County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

425 Shatto Place, Los Angeles, California 90020
(213) 351-5602

PHILIP L. BROWNING
Director

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Chief Deputy Director

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July 3, 2013

To: Supervisor Mark Ridley-Thomas, Chairman
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Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Philip L. Browning
Director

EGGLESTON FAMILY SERVICES FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

The Department of Children and Family Services (DCFS) Out-of-Home Care Management Division (OHCMD) conducted a review of Eggleston Family Services Foster Family Agency (The FFA) in July 2012. The FFA has two licensed offices, in the First and Second Supervisorial Districts, and provides services to Los Angeles County DCFS foster children and youth. According to the FFA's program statement, its mission is "to provide short-term emergency and longer term therapeutic foster care to children and siblings who cannot immediately return home to their birth families. The program selects, trains, certifies, and supports foster families for care to the children. The aim of the program is to work with all related parties toward reunification or some other appropriate permanency plan."

At the time of the review, the FFA supervised 110 DCFS placed children in 72 certified foster homes. The placed children's average length of placement was 13 months, and their average age was nine.

SUMMARY

During our review, the interviewed children generally reported: feeling safe at the FFA; having been provided with good care and appropriate services; being comfortable in their environment and treated with respect and dignity. The certified foster parents reported: they were supported by the FFA staff in their efforts to provide care, supervision and service delivery to the children placed in their homes.

The FFA was in full compliance with seven of 11 sections of our program compliance review: Certified Foster Homes; Facility and Environment; Health and Medical Needs; Psychotropic Medication; Personal Rights and Social/Emotional Well-Being; Personal Needs/Survival and Economic Well-Being; and Discharged Children.

OHCMD noted deficiencies in the area of Licensure and Contract Requirements, related to 11 Community Care Licensing (CCL) substantiated complaints; Maintenance of Required Documentation and Service Delivery, related to the development of Needs and Services Plans (NSPs); and Educational and Workforce Readiness, as one child did not have a current report card at the time of the review. OHCMD also noted a finding in the Personnel Records area relating to the caseload ratio of a social worker which exceeded the 15 children caseload limit.

Attached are the details of our review.

REVIEW OF REPORT

On August 29, 2012, the DCFS OHCMD Monitor, Gladys Hidayat, held an Exit Conference with the FFA representatives, Clarence Brown, Administrator, Doris Vega, FFA Director and Sarah Lagarnia, Social Worker Supervisor. Also, in attendance was Nestor Figueroa, DCFS OHCMD Manager. The FFA's representatives agreed with the review findings and recommendations; were receptive to implementing systemic changes to improve their compliance with regulatory standards; and agreed to address the noted deficiencies in a Corrective Action Plan (CAP).

A copy of this compliance report has been sent to the A-C and Community Care Licensing (CCL).

The FFA provided the attached approved CAP addressing the recommendations noted in this compliance report.

We will confirm that these recommendations have been implemented during our next monitoring review.

If you have any questions, your staff may contact me or Aldo Marin, Board Relations Manager, at (213) 351-5530.

PLB:EM:KR
RDS:NF:gh

Attachments

c: William T Fujioka, Chief Executive Officer
Wendy Watanabe, Auditor-Controller
Public Information Office
Audit Committee
Clarence Brown, Executive Director, Eggleston Family Services FFA
Rosalie Gutierrez, Regional Manager, Community Care Licensing

EGGLESTON FAMILY SERVICES FOSTER FAMILY AGENCY
CONTRACT COMPLIANCE MONITORING REVIEW
FISCAL YEAR 2012-2013

SCOPE OF REVIEW

The following report is based on a "point in time" monitoring visit. This compliance report addresses findings noted during the July 2012 review. The purpose of this review was to assess Eggleston FFA's compliance with the County contract and State regulations and included a review of the FFA's program statement, as well as administrative internal policies and procedures. The monitoring review covered the following 11 areas:

- Licensure/Contract Requirements,
- Certified Foster Homes,
- Facility and Environment,
- Maintenance of Required Documentation and Service Delivery,
- Educational and Workforce Readiness,
- Health and Medical Needs,
- Psychotropic Medication,
- Personal Rights and Social Emotional Well-Being,
- Personal Needs/Survival and Economic Well-Being,
- Discharged Children, and
- Personnel Records.

For the purpose of this review, 12 children were selected for the sample. OHCMD interviewed 11 children, as one child was too young to make a meaningful statement. OHCMD reviewed their case files to assess the care and services they received. Additionally, five discharged children's files were also reviewed to assess the FFA's compliance with permanency efforts. At the time of the review, six placed children were prescribed psychotropic medication. OHCMD reviewed their case files to assess for timeliness of Psychotropic Medication Authorizations and to confirm the required documentation of psychiatric monitoring.

OHCMD reviewed four certified foster parent files and five staff files were reviewed for compliance with Title 22 Regulations and County contract requirements. Interviews were conducted with four certified foster parents to assess the quality of care and supervision provided to children.

CONTRACTUAL COMPLIANCE

OHCMD found the following four areas to be out of compliance.

Licensure/Contract Requirements

The FFA had 11 Community Care Licensing (CCL) substantiated complaints for safety and physical plant deficiencies in their certified homes. The FFA Administrator indicated that all requested Plan of Correction (POC) for each of the homes had been submitted to CCL.

One home received two citations from CCL; one for the certified foster parent's failure to properly store firearms and medications and another for physically disciplining a foster child. The FFA trained the certified foster parents on Discipline and Personal Rights and submitted proof of

training to CCL. The FFA subsequently decertified the home. All placed children had been removed from the home and the OHCMD placed this home on "indefinite hold."

CCL issued two citations on another home; one for Physical Plant deficiencies when it was discovered that the inside of the home was unsanitary, infested with flies and had piles of dog feces in the backyard. The home was immediately fumigated and the foster parent provided a proof of agreement with the exterminator company to have monthly fumigation services inside and outside of the home. Subsequently, the FFA conducted a thorough Title 22 home inspection and determined that all the physical plant deficiencies had been corrected. The FFA submitted proof of corrective actions to CCL. The other citation was for the certified foster parent's failure to provide proper supervision to a foster youth as she made the youth leave her house without being given the house key. As a result, the youth was staying outside the home without supervision until this certified foster parent returned. The youth was replaced by the CSW, which was planned prior to the allegation. The FFA retrained the Certified Foster Parent on proper supervision and submitted proof of correction to CCL. In addition, the FFA social worker conducted unannounced visits to the home.

A third home received three citations from CCL; one for a Physical Plant deficiency when the CCL analyst discovered and reported that the certified foster parent failed to pay the water bill timely and there was no running water in the home. The CCL Analyst report did not indicate how long the home had no running water. The FFA provided CCL with a proof of payment to the Water Company. Further, the certified foster parent was also cited twice for inappropriate discipline of foster children on two separate referrals. The FFA retrained the certified foster parent on Title 22 requirements on physical plant and children's personal rights. The Out-of-Home Care Investigation Section (OHCIS) informed the case-carrying CSWs of their substantiated findings; however no children were removed from the home. The CSW of two siblings requested the children not to be removed as she felt that removal from the home would be very traumatic and disruptive to the emotional and physical well-being of the children, since they had been placed in the home for a long time. The CSW of the other child also requested that the child remain placed, as the child reported that she had never been hurt or mistreated by the foster parent and that the Wraparound team did not indicate any concerns or problems in the home. However, the OHCMD placed the home on "Indefinite Hold." Currently, there is only one of the two siblings still residing in the home. The certified foster parent requested removal of the other sibling, due to his behavior problems and the third child had runaway from the home.

A fourth home also received two citations; one for severe neglect and another for failure to provide adequate care for the two infants placed in her home. The allegation of severe neglect was made when five days after the children were replaced from the certified foster home; the children were diagnosed with Failure to Thrive. Further, the infants appeared to have thrived immediately after replacement into their current foster home. The FFA decertified the home. All placed children were removed from the home and the OHCMD placed this home on "Indefinite Hold."

CCL cited the fifth home for failure to administer psychotropic medication as directed and for improper medication records keeping. The FFA has provided the certified foster parents with six hours of training on Medication handling, Supervision, Personal Rights of foster children, Agency Policies, Reportable Incidents and submitted proof of correction to CCL.

Lastly, CCL cited the sixth home for Neglect/Lack of Supervision when it was discovered that a placed child had a heat rash and was not taken to the doctor timely. Further, a bedroom in the home was used as a public/general passageway to another room and a bathroom was not in good working order. The FFA decertified the home. All placed children were removed from the home and the OHCMD placed this home on "indefinite hold."

Recommendation

The FFA's management shall:

1. Establish an oversight plan to ensure all FFA certified homes comply with CCL regulations concerning children's safety/physical plant and other Licensure/Contract Requirements.

Maintenance of Required Documentation and Service Delivery

OHCMD noted that for six children, their updated NSPs did not have goals that were specific, and measurable. The FFA Administrator stated that Agency social workers and supervisors will be retrained on NSPs development. In January 2012, representatives from the FFA attended the NSP training conducted by OHCMD and in March 2012, OHCMD conducted NSP training for the FFA social workers, supervisors and administrators.

Recommendation

The FFA's management shall ensure:

2. All placed children's updated NSP's are comprehensive and follow CCL and County Contract requirements.

Education and Workforce Readiness:

During the review, we noted that a current copy of a child's report card was missing from his file. The FFA Administrator provided the OHCMD with the copy of the report card during the Exit Conference meeting. The FFA Administrators stated that they would ensure all children's educational records are current.

Recommendation

The FFA's management shall ensure that:

3. The FFA staff routinely monitors all school-age children's educational progress and maintains documentation in the children's files.

Personnel Records

During the review, OHCMD noted that one social worker selected in the sample had 16 children in her caseload and therefore exceeding the 15 caseload limit. The FFA representatives stated they will ensure all social workers' caseloads do not exceed the 15 caseload limit.

Recommendation

The FFA's management shall ensure that:

4. All case carrying staff has appropriate caseload ratio.

PRIOR YEAR FOLLOW-UP FROM DCFS OHCMD's FOSTER FAMILY AGENCY CONTRACT COMPLIANCE MONITORING REVIEW

The OHCMD's last compliance report dated April 25, 2012, identified 16 recommendations.

Results

Based on our follow-up, the FFA fully implemented 11 previous recommendations for which they were to ensure:

- They assess children's needs, monitor their progress and update their NSP goals accordingly.
- All placed children's NSPs are updated timely.
- All placed children's medical appointments are timely or document efforts to schedule timely appointments.
- All placed children's dental appointments are timely or document efforts to schedule timely appointments.
- All placed children are informed about their rights to refuse medication and that documentation is maintained.
- All placed children are informed about their rights to receive or reject voluntary medical, dental and psychiatric care and that documentation is maintained.
- All placed children are provided the opportunity of selecting their own clothing.
- All placed children are encouraged and assisted in creating and updating photo album/life books.
- DOJ clearance of prospective employee is received prior to the date of hire.
- FBI clearance of prospective employee is received prior to the date of hire.
- Child Abuse Clearance (CACI) of prospective employee is received prior to the date of hire.

Based on our follow-up, the FFA did not fully implement previous recommendations for which they were to ensure:

- The safety of placed children and comply with CCL regulations concerning maintenance of physical plants.
- All placed children's updated NSPs are comprehensive and reflect the children's overall progress.
- Monitor all school-aged children's educational progress closely and ensure that necessary educational services are provided.
- FFA social worker caseload ratio and Supervisor-social worker ratio is maintained at all times. Although the FFA has hired another supervisor social worker, it was noted that one social worker in the sample exceeded the 15 children cases limit.

- FFA fully implement the outstanding recommendation from the A-C's June 9, 2009 which was also noted as recommendation 4 in the A-C's 2011 Compliance Report. The specific recommendation was to ensure NSPs contain goals that are specific, measurable, time limited and to indicate the reason the child is in placement.

MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER

A fiscal review of the FFA has not been posted by the A-C.

EGGLESTON FAMILY SERVICES FOSTER FAMILY AGENCY
CONTRACT PROGRAM COMPLIANCE MONITORING REVIEW-SUMMARY

3701 Stocker Street Suite 200, Los Angeles, Ca 90008
13001 Ramona Blvd, Suite E, Irwindale, Ca 91706
License Numbers: 197805862,197804012

	Contract Compliance Monitoring Review	**Findings: July 2012**
I	**Licensure/Contract Requirements** (7 Elements) 1. Timely Notification for Child's Relocation 2. Serious Incident Report Documentation and Cross Reporting 3. Runaway Procedures 4. Are there CCL Citations/OHCMD Safety Reports 5. If Applicable, FFA Ensures Complete Required Whole Foster Family Home Training 6. FFA Pays Certified Foster Parents Whole Foster Family Home Payments 7. Assessment of Certified Foster Parent (CFP) Prior to Placement of Two (2) or More Children	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Need Improvement 5. Full Compliance 6. Full Compliance 7. Full Compliance
II	**Certified Foster Homes (CFHs)** (12 Elements) 1. Home Study and Safety Inspection Prior to Certification 2. Contact with References/Including Check with OHCMD 3. Timely DOJ, FBI, CACI 4. Timely, Completed, Signed Criminal Background Statement 5. Health Screening & TB Test Prior to Certification 6. Required Training Prior to Certification 7. Certificate of Approval on File/Including Capacity 8. Safety Inspection Every Six Months or Per Approved Program Statement 9. Completed Training Hours for Re-certification and Current CPR/First-Aid/Water Safety Certificates 10. Current CDL/Auto Insurance/Annual Vehicle Maintenance Documentation for CFPs and Designated Drivers 11. Other Adults In The Home: Health Screening/CDL/CPR DOJ/FBI/CACI/Auto Insurance 12. FFA Assists CFPs with Transportation Needs	Full Compliance (ALL)
III	**Facility and Environment** (7 Elements) 1. Exterior/Grounds Well Maintained 2. Common Areas Maintained 3. Children's Bedrooms/Interior Maintained 4. Sufficient Educational Resources	Full Compliance (ALL)

	5. Adequate Perishable and Non-Perishable Food 6. Disaster Drills Conducted and Documentation Maintained 7. Allowance Logs Maintained	
IV	**Maintenance of Required Documentation/Service Delivery** (10 Elements) 1. County Worker's Authorization to Implement NSPs 2. NSPs Implemented and Discussed with Foster Parents 3. Children Progressing Towards Meeting NSP Goals 4. Develop Timely, Comprehensive Initial NSP With Child's Participation 5. Develop Timely, Comprehensive Updated NSPs With Child's Participation 6. Therapeutic Services Received 7. Recommended Assessments/Evaluations Implemented 8. County Workers Monthly Contacts Documented in Child's Case File 9. Develop Timely, Comprehensive Quarterly Reports 10. FFA Social Workers Conduct Required Visits	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Full Compliance 5. Need Improvement 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Full Compliance 10. Full Compliance
V	**Education and Workforce Readiness** (5 Elements) 1. Children Enrolled in School Within Three School Days 2. Children Attend School as Required and FFA Facilitates Children's Educational Goals Met 3. Children's Academic Performance and/or Attendance Increased 4. Current Report Cards Maintained 5. FFA Facilitates Child's Participation in YDS/Equivalent/Vocational Programs	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Need Improvement 5. Full Compliance
VI	**Health and Medical Needs** (4 Elements) 1. Initial Medical Exams Conducted Timely 2. Follow-up Medical Exams Conducted Timely 3. Initial Dental Exams Conducted Timely 4. Follow-Up Dental Exams Conducted Timely	Full Compliance (ALL)

VII	**Psychotropic Medications** (2 Elements) 1. Current Court Authorization for Administration of Psychotropic Medication 2. Current Psychiatric Evaluation Review	Full Compliance (ALL)
VIII	**Personal Rights and Social Emotional Well-Being** (10 Elements) 1. Children Informed of Agency's Policies and Procedures 2. Children Feel Safe 3. CFPs' Efforts to Provide Meals and Snacks 4. CFPs Treat Children with Respect and Dignity 5. Children Allowed Private Visits, Calls and to Receive Correspondence 6. Children Free to Attend or Not Attend Religious Services/Activities 7. Reasonable Chores 8. Children Informed About Their Medication and Right to Refuse Medication 9. Children Aware of Right to Refuse Medical, Dental and Psychiatric Care 10. Children Given Opportunities to Participate in Extra-Curricular Activities, Enrichment and Social Activities	Full Compliance (ALL)
IX	**Personal Needs/Survival and Economic Well-Being** (7 Elements) 1. Clothing Allowance in Accordance with FFA Program Statement ($50 Minimum If After November 1, 2012) 2. Ongoing Clothing Inventories of Adequate Quantity and Quality 3. Children's Involvement in Selection of Clothing 4. Provision of Sufficient Supply of Clean Towels and Personal Care Items Meeting Ethnic Needs 5. Minimum Monetary Allowances 6. Management of Allowance/Earnings 7. Encouragement/Assistance with Life Book	Full Compliance (ALL)
X	**Discharged Children** (2 Elements) 1. Completed Discharge Summary 2. Child Completed High School (if applicable)	Full Compliance (ALL)

XI	**Personnel Records** (9 Elements)	
	1. DOJ, FBI, Child Abuse Criminal Index (CACI) Submitted Timely	1. Full Compliance
	2. Timely, Completed, Signed Criminal Background Statement	2. Full Compliance
	3. Education/Experience Requirements	3. Full Compliance
	4. Employee Health Screening/TB Timely	4. Full Compliance
	5. Valid CDL and Auto Insurance	5. Full Compliance
	6. Signed Copies of FFA Policies and Procedures	6. Full Compliance
	7. Staff Completed All Required Training and Documentation Maintained	7. Full Compliance
	8. FFA Social Workers Have Appropriate Caseload Ratio	8. Need Improvement
	9. Written Declarations For Contract FFA Social Workers That Caseloads Not Exceed Total of 15 Children	9. Full Compliance

EGGLESTON FAMILY SERVICES

A FOSTER FAMILY AGENCY

☒ LOS ANGELES
3701 Stocker Street Suite 200
Los Angeles, CA 90008
(323) 954-1464 ~ Fax (323) 954-9515
LICENSE # 197805862

☒ IRWINDALE
13001 Ramona Blvd. Suite E
Irwindale, CA 91706
(626) 480-8107 ~ Fax (626) 480-7688
LICENSE # 197804012

09/28/12

Gladys Hidayat, OHCMD Monitor
DCFS Out of Home Care Management Division
9320 Telstar Avenue, Ste. 216
El Monte, CA 91731

RE: Corrective Action Plan
Compliance Review: 7/25/12 – 8/13/12

Dear Ms. Hidayat,

In response to the 2012 Compliance Review, Eggleston Family Services is submitting the following corrective action plan to address the issues found.

LICENSURE/CONTRACT REQUIREMENTS:

During the review, it was noted that Eggleston Family Services FFA had 10 substantiated Community Care Licensing (CCL) complaints due to safety and physical plant deficiencies in their certified foster homes.

To eliminate physical plant deficiencies, Eggleston Family Services implemented monthly home inspections to ensure that homes are in compliance. If deficiencies are found, Foster Parents are provided a corrective action plan to ensure that the deficiencies are fixed. The monthly home inspections and corrective action plans are reviewed and approved by the Supervising Social Workers. Furthermore, during each home visit, FFA Social Workers are to assess the condition of the home and document the status of the home on their case activity log (see section IV on Attachment I). These logs are reviewed by the Supervising Social Worker on a weekly basis to ensure that any issues noted are remedied as soon as possible. Eggleston Family Services recognizes the significance of physical plant compliance of certified foster homes since it ensures the safety of our foster youth.

Eggleston understands the importance of ensuring the safety of all children under its care thus has implemented additional measures to ensure safety. Given that unannounced visits can assist in monitoring the safety and well-being of our foster youth, Eggleston Family Services has implemented the following policy regarding unannounced home visits: Foster youth who are seen on a weekly basis must have one unannounced visit per month and foster youth who are

seen on a bi-monthly (2x/month) must have one unannounced visit every other month. During each visit, the minor must be visited in private. To further ensure the safety of our youths, Eggleston Family Services has implemented specific criteria when approving reduction of visits from weekly to bi-monthly (2x/month). The status of the child as well as the status of the Certified Foster Home is assessed to make certain that reduced visits would not compromise the safety of the child or the services provided. Reduction of visits will not be approved if there were any major incidents, substantiated allegations, plan of corrections, or non-compliance issues in the certified foster home within the prior 6 months. Additionally, to further ensure child safety, no child 3 years of age or younger *or* non-verbal shall be granted reduced visits. Both the certified foster home and the child must meet satisfactory status for a Foster Care Social Worker to decrease their visits. For additional information regarding the policy and criteria used please refer to Attachment II.

MAINTENANCE OF REQUIRED DOCUMENTATION AND SERVICE DELIVERY

During the review, it was noted that 6 children's NSP goals did not follow Title 22/DCFS Contract guidelines as some goals were not specific, measurable and time limited.

To address this issue, on 9/19/12, Eggleston Family Services Management trained FFA Social Workers on the Needs and Services Plan/Quarterly Report requirements using the DCFS provided NSP PowerPoint training materials (see Attachment III). This included the importance of developing timely, comprehensive, updated NSPs with the participation of the developmentally age-appropriate child, foster parent, and CSW, as well as the development and implementation of individualized SMART (Specific, Measurable, Attainable, Results Oriented/Realistic/Relevant, and Time-limited) goals. The SMART goals are to address problems, needs or deficits in areas specific, but not limited, to permanency planning, physical/health, educational, psychological/developmental/behavioral, and independent living skills. Goals are to be modified accordingly and documented in the NSP. NSPs, including SMART goals, will be reviewed and approved by the Supervising Social Worker to ensure that Title 22/DCFS Contract guidelines are being adhered to. Furthermore, the progress of the goals will be assessed during FFA Social Worker visits with the child and family, and the progress or lack of progress is to be documented on the case activity log (see section XV on Attachment I).

EDUCATION AND WORKFORCE READINESS

During the review, it was noted that 1 school aged child did not have a current copy of his report card in his case file.

Eggleston FFA provided OHCMD with the current report card during the Exit meeting; however Eggleston FFA understands that it is necessary that children's educational records be consistently maintained and updated. To address this issue, the importance of maintaining and updating children's educational records was discussed with the FFA Social Workers during a staff meeting on 9/5/12 (see Attachment IV). FFA Social Workers in turn discussed with their assigned Foster Parents the importance of providing the FFA with copies of all educational records. Eggleston Family Services is scheduled to have a Foster Parent training regarding Educational Success, where this will be reiterated (see Attachment V). Furthermore, Eggleston Family Services Quality Assurance Department has begun tracking report cards and alerting Supervisors and FFA Social Workers via the QA Case Management Spreadsheet when records are to be updated.

PERSONNEL RECORDS

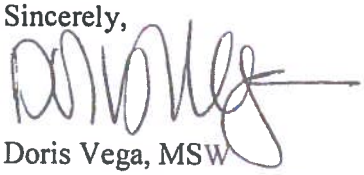
During the review, it was noted that one of the sample Social Worker's caseload exceeded the 15 minor caseload limit.

It must be noted that Eggleston Family Services was notified that Community Care Licensing's interpretation of the client ratio regulation is that the 1:15 ratio refers to an overall average for the FFA not for a specific social worker (see Attachment VI). This proved valuable when one of the Social Worker's Certified Foster Homes increased in capacity, putting this worker at a caseload of 16. Given that this Social Worker had been servicing the Certified Foster Homes and foster youths for an extended amount of time, Eggleston Family Services put into practice the average ratio regulation to preserve continuity of care. It was explained during the exit interview that despite CCL's position, the average ratio regulation does not comply with the DCFS Contract guidelines. As a result, Eggleston Family Services has ensured that all Social Workers' caseloads do not exceed the 15 caseload limit. Contract Social Workers are utilized for case coverage to assist in caseload compliance. The Administrator and Supervising Social Worker consistently review each Social Worker's caseload to ensure adherence to this policy.

Eggleston Family Services respectfully submits the above Corrective Action Plan to address the issues noted from the compliance review. We would like to thank you for the review and feedback provided, as we recognize that the above Corrective Action Plan will improve the services Eggleston Family Services provides to the children while in out-of-home care.

Should you have any questions or need further clarification, please do not hesitate to contact me at (323) 954-1464 or via email at dvega@egglestonfamilyservices.org.

Sincerely,



Doris Vega, MSW
Foster Family Agency Director

Cc: Clarence Brown, Executive Director