internal messages; reviewing flagged items in the forum; becoming more aware to data-driven performance with utilizing the survey results from parents.</p>	<p>(1) Log in the app (2) Select parent's profile (3) View parents calendar (4) View and respond to unread messages (5) print summaries of messages for next home visit (6) Schedule home visits (7) reports follow up notes in app</p>	<p>(1) Foster parents (2) Department of Children and Family Services (3) Foster Family Agencies</p>	<p>New information is bottom-up, from parent to CSW.</p> <p>CSW receives internal messages from parents and responds back.</p> <p>CSW prints summary of diary entries and emails for meeting.</p>	<p>Reward CSWs for active app involvement "Social Worker of the Year" web award for best app use.</p> <p>Promotional opportunities, new job titles.</p> <p>Featured highlight in DCFS website.</p>

	new foster entries, and better interactions with clients at home and in the community for the child's well-being.		(8) processes bus reimbursement paperwork online			
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Other modifications are within the Adoptions Family Assessment Unit (FAU) and Community Care Licensing (CCL). Both units track parental information and arrange schedules with parents on a variety of mandatory requirements. The job design will be changed as the app saves time and coordination. CCLs and FAUs should realize that it's in their best interest to fully engage parents with good products and service so they can help to reduce the new foster parent attrition rate.

Supervisors should also stress the benefits of helping CCLs and FAUs with the transition, explaining why it is good for parents to take ownership and more responsibilities in maintaining their profiles and calendars. Supervisors can refer to previous efforts in IT improvements. CCLs have already made efforts to get parents enrolled in online trainings for adult senior care and child care programs.<sup>3</sup> CCLs and FAUs should realize that it's in their best interest to fully engage parents with good products and service so they can help reduce the new foster parent attrition rate that is a problem in Los Angeles County. It would be an easy transfer of skills and minimal training for staff to approve registrants to access the app.

## *II. Family Assessment Units (FAUs) and Community Care Licensing (CCL)*

Actors	Norms of Behavior	Job designs	Steps in conducting the process	Reporting relationships	Information flow	Rewards for using app
<b>FAUs</b>	<i>Past norms:</i> Focused on safety of home and checklists; highly detail-oriented caregiver preferences, county preferences (location based home) and child preferences; conducts a lengthy process of approve/deny homes for child	Send appointment reminders for parents in the calendar.  Focus less time on scheduling and more time on parent background checks and quality control on	(1) Log in the app. (2) Set up a calendar invite for date/time of home inspection. (3) Receive accepted time from parent. (4) Go out to home.  (1) Help to	[None]	Parents accept calendar invites and the FAUs arrange to visit home.	Job promotional opportunities.  Increase budget for staffing.  Recognize staff who increased safety for kids.



	<p>placement and remove "hold" status in statewide database.</p> <p><i>New norms:</i> Willingness to work closer with existing foster parents for scheduling the next home inspections in a shared calendar.</p>	<p>housing.</p> <p>Getting users registered in the app, and promote new trainings and seminars offered in the calendars.</p> <p>Intervene when parents don't meet training hours (12).</p>	<p>get accounts activated in app.</p> <p>(2) Promote new trainings and seminars in calendar.</p>			
<b>CCLs</b>	<p><i>Past norms:</i> The main clearinghouse for licensing, they work closely with regulatory agencies, families, and child care advocates</p> <p><i>New norms:</i> [None]</p>	<p>Getting users registered in the app, and promote new trainings and seminars offered in the calendars.</p> <p>Intervene when parents don't meet training hours (12).</p>	<p>(1) Help to get accounts activated in app.</p> <p>(2) Promote new trainings and seminars in calendar.</p>	Foster parents	CCLs posts new trainings and seminars in parents calendar and track registrants who sign up and attend.	Promotional opportunities.

Change also occurs within City departments and private businesses. Since the app provides parents with an events calendar to browse through a variety of categories that fit the child's interests and family budget, there will be a call for the LA Parks and Recreation to improve data exchange in filtering criteria that pulls in events fit for foster families' budget.

The LA Parks and Recreation will not be alone in the process of change. Nonprofit foster family resource centers represent the "change agents" to act as supportive roles with Parks and Recreation to identify what is best fit for parents. Nonprofits and civic developers can work with recreational supervisors to gather an inventory and support the technical transfers needed for the calendar to work. The agencies will need to make their data available to be pulled.

Private companies may not be willing to offer discounted tickets or donations to the foster community. Foster Parent Associations can also assist companies to build up good reporting relationships with foster communities, helping them see the value of corporate philanthropy in nurturing the health and safety for at-risk youth so they can rise above hardships and challenges in life.

### III. LA Dept of Parks and Recreation and Private Companies

Actors	Norms of Behavior	Job designs	Steps in conducting the process	Reporting relationships	Information flow	Rewards for using app
<b>LA Department of Parks and Recreation</b>	<p><i>Past norms:</i> Promote family wellness and widespread outreach efforts.</p> <p><i>New norms:</i> Works collaboratively with agencies and nonprofits and niche target populations, tailors activities to fostering families.</p>	Serving a supporting role in filtering low-cost foster-friendly events and promoting foster family resource centers.	(1) Connect their events with the app, by filtering criteria on cost and special topics. (2) Feature top 5 events.	[None]	<p>Parents actively search for events in the events calendar in the app and find filtered criteria.</p> <p>Parents add the event to the personal calendar</p>	<p>Promotional opportunities.</p> <p>Recognize staff who increased foster family presence at City-sponsored events.</p>
<b>Private Companies</b>	<p><i>Past norms:</i> Donates money to charities and coordinates volunteer events.</p> <p><i>New norms:</i> Works collaboratively with agencies and nonprofits on promoting low-cost events for foster families.</p>	Promote events geared towards connecting foster parents and kids.	(1) Feed events into calendar app (2) Parents search for and add event to attend.	(1) City officials (2) County officials (3) Foster families (4) Nonprofits	<p>Parents search for events.</p> <p>Company "X" has a filtered criteria that meets foster parents' needs.</p> <p>Parents add event to calendar and attend event.</p>	<p>Promotional opportunities.</p> <p>Recognize staff who increased foster family networks.</p>

#### *Foster Parents*

The key "change agents" who will encourage a step forward in introducing new technology for foster parents are the foster kinship/care education staff, nonprofits, and high-achieving foster parents.

- Former and active volunteers in the Foster Parent Association in LA County, Los Angeles County Resource Council and the CA State Care Providers Association who champion quality and care in fostering family support: Ethel Vehawn, past President of The San Gabriel Valley Foster Parent Association, is a 85-year old great-grandmother

has accepted several foster children in her life and eventually adopted her now-college enrolled daughter.<sup>2</sup>

- Lil Sass, Director of The Foster Kinship/Care staff at Citrus Community College in Glendora, has been supportive in foster parents obtaining technical skills and planning for computer classes in the near future.<sup>2</sup>
- Patty Boles, founder of Straight from the Heart, a nonprofit foster family resource center in North San Diego, supports technology tools that provide parents connection to resources. Her and her husband have fostered nearly 100 children over the past 33 years.<sup>3</sup>

### *Social Workers*

Managers at DCFS and at Foster Family Agencies should also build momentum that will motivate and persuade employees that the app is part of the prevention strategy to future system breakdowns. Some of the techniques before the weeks leading up to an official app announcement would be the following:

- **Administer a self-actualization survey.** This is an effective way to help social workers and IT staff reflect on what they feel is a "uniform service delivery model." This type of approach has been useful in the past for foster parents. The Child Welfare Initiative has conducted surveys with foster parents to identify their personal and professional needs, and the key parent characteristics for why they foster and eventually adopt. Recently, the survey revealed that parents wanted to feel more united as "one" with the social worker staff.
- **Review individual's previous HR assessments.** This gives managers and supervisors to draft and assign new responsibilities for social workers who would be best fit for assisting with the project roll out.
- **Listen and observe who is complaining the most.** Managers who get word on the most outspoken can actually turn into a benefit if the complaints are justifiable.
- **Identify the most creative disruptors.** Managers can get a lot of options and flexibility with employees who are unconventional, non-conformist types.

The next step would be to hold internal meetings with the newly hand-picked group who will pilot the app: IT programmers (2 full-time), two young social workers (2 full-time, one at DCFS and other at FFA), and 2 foster teachers (full-time, part-time). They will be announced their new titles and roles at an official kick-off at the next scheduled DCFS' Town Hall meeting.

The "change agents" should also help opponents and critics feel assured and confident that the app is designed for safety, that all sensitive and confidential information will be securely shared. The change agents can do this by sharing success stories with other organizations and holding an FAQ session with experienced IT professionals. Staff should be reminded that there are federal

requirements for states child welfare agencies to audit and track abuse in foster care. Change agents should alleviate critics worried of a "big brother" style approach because the change is supposed to unite the foster care team and hold excellence in standards. People who don't strive for excellence are not fit for the mission. A big brother approach is only intended for an as-needed monitoring mechanism for low-performing CSWs.

The weeks leading up to the official announcement, managers will need to draft speeches, presentations, and promotional materials such as newsletters and brochures that grab the attention and gain traction among social workers. Managers will also need to work with supervisors to remove outdated materials on the internal and external websites that do not reflect the change plan. Town Hall meetings should be held prior to the app's release with the social workers and change agents identified early on to serve as a "mobile help desk" to aid with Q&A. Change makers like Ethel and Patty who support technological change should also give inspirational "coaching talks" to new and experienced foster parents on measures of success and how to grow as "one" with the foster care community as time goes by.

In all of the identified actors in the change management plan, a rewards system that builds on the success of the app helps employees, parents, nonprofits, and the City understand and identify with the positive changes. Managers should provide web-centric app awards such as "Foster Parent of the Year" and "Social worker of the Year" to those who have used the technology to develop a healthy environment with the foster care community. Monthly reports that show interactions, recurring use, and effective outcomes with individual social workers and parents from the app's resources should be documented as performance metrics. County employees and parents who are super-users of the app who help others less experienced should also be considered for promotional opportunities that help them grow in their professional career. Other incentives such as the parents "points-system" in the app are fun ways to be qualified to enter in a raffle. Collecting points provides a fun competition among parents to stay connected to the app.

It will also be critical to identify stakeholders early on because it gives an indication of who needs to be won over. The right stakeholders will help with guiding the transition and impact of the project. This stakeholder analysis shows that DCFS managers, supervisors, policy makers and state and county agencies officials hold the highest power and interest in making a change happen. Our group has been working with DCFS Director of Public Affairs Armand Montiel, who has been with the agency for 25 years and who started out as a frontline social worker. He has been supportive in technology to improve service delivery.

High Power	<b>Meet their Needs:</b> <ul style="list-style-type: none"> <li>• Foster Parents</li> <li>• Social Workers</li> <li>• FFAs</li> </ul>	<b>Key Stakeholders:</b> <ul style="list-style-type: none"> <li>• DCFS Managers and Supervisors</li> <li>• State and County Agency Officials</li> <li>• Policy Makers</li> </ul>
Low Power	<b>Least Important:</b> <ul style="list-style-type: none"> <li>• Clerical Staff</li> </ul>	<b>Show Consideration:</b> <p>City Officials Nonprofits</p>

		CCLs FAUs
	Low Interest	High Interest

### ***6.1.2 Communications Plan***

The main communication plan will require managers to send a clear signal to all social workers and parents that DCFS **cannot move forward** in its commitment to child welfare services under the current work conditions. Stories should be shared on the failures of system breakdowns. Last year's tragedy in Palmdale left broken hearts in the community, several social workers fired, and others reprimanded. Managers should remind social workers in verbal and written communication of DCFS' 2015 mission statement: "to practice a uniform service delivery model that measurably improves: child safety, permanency and access to effective and caring service."

On the day of the app's release, an e-mail announcement should be sent to an entire listserv of all new and existing foster parents in the system. The e-mail should display the app's design, screen shots of navigation, a short tutorial, an e-mail to contact for questions, and a registration link.

In addition the app's announcement, managers include an invite to parents, social workers, and nonprofits to a "County-to-County" Town Hall style seminar with Los Angeles and San Diego counties where professionals can share best practices and broader efforts to address technological changes in foster care. This type of meeting may provide a mutual exchange of knowledge and broader understanding of issues that affect both counties. It is hoped that the app raises awareness and has potential to be scalable to other counties. IT programmers can explain the current IT system flaws and identify the new technology out there in the marketplace that has gotten to a point where it is possible to make improvements for users.

After the app has been released and gained some footing, managers should internally publicize the successes of the app's use on key performance indicators such as:

- the number of registered users
- the most top 5 most popular events foster parents sign up for
- the time spent on the app and recurrent use.
- survey results and feedback from parents

Lastly, FFAs and DCFS should also relish in celebrations for the 6-month mark of the app's release. A company luncheon that recognizes achievements from the help desk, CSWs, and super users should positively reinforce the values in the community service and commitment to foster parents. Employees also need gentle reminders of the 2015 mission for a uniformed service delivery model and see how the app fits in line with the goal.

### ***6.1.3 User Training***

The need for user training will be minimized because the app will be introduced at the start of mandatory training for new foster parents who enter licensing or certification process. The 8-

hour mandatory training for new foster parents in LA County may need to be extended to 12 hours to adjust for a new component of the curriculum. Our group anticipates 4 hours of total training, broken in 2-hour sessions twice a week. Social workers will meet with teachers on a routine basis too prior to the app's release so they can also learn ahead of the time. Existing foster parents will get the training materials from social workers during their routine home visits so no time is wasted outside of work hours. Training is minimal because the app is intuitive and easy to use. Training can be transferred to online video tutorials as the app gains more scalability. See the following tables for specific details.

#### Different User Training Needs:

##### **I. Foster Parents (New)**

	<b>Q&amp;A Session</b>	<b>Training Class</b>	<b>FAQ sheets</b>
Detailed skill depth	x	x	x

##### **II. Foster Parents (Existing)**

	<b>Training hours with CSW at home visitation</b>	<b>FAQ sheets</b>
Detailed skill depth	x	x

##### **III. Social Workers**

	<b>Q&amp;A Session</b>	<b>Training Class</b>	<b>FAQ sheets</b>	<b>Individual Quizzes</b>
Detailed skill depth	x	x	x	x

##### **IV. Foster Training Teachers**

	<b>Q&amp;A Session</b>	<b>Revise Curriculum</b>
Detailed skill depth	x	x

## ***6.2 Project Management Methodology***

### ***6.2.1 Methodology***

Our recommended option for the project management methodology is waterfall development. It is suitable to select waterfall because our client has many different stakeholders and complex IT systems that pose risks. Our group anticipates an 18-week project timeline that involves a step-by-step approach which helps in reducing misalignments in app design. It will be important for a

business analyst to work with a project team from the beginning to the end to ensure there is a common agreement on design and code standards.

In the first few weeks, the project team will define the business strategy for the app and analyze the systems that pose risks and redundancies. The statewide child welfare database has high complexities, and it will be important to determine what works and doesn't for the app's linkages. The following statewide database components that will need to get an agreement from the project team on common standards: Foster Care Search System (including the Foster Caregiver portal) for placement management; the Foster Family Agencies' proprietary systems for client intake lists, licensing systems used for placement decisions, and systems for service delivery to clients such as bus fare forms. Project teams will also need to approve the clearly defined requirements and documentation prior to the start of the design stage. Only after the design is approved will the coding begin.

Our team decided against agile and iterative methodologies for several reasons. The project requires face-to-face communication and weekly documentation with the project team. Our design does not require daily testing either. Also, our design also does not require a first set of functionalities to be released before moving on to a second phase. It is also not a standalone product; instead it depends on the statewide database for some of the functions to work. There is also no fixed, time-sensitive deadline from senior management to have the app launched. Agile development works well for projects which have strict time schedules.

### ***6.2.2 Make or Buy***

Many of the features of this project should be fairly straightforward to create and implement. There are a number of different models that reflect how we envisioned these use cases turning out. For example, Use Case 04 (Online Forum) should be a community-discussion type of network that appears similar to a Yahoo! Answers website. Our group suggests partnering with the team that developed Aunt Bertha for Use Case 05, a website which allows users to quickly find food, health, housing, and employment programs simply by typing in a zip code. For the purposes of tracking changes in the foster care system, there are a number of software suites commercially available that fit this need. KaleidaCare and FAMCare are two of the better products out on the market. FAMCare has been highlighted for its success at breaking down silos within the organization, enabling easier sharing of information and better visibility of placements. It allows CSW's to set periodic reminders and alerts, which ties in excellently with many of the proposed benefits set forth in this document. Additionally, FAMCare has the capability to integrate with other systems. Whether pulling data from external systems or pushing information from FAMCare into those databases, FAMCare sets up the interfacing. On top of all this, FAMCare allows the administrator to set security permissions on each form, ensuring only the proper parties have access to their required documents. We strongly recommend pursuing this option to buy FAMCare to reduce many of the inefficiencies imposed by what is still by and large a paper-and-pen system to manage foster care.

We believe that this decision will empower CSWs to spend more time serving the needs of foster families, enable DCFS to focus resources on more important projects, and rapidly speed up the tracking and placement process.

### 6.2.3 Time Frame

We recognize the problems with the foster system as an ongoing issue so obsolescence is not a risk. Rather, whenever the application can be released, it will be valuable. There are three main considerations that encourage a roll-out date that is as soon as possible:

1. Foster parents are haemorrhaging from the system with each passing moment. The sooner we can launch the application, the more foster parents will still be in the system, and an increased retention rate will have greater impact.
2. People are more generous during the holiday season and thus may consider fostering a child if they can be properly incentivized. If the application is available, it may be just enough to convince more people to become a foster parent.
3. HACK FOR LA, the largest civic hackathon in Southern California, has an upcoming Hackathon on Dec 7 and 8. This gives an opportunity to make the application technologically feasible with coder support.

## 6.3 Project Plan Rollout

### 6.3.1 Rollout Plan Options Considered

Rollout Options	Pros	Cons
<i>Module</i>	<ul style="list-style-type: none"><li>- some benefits and issues are realized and identified earlier</li><li>- more complex features can be rolled out later</li><li>- fewer resources committed to rollout</li></ul>	<ul style="list-style-type: none"><li>- longer rollout</li><li>- higher cost</li><li>- all benefits are not realized by stakeholders</li></ul>
<i>Whole System</i>	<ul style="list-style-type: none"><li>- all benefits are realized by stakeholders</li><li>- shorter rollout</li><li>- cheaper initial cost</li></ul>	<ul style="list-style-type: none"><li>- more complex rollout</li><li>- increased risk of application not performing</li><li>- more bugs</li><li>- more resources committed to rollout</li></ul>
<i>Direct</i>	<ul style="list-style-type: none"><li>- cheaper initial cost</li><li>- shorter rollout</li></ul>	<ul style="list-style-type: none"><li>- increased risk of application not performing</li><li>- more resources committed to rollout</li></ul>
<i>Parallel</i>	<ul style="list-style-type: none"><li>- fewer resources committed to rollout</li><li>- some benefits and issues are realized and identified earlier</li></ul>	<ul style="list-style-type: none"><li>- longer rollout</li><li>- higher cost</li><li>- work redundancies by case workers</li></ul>



<b><i>Pilot</i></b>	<ul style="list-style-type: none"> <li>- fewer resources committed to rollout</li> <li>- some benefits and issues are realized and identified earlier</li> </ul>	<ul style="list-style-type: none"> <li>- small sample may not fully discover all issues</li> </ul>
<b><i>Phased</i></b>	<ul style="list-style-type: none"> <li>- fewer resources committed to rollout</li> <li>- some benefits and issues are realized and identified earlier</li> </ul>	<ul style="list-style-type: none"> <li>- longer rollout</li> <li>- benefits are not realized by all foster parents</li> </ul>
<b><i>Simultaneous</i></b>	<ul style="list-style-type: none"> <li>- all benefits are realized by stakeholders</li> <li>- shorter rollout</li> <li>- cheaper initial cost</li> </ul>	<ul style="list-style-type: none"> <li>- more complex rollout</li> <li>- increased risk of application not performing</li> <li>- more bugs</li> <li>- more resources committed to rollout</li> </ul>

### ***6.3.2 Recommended Rollout Option***

In deciding the best method of rolling out this application for general use, we selected a **modular** approach, running in **parallel** with the current system and implemented through a **pilot-to-phased** strategy. The reasoning behind this is to **eliminate as much risk as possible** due to the importance of the children's safety.

By selecting a modular approach we are recommending that only a portion of the application is initially rolled out. The initial module is recommended to include creating a parent profile, thereby allowing foster parent to indicate their child preferences and availability. Additionally the first module should give parents access to the online forum and the ability to find local LA events. The second and possibly third modules would include the ability to share knowledge with case workers and submit bus reimbursement forms. The logic here is that the later two UCs would require significantly more coordination and planning. Since better tracking of parents' child preferences and their availability is the primary need our group is addressing it is paramount that it be included in the first module. Including the online forum and LA events in the initial module is important to attract foster parents and increase their buy-in to the application. Furthermore these UCs are fairly simple with many successful examples in place today.

Due to the importance of continuing child welfare services throughout the rollout, it is recommended this be conducted in parallel to existing processes. While this is a much slower process and would involve redundancies as case workers migrate to using the application to find home availabilities, it is necessary in order to ensure foster children find homes regardless of hiccups in the implementation of the new system. However since a modular approach is also recommended, the speed of each module's rollout will be faster than a comprehensive whole system rollout. Thus benefits will begin to be realized more quickly and bugs will be ironed out earlier.

In line with our recommendation of a more cautious rollout strategy, we recommend piloting the application in a small 'study' location. Once these users have contributed their feedback and initial issues are addressed, a phased rollout should commence on a community-by-community

basis. One potential group to either pilot or take part in one of the initial phases could be all or some of the 14 Best Start Communities in LA County identified by First 5 LA (1). These communities include: Central Long Beach, Compton and East Compton, East Los Angeles, El Monte and South El Monte, Lancaster, Metro LA, Pacoima, Palmdale, Panorama City, South Los Angeles/Broadway-Manchester, South Los Angeles/West Athens, Southeast L.A. County Cities including Bell, Bell Gardens, Cudahy and Maywood, Watts-Willowbrook and Wilmington.<sup>1</sup> This approach would ease the complexity of rolling out the application as the target groups are already identified. Furthermore this application would align well with First 5 LA's goal of strengthening family capabilities and aid in their existing efforts.

Out of scope of our project there remain additional modules that we recommend the city to consider if the application proves successful. Understanding that not all foster parents are technologically savvy the application could benefit from a help button on each page that could link to a FAQ page. To address parental dissatisfaction with the quality of training programs, a training section could be added where videos, community or DCFS generated, could be posted.

Additionally, a live chat feature between CSW and parents or even parent to parent could be beneficial for parents in order to better respond to issues and concerns. It could also be possible to expand the applications capabilities to include a text messaging feature where parents could receive a notification when children are in need of a home. Another useful addition would be the ability to fill out other state mandated forms for processes, like the annual relicensing / recertification, online. Here one could reuse much of the work from implementing online bus reimbursement forms, thereby limiting the effort and cost for future deployments. Finally, as the application gains popularity, including links to other agencies and services such as DSS, LAPD, LAUSD, Department of Mental Health and Department of Education could prove useful.

## ***6.4 Migration Plans***

### ***6.4.1 Data***

There are several data items that will need to be migrated. The statewide system database has records of existing parent's foster rate plans that will be pulled into parent profiles in the app. Every social workers' list of foster parent/child client's names they work with will also need to be pulled in and filtered into every social worker's home page for easy access to the list. Another data item to migrate over from the statewide system are foster kids' age, gender, and language for the parents who are *actively* fostering kids. If a parent needs to *add a new* foster child or *remove* a foster child, the edits will be made in the parent's profile page.

### ***6.4.2 Jobs***

After the app developers have notified the project team in person or by e-mail that the system is ready to go live, the new jobs begin the next business day. The first order of business will be an e-mail announcement to staff and parents of the app's release and the link to register. Social workers and the overnight Rapid Placement Teams will no longer make rounds of phone calls among individual state-licensed homes and certified foster family home agencies. The social

workers assigned to place new foster kids will log into the app and view parents' availability and make strategic decisions on who to further contact.

As for the foster parents, social workers will already have been informed weeks in advance to schedule in an hour or two at their home visitations with foster families for app training. The "mobile help desk," comprised of the change agents and volunteers [See Section 6.1.1], will deploy in the field at the same scheduled time of home visitations between the social workers and families. The procedures will take time and patience, but with good practice and continuous reminders of what to do, the app will see its effect in the months ahead post launch.

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## **Appendix B: Glossary**

**Child preferences:** age, gender, language spoken.

### **Foster Care Rate**

1. D-Rate: care for children who have emotional behavioral problems
2. F-Rate: care for children with special medical needs such as a feeding tube.
3. B-Rate: basic care. No special needs.

**Existing foster parents:** currently has one foster child or more in the household.

**New foster parents:** No foster child OR has a foster child less than 1 year.

**Retired foster parents:** parent(s) who do not have foster children any more. If they meet special criteria, they are granted special access to the app.

**Notifications:** email alerts that will be sent to the necessary parties.

**Comments that need immediate action:** inappropriate, threatening, hate speech, discriminatory, racial, lewd, dangerous to one's safety.

**Education-related transportation:** extracurricular activities, sports related activities, school dances, after-school activities, parent-teacher conferences, instances when the caregiver needs to travel to the school to pick up the child/youth for appointments or illnesses.

**Type of bus pass:** bus passes, TAP Cards, EZ Pass TAP Cards, tokens, and coupons.

**Inappropriate entries:** threatening, hate speech, discriminatory, racial, lewd, dangerous to one's safety.

**Comment:** a reply to a thread on the forum.

**Thread:** the initial post to the forum.

**Archive:** to remove a thread from the homepage and make it available only by searching.

**User Ranking:** based on how many "likes" you've received on your posts and how many comments you've made on the Online Discussion Forum



**Likes:** received for posting a helpful comment or suggestion on the forum. Users can “like” or “upvote” a comment by clicking on a thumbs-up icon below the post.

**Date Joined:** the date a foster parent created a profile in the Fostering Community application (used to indicate their experience for the forum).

## Appendix C: Functional Requirements Table

Requirement ID	Requirement Definition	Dependency	Priority
Accounts (AC) [Use Case 01]			
AC-1	The system shall pull data from the statewide database to populate the Fostering Community system.		Medium
AC-2	The system shall check for a unique username.		High
AC-3	System shall check for matching passwords.	AC-2,AC-5	High
AC-4	The system shall mandate that two security questions are answered in the event that a password is lost.	AC-3,AC-7	Medium
AC-5	The system shall mandate at least one capital letter and one number in the password.	AC-7	Medium
AC-6	The system shall create an account for the user.	AC-2,AC-3,AC-4,AC-10	High
AC-7	The system shall prompt the user to choose between English and Spanish.		High
AC-8	The system shall send a confirmation email to the user upon verification of name and license number.	AC-9	High
AC-9	The system shall verify the certification/license number.		High
AC-10	The system shall prompt users to accept a legally binding set of terms.	AC-7	High
AC-11	The system shall prompt users to confirm their information.	AC-1,AC-6,AC-7	Medium
View and Maintain (VM) [Use Case 02]			
VM-1	Only foster parents with a verified certification / license number shall be able to edit a username and password.	AC-9	High
VM-2	The system shall allow parents to edit child preferences in regards to age, gender, ethnicity, language, mental/physical/behavioral health.		High
VM-3	The system shall allow parents to change their address, email, and phone number in their parent profile.	VM-5	High
VM-4	The system shall allow parents to upload a maximum of 25 pictures of their house in their profile page.		Low
VM-5	The system shall verify that the address, email and phone are valid.	VM-3	High

VM-6	The system shall allow users to edit settings on receiving notifications on new comments on forum threads.	AC-7	Low
VM-7	The system shall allow updates to changes on the number of occupied/unoccupied beds.		High
VM-8	The parent should be able to add/remove children's names from the house to reflect the current situation.		High
VM-11	The system should record the date when the child was moved in and out.	VM-8	High
VM-12	The system shall mandate the user reviews any changes before they are able to submit changes.		High
VM-13	The system shall allow the user to access the personal calendar and block out dates when they are unavailable to take an additional child.		High
VM-14	The system shall store completed surveys to the CWS/CMS database.		Medium
VM-15	The system shall lock parents' account when an incorrect password is entered 3 consecutive times.	VM-17	High
VM-16	The system shall allow password resets through an email verification.	AC-8	Medium
VM-17	The system shall allow users who forgot their passwords the option of answering two security questions which were set up initially when the parents created their profile.	VM-15	Medium
VM-18	The system shall permit the parent to reset a password if the two security questions are answered correctly.	VM-17,VM-1	Medium
VM-19	The system shall allow APTs, CSWs to search for parents and display a read-only version a parent's profile.	VM-3,VM-5	High
VM-20	The system shall allow APTs, CSWs to view parents' availability in the calendar	VM-13	High
VM-21	The system shall allow home inspectors to schedule home inspection appointments		High
VM-22	The system shall allow parents to confirm home inspection scheduled appointment	VM-21	High
VM-23	The system shall allow parents to reject home inspection visit time/day	VM-21	High
VM-24	The system shall display home inspection appointments on personal calendar.		High
VM-25	The system shall feed the parent's language preference into the search criteria functions in separate categories in the Foster Care Search System.		Medium
VM-26	After 30 minutes idle, the system shall display an alert box to ask yes or no the parent needs more time needed before it automatically logs out.		Medium
VM-27	The system shall only display the "social service survey response" meter on the CSW profile.		Medium
VM-28	The system shall display the "social service survey response" green-colored meter indicating the end-of-month survey responses average was equal to or above 8.	VM-27,VM-32	Medium
VM-29	The system shall display a "social service survey	VM-27,VM-32	Medium

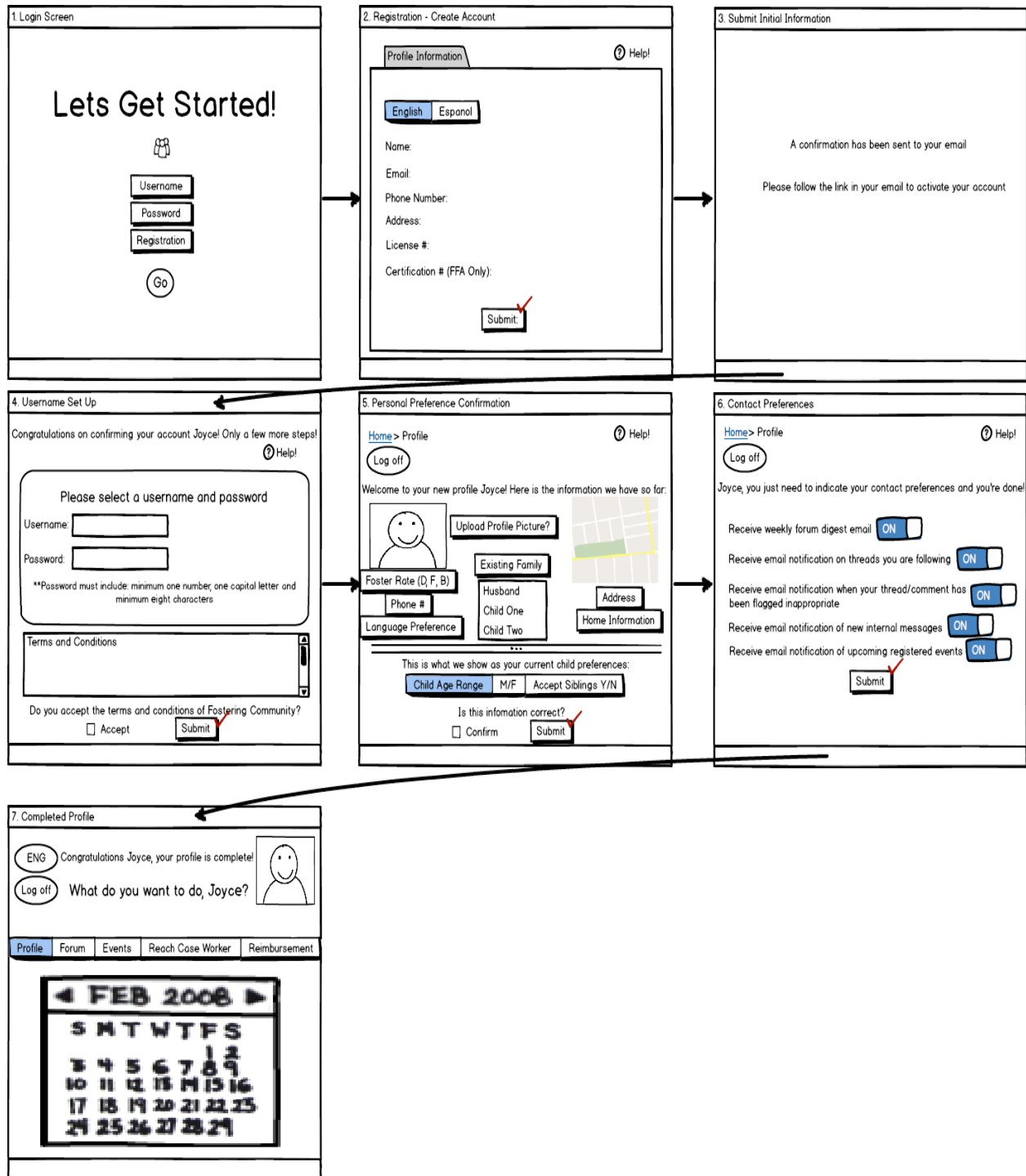
	response” yellow-colored meter indicating the end-of-month survey responses average was between 5 and 7.		
VM-30	The system shall display the “social service survey response” red colored meter indicating the end-of-month survey response average was less than 5.	VM-27,VM-32	Medium
VM-31	The system shall allow CCLs to add new seminars and trainings in parents’ personal calendar.		Medium
VM-32	The system shall ask the parent to respond to a survey regarding their opinions of the performance of state agencies twice a year on the anniversary of their license.		Medium
VM-33	The system shall respond with a thank you upon completion of the survey.	VM-32	Low
Share Knowledge (SK) [Use Case 03]			
SK-1	The system shall allow all messages to be archived in CWS/CMS database.		Low
SK-2	The system shall include the date and subject name in the message.		Medium
SK-3	The system shall allow CSW’s access to corresponding users' read-only profile.		Low
SK-4	The system shall include in the daily diary subject heading from the following set: planned recreational activities, after school activities, medical visits, foster community events, parent-teacher meetings, behavioral incident, home visitation feedback and other which must be defined by DCFS.		Low
SK-5	The system shall send child behavioral incidents to the CWS/CMS database to be logged in the child’s case packet.		Medium
SK-6	The system shall allow for searching of archived messages.	KS-1	Medium
SK-7	The system shall have a spell check feature that checks the message content and subject heading.	KS-4	Low
SK-8	The system shall allow for message threads to be downloaded in PDF format.		Low
SK-9	The system shall allow for CSW to add follow up notes regarding meetings between CSW and foster parent.	KS-13	Medium
SK-10	The system shall notify the parents and CSWs the number of new messages on the home page.		High
SK-11	The system shall allow a filtered drop-down list of an individual CSW's clients' names on the CSW profile page.		High
SK-12	The system shall allow a CSW to view a map of the parent's home address on the profile page.		Low
SK-13	The system shall allow CSWs and rapid placement teams to send internal messages to parents.		Medium
SK-14	The system shall allow parents to delete messages from his/her computer.		Medium

SK-15	The system shall notify the CSWs the number of new diary entries on each read-only parent profile.		Medium
Forum (FM) [Use Case 04]			
FM-1	The system shall allow all users to post threads and comments.		High
FM-2	The system shall allow the user to delete individual comments they posted.	FR-1	Low
FM-3	The system shall allow the user to search forum for relevant threads.	FR-1	Medium
FM-4	The system shall promote users to different rankings based on the number of posts and likes.	FR-1,FR-5	Low
FM-5	The system shall record likes to user comments.		Low
FM-6	The system shall display the user ranking and current parent profile (new, existing, retired).		Medium
FM-7	The system shall only allow forum administrators to delete threads.	FR-8	Medium
FM-8	The system shall allow case workers to login with their personalized login.		High
FM-9	The system shall notify case workers of flagged inappropriate comments and threads.		High
FM-10	The system shall allow case workers the ability to restrict users after three offensive or inappropriate comments or threads in a month.	FR-8	High
Events (EV) [Use Case 05]			
EV-1	The system shall pull only child-appropriate events from the Dept. of Parks and Recreation into the LA Events calendar.	EV-2,EV-3,EV-4,EV-5,EV-6,EV-7,EV-8,EV-9,EV-10	High
EV-2	The system shall allow the user to filter child-appropriate events by cost.	EV-6,EV-1,EV-7	Low
EV-3	The system shall allow the user to filter by distance.	EV-6,EV-1,EV-7	Low
EV-4	The system shall allow the user to filter by category.	EV-6,EV-1,EV-7	Low
EV-5	The system shall keep track of the number of people attending each event.		Low
EV-6	The system shall keep a record of subsidized (private) events that are offering at least a 10 percent discount to foster families to the LA Event calendar		Medium
EV-7	The system shall pull events from the DCFS home page.		High
EV-8	The system shall allow users to add and delete events to and from their personal calendar	EV-6,EV-1,EV-7	High
EV-9	The system shall display featured events in a scrolling page.	EV-6,EV-1,EV-7	Low
EV-10	The system shall be able to display events in a map view within a defined period of time	EV-6,EV-1,EV-7	Low
EV-11	The system shall allow the user to filter by DCFS training sessions	EV-7	Low

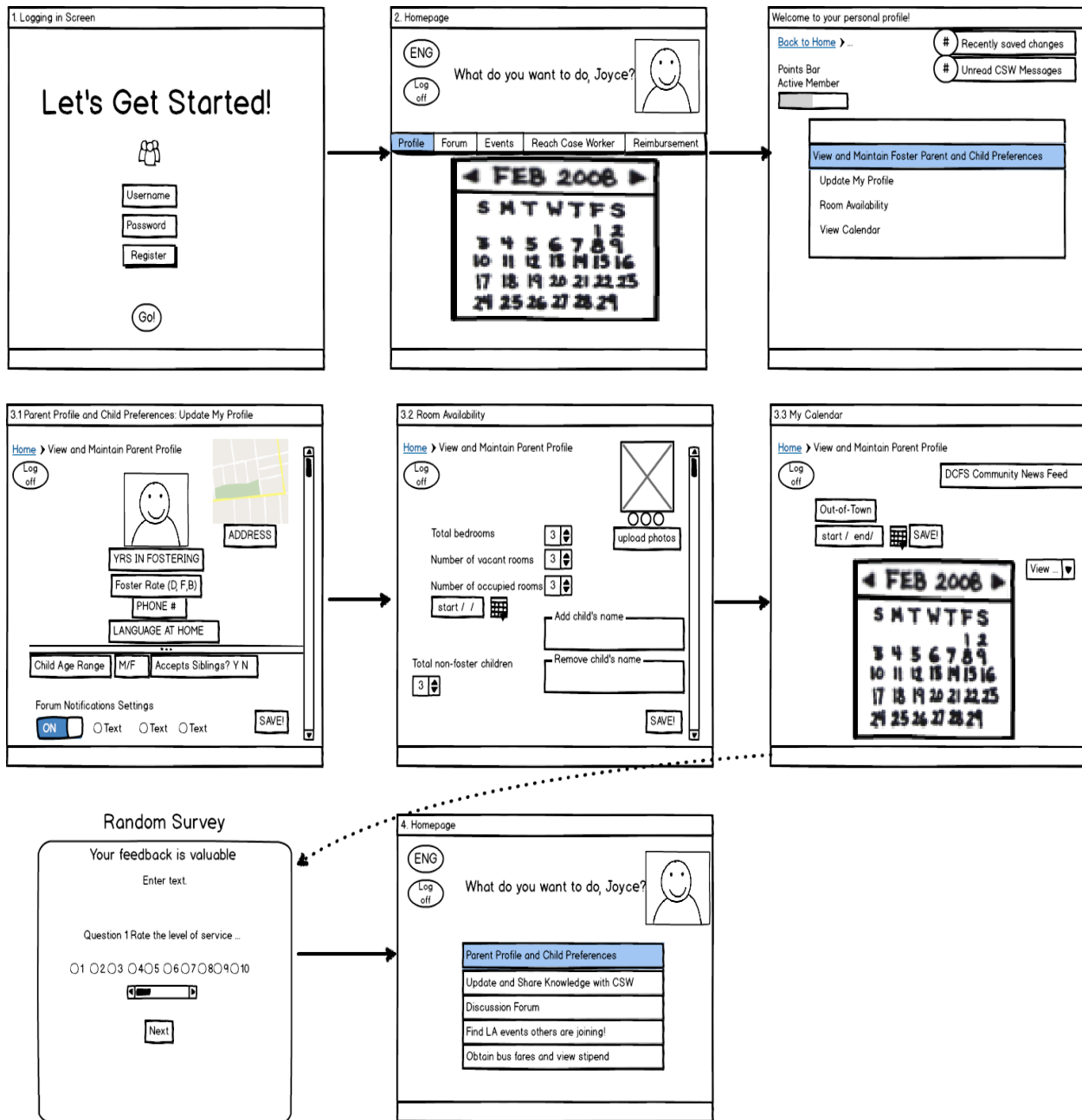
EV-12	The system shall send a reminder to parents about an upcoming event that they had added to their calendar.		
Bus Pass (BP) [Use Case 06]			
BP-1	System shall send an email notification to the foster parent when the electronic Bus Pass Request Form is submitted from CSW to a DCFS Transportation Clerk.		Low
BP-2	System shall send an email notification to the foster parent and the CSW when the electronic Bus Pass Request Form is approved by the DCFS Transportation Clerk.	BP-1	Medium
BP-3	If form is rejected by DCFS Transportation Clerk, system shall email form back to CSW for modification.	BP-4	High
BP-4	If form is rejected by DCFS Transportation Clerk, system shall send an email notification to the foster parent.	BP-3	Low
BP-5	System shall send an email notification to foster parent when bus pass check is available for pickup from CSW.		Medium
BP-6	System shall generate e-signature field on Bus Pass Request Form, indicating that parent has received check for the correct amount and that parent will not misuse the funds.	BP-7	High
BP-7	System shall archive Bus Pass Request Form in statewide database.	BP-6	High
BP-8	For each foster family, system shall maintain a record of the month-to-month use of bus fares (amount issued, date renewed, etc).	BP-7	High
BP-9	If parent indicates lost bus card on portal, system shall immediately generate an email notification to the DCFS Transportation Clerk and CSW.		High

## **Appendix D: Visualizations**

## Use Case 01: Create Account

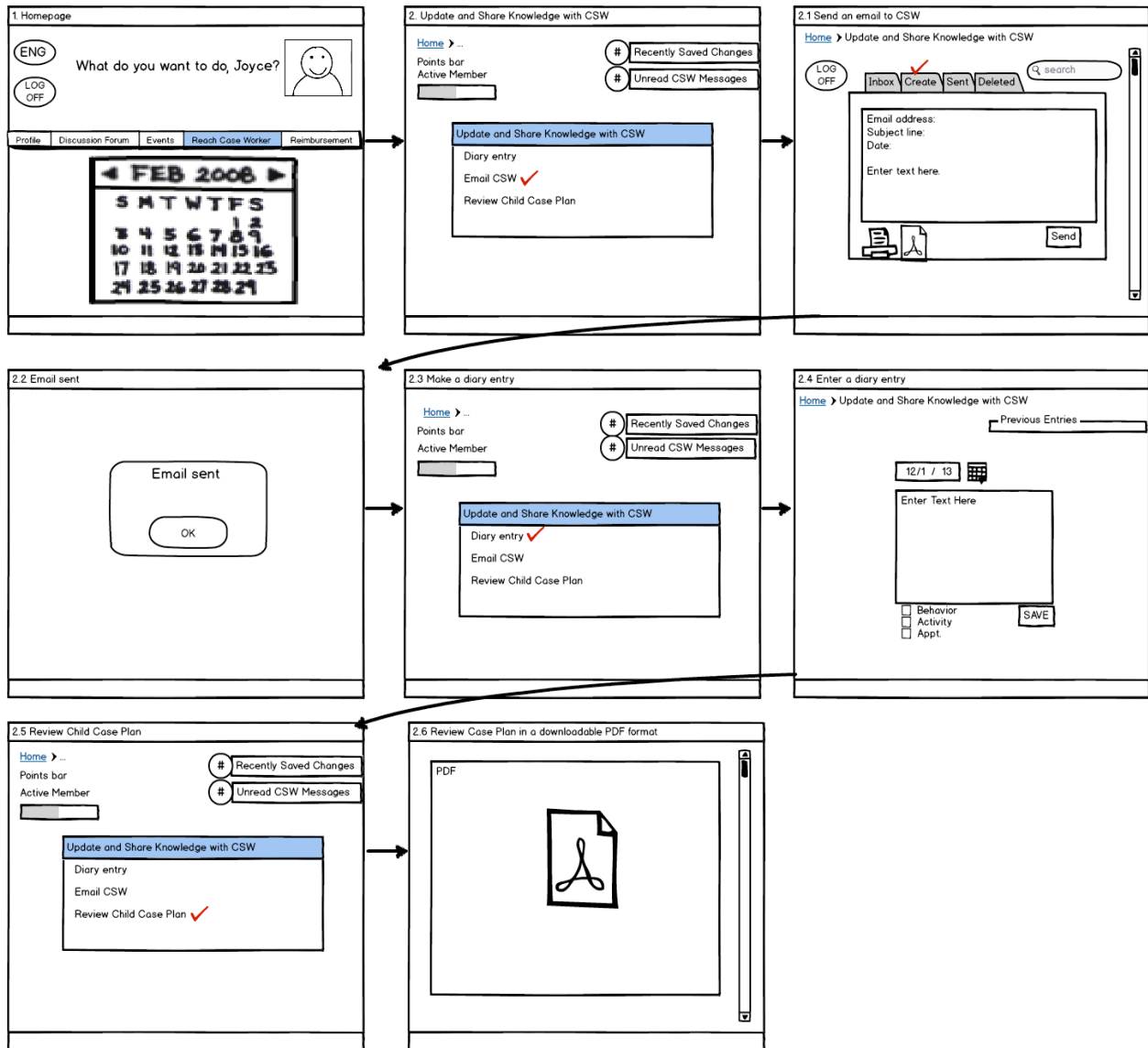


## Use Case 02: View and Maintain Parent Profile



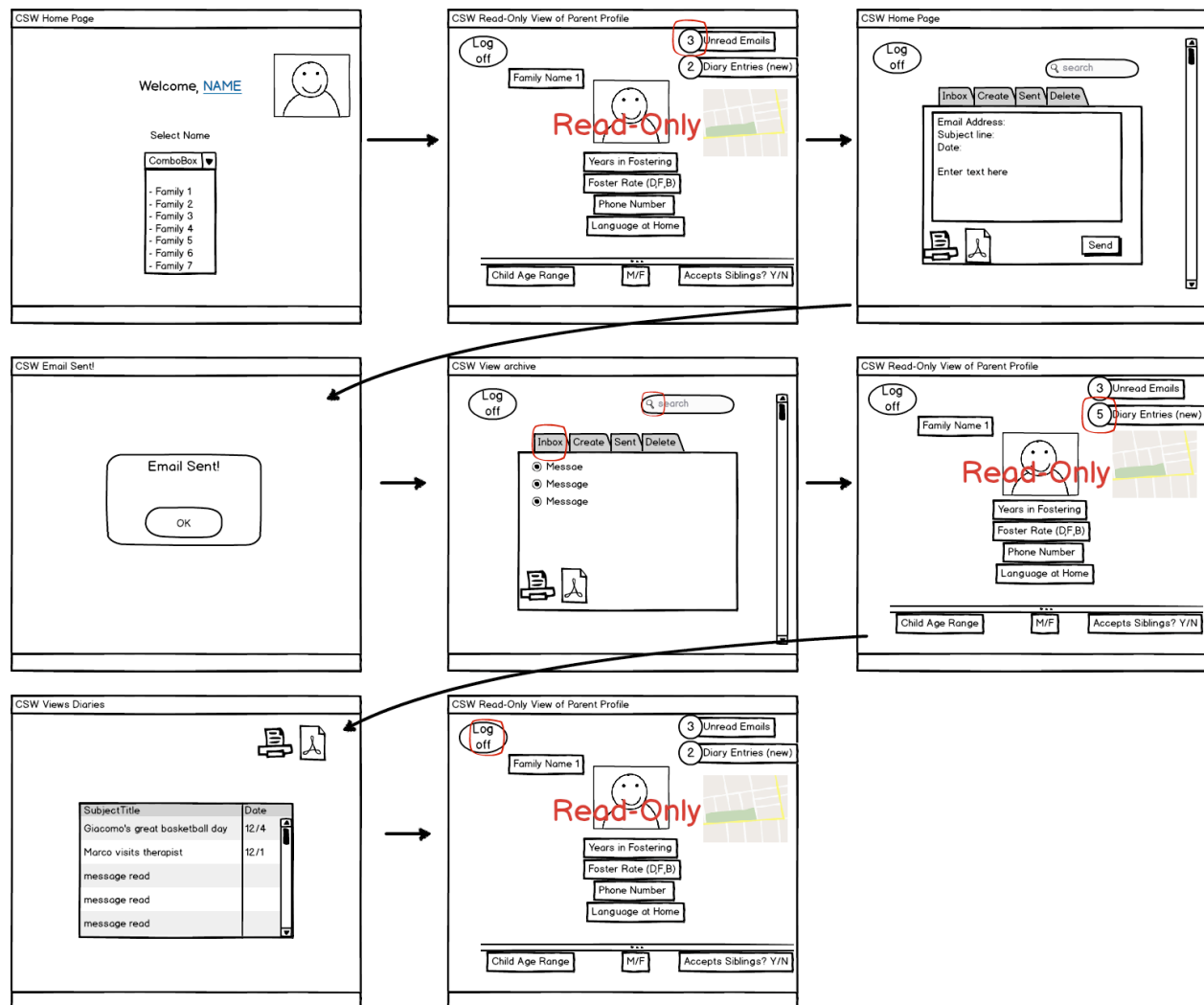
Use Case 03: Sharing Knowledge

## Parent's View:

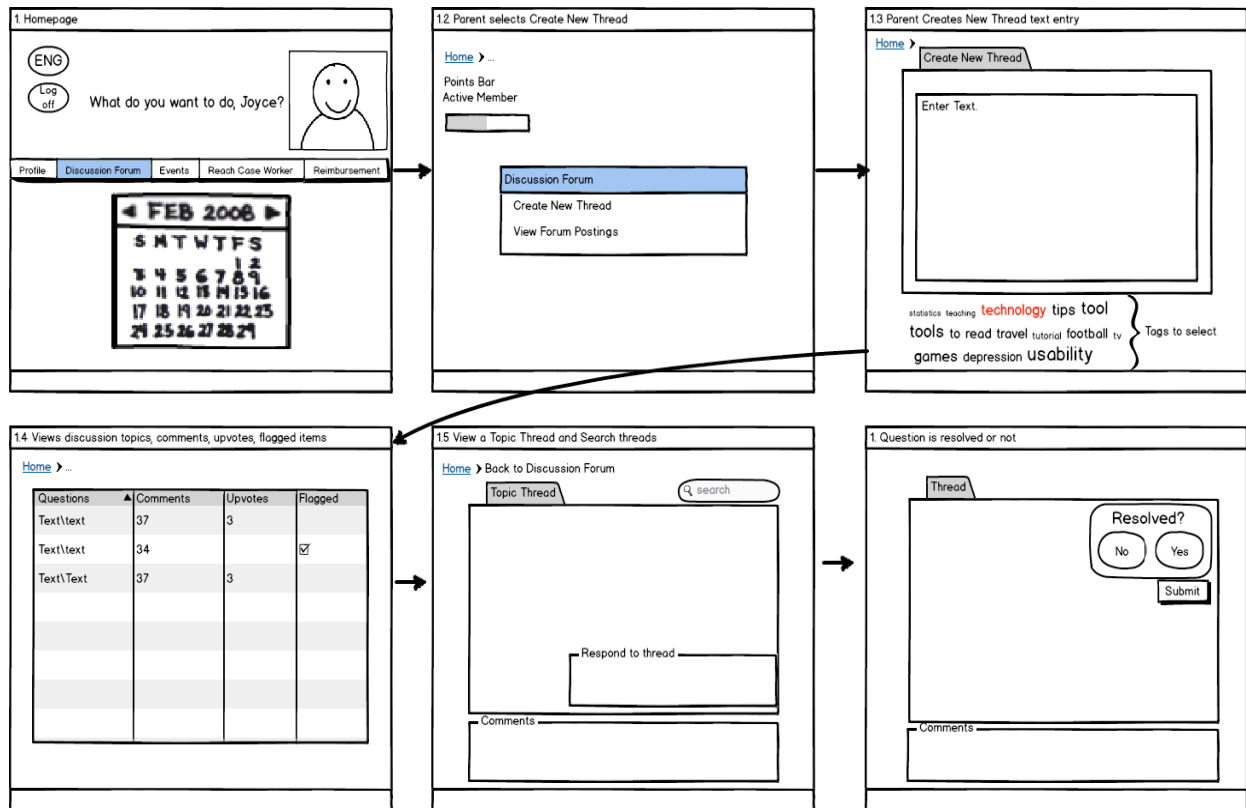


## CSW's View:

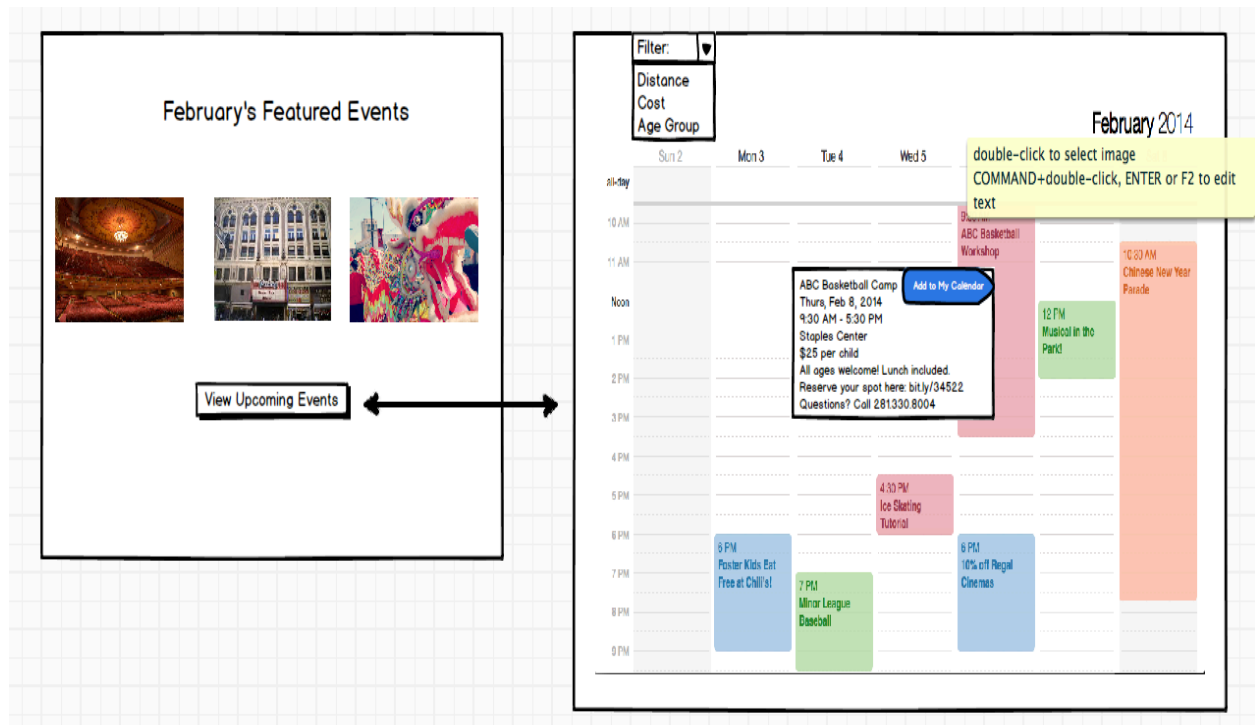




Use Case 04: Online Forum Discussion



### Use Case 05: LA Events



### Use Case 06: Bus Pass Request

