County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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December 28, 2012

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

From: Philip L. Browning
Director

THE VILLAGE 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 the Village Family Services Foster Family Agency (the Village FFA) in September 2012. The Village FFA has one licensed office in the Third Supervisorial District and provides services to Los Angeles County DCFS foster children and youth. According to the Village FFA's program statement, its mission is "to protect children from abuse, preserve families, and build a stronger and safer community for all."

At the time of the review, the Village FFA supervised 221 DCFS placed children in 73 certified foster homes. The placed children's average length of placement was 10 months and their average age was 10.

SUMMARY

During our review, the children interviewed generally reported feeling safe at the Village 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 that 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 Village FFA was in full compliance with five of 11 sections of our program compliance review: Licensure/Contract Requirements; Psychotropic Medication; Personal Rights and Social/Emotional Well-Being; Personal Needs/Survival and Economic Well-Being and Discharged Children.

We noted deficiencies in the area of Certified Foster Homes related to two foster homes that were certified in January 2012, and March 2011. We noted that the FFA staff, prior to certification, did not contact the OHCMD representative to obtain historical information about the applicant. We noted that for three certified foster parents annual vehicle inspections were not in the files.

We noted deficiencies in the areas of Facility and Environment and comprehensive clothing allowances. In one home sampled, we did not find verification that the teens were provided the required monthly clothing allowance, but had ample clothing, were taken shopping for back to school clothing and were randomly bought clothing by the foster mother. During the review this was brought to the agency administrator's attention and per the administrator, a Corective Action Plan (CAP) was completed with the foster parent.

We noted deficiencies in the area of Maintenance of Required Documentation and Service Delivery related to Needs and Services Plans (NSPs). We noted for one youth placed with the agency in November 2011, the FFA did not obtain the Children's Social Worker's (CSW) authorization to implement the NSP, the FFA social worker did not develop the initial NSP with the participation of the child and the NSP was not discussed with the foster parents.

We noted deficiencies in the area of Education and Workforce Readiness. We noted that for two youth ages 16 and 17, placed with the agency in July 2011, and who had documented poor grades, there was no information in the files that tutoring or other educational assistance was sought by the FFA social worker. In addition, for two foster youth, both age 17, and in the same foster home, we did not find any information they have been enrolled in a Youth Development Services (YDS) program for emancipation services.

We noted a deficiency in the area of Health and Medical Needs related to an untimely follow-up medical examination. We noted that one 18-year old foster youth had an annual medical examination due in July 2012; however, we were informed that his annual examination was scheduled for September 2012.

We noted deficiencies in the area of Personnel Records related to two FFA social workers who had untimely health screenings per Title 22 regulations and contract requirements. One social worker, hired in September 13, 2010, had a health screening in August 29, 2009, and for another social worker hired December 20, 2010, there were health screenings on file with the agency for January 2005, October 2007, and April 2012, none of which fell within the required regulations.

Attached are the details of our review.

REVIEW OF REPORT

On September 20, 2012, the DCFS OHCMD Monitor, Cori Shaffer, held an Exit Conference with the Village FFA representatives Hugo Villa, Executive Director; Irma Selicovich, Clinical Director and David Danwing, Administrator. The Village 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 Auditor-Controller (A-C) and Community Care Licensing (CCL).

The Village 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, call me or your staff may contact Aldo Marin, Board Relations Manager at (213) 351-5530.

PLB:RRS:KR
EAH:NF:cs

Attachments

c: William T Fujioka, Chief Executive Officer
Wendy Watanabe, Auditor-Controller
Public Information Office
Audit Committee
Hugo Villa, Executive Director, the Village FFA
Rosalie Gutierrez, Regional Manager, Community Care Licensing

THE VILLAGE 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 September 2012 review. The purpose of this review was to assess the Village FFA's compliance with the County contract requirements and State regulations and included a review of the Village 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
- Personnel Records

For the purpose of this review, 12 children were selected for the sample. We interviewed each child and 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. We reviewed their case files to assess for timeliness of Psychotropic Medication Authorizations (PMAs) and to confirm the required documentation of psychiatric monitoring.

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

CONTRACTUAL COMPLIANCE

We found the following six areas to be out of compliance.

Certified Foster Homes

- We noted deficiencies in the area of Certified Foster Homes related to two foster homes, certified in January 2012, and March 2011. We noted that, prior to their certification, the FFA staff did not contact a OHCMD representative to obtain historical information about the applicant. At the time of the review, the OHCMD monitor completed a search of the two certified foster parents and did not find any

investigative case history or any prior history as foster parents. Prior to certifying a home; the FFA Administrator indicated they will be responsible for ensuring that OHCMD has been contacted for any historical information for all potential applicants.

- We noted that for three certified foster parents, the annual vehicle inspections were not in their files. For one certified foster home, we did not find documentation of a vehicle inspection at the time of the initial certification in September 2011; however, we did find verification of vehicle inspection for September 2012. For another certified foster home, we did not find documentation for a vehicle inspection at the time of the initial certification (March 2011) and for annual recertification (March 2012). For the third certified foster home, we did not find documentation of a vehicle inspection at the time of the recertification (September 2011); however, we did find documentation that a vehicle inspection was obtained in 2012. The FFA Administrator indicated that the FFA has developed a checklist to track the required vehicle certification documents and the Administrator will be responsible for ensuring that vehicle inspections are obtained prior to certification of a home. Per the Administrator, the supervising social worker will be responsible for verifying that annual vehicle inspections are obtained and documentation is maintained, prior to the annual re-certifications of the homes.

Recommendations

The Village FFA's management shall ensure that:

1. The FFA staff contacts OHCMD for historical information about potential applicants prior to certification with the agency and documentation will be maintained in the certified foster parents' files.

2. The FFA staff ensures that certified foster parents obtain annual vehicle inspections and documentation is maintained in the certified foster parents' files.

Facility and Environment

- For one home sampled, we did not find verification that the teens were provided with the required monthly clothing allowance. The three teens interviewed indicated that they did not routinely receive monthly clothing allowance, but were taken shopping for back-to-school clothing at the start of the school year and were randomly bought items of clothing by the foster mother. Although we found that the placed youth had ample clothing, there was no verification on file that the required monthly clothing allowance was provided to the foster youth nor did we find monthly receipts on file with the FFA (aside from the month of September when back-to-school clothing was purchased). We noted that per the agency's Program Statement, there was no specific amount required for monthly clothing allowance; however, we did find documentation that the FFA suggests an amount that the foster parents spend on each child per month for clothing. During the review, this matter was brought to the agency Administrator's attention. The FFA staff completed a CAP with the certified foster parent and verification of the CAP was forwarded to OHCMD. The FFA

Administrator indicated that the supervisors will review the clothing allowance logs on the 5th of every month to ensure that on-going compliance and documentation will be maintained in the children's files.

Recommendation

The Village FFA's management shall ensure that:

3. Placed children are provided with monthly clothing allowances, appropriate and comprehensive clothing allowance logs are maintained in the children's files and the agency staff routinely monitors the homes for on-going compliance.

Maintenance of Required Documentation and Service Delivery

- We noted for one 18-year old youth, who was placed with the agency in November 2011, the FFA social worker did not develop the initial NSP with the age-appropriate youth.

- We noted that for the same 18-year old youth, the certified foster parent did not participate in the development of the initial NSP.

- We noted that for the same 18-year old youth, the FFA did not obtain or document their efforts to obtain the CSW's authorization to implement the NSP. Per the Administrator, training was provided to all FFA social workers on September 26, 2012, to ensure that all age-appropriate children and foster parents participate in the development of initial and on-going NSPs; that the FFA makes at least three attempts to contact the CSW for signature verifying participation in the NSP and documentation is maintained in the children's files. Per the Administrator, the FFA will monitor for on-going compliance.

Recommendations

The Village FFA's management shall ensure that:

4. The children's initial NSPs include the CSWs' authorizations to implement NSPs and documentation is maintained in the files.

5. The children's NSPs are discussed with the foster parents and documentation is maintained in the children's files.

6. The FFA staff develops initial NSPs with the participation of all age-appropriate children and documentation is maintained in the children's files.

Education and Workforce Readiness

- We noted that for two youth ages 16 and 17, who were placed with the agency in July 2011, and who had documented poor school grades, there was no documentation that tutoring or other educational assistance was sought by the FFA

social worker. Per the FFA Administrator, on September 26, 2012, all FFA social workers were provided additional training to address the issue of ensuring that all placed children receive educational support, necessary services; that the FFA social worker staff maintain on-going contact with the children, CSWs, certified foster parents and school staff to ensure that the educational needs of the children are met, on-going documentation is maintained and the FFA supervisor routinely monitors for on-going compliance. With regard to the two children noted, the FFA Administrator indicated that the FFA social worker has met with the children, has been in contact with the children's schools and has verified that tutoring is being provided for both children and documentation is maintained.

- For two other foster youth, both age 17 and in the same foster home, we did not find any information that they have been enrolled in Youth Development Services (YDS) program for emancipation services. Per the Administrator, the FFA social worker staff was provided training on September 26, 2012, that addressed requirements for all emancipating youth, including on-going communication with CSWs with regard to enrollment in YDS services and documentation of such services in the children's files. The FFA Administrator indicated that the supervisor will provide on-going oversight to ensure compliance.

Recommendations

The Village FFA's management shall ensure that:

7. The FFA social worker routinely monitors the placed children's educational needs via on-going visits with the children and certified foster parents, contacts the children's schools and provides resources for educational assistance to placed children. Also, on-going documentation of such is maintained in the children's files and the FFA supervisors routinely monitor the files for on-going compliance.

8. All age-appropriate children are provided with emancipation services including YDS; the FFA social workers maintain on-going contact with the youths' CSWs to ensure that youth are enrolled in the program, documentation of such programs is maintained in the children's files and the FFA supervisor routinely monitors the files for on-going compliance.

Health and Medical Needs

- One 18-year-old foster youth's annual medical examination was untimely. The annual medical examination was due in July 2012, and we were informed that the annual examination was scheduled for September 2012. Per the FFA Administrator, the FFA Quality Assurance section is developing a system to track the children's medical examinations and ensure they are timely. The FFA supervising social worker will monitor the files for on-going compliance.

Recommendation

The Village FFA's management shall ensure that:

9. Children's follow-up medical examinations are timely, documentation is maintained in the files, the FFA staff routinely monitors the homes for on-going compliance and a system of oversight is maintained.

Personnel

- Two FFA social workers had untimely health screenings as per Title 22 regulations and County contract requiements. One social worker, hired in September 13, 2010, had a health screening on August 29, 2009, and another social worker hired on December 20, 2010, had three health screenings on file with the agency dated January 2005, October 2007 and April 2012. However, none of these health screenings fall within the required timeframe. The FFA Administrator indicated that a new system is being developed with their Human Resources Department to ensure that employee health screenings are timely and according to CCL regulations.

Recommendation

The Village FFA's management shall ensure that:

10. All FFA social work staff have timely health screenings per CCL's Title 22 regulations, documentation is maintained in the personnel files and the FFA maintains a system of oversight to ensure on-going compliance.

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

The OHCMD's last compliance report from November 2011, posted May 1, 2012 identified seven recommendations.

Results

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

- Certified foster parents were informed of the requirements of adults residing in and frequenting the home and timely clearances were maintained for such persons and documentation was maintained in the files.

- Common quarters were safe and well maintained.

- FFA staff ensured that certified foster parents routinely reviewed emergency plans with age-appropriate children and the FFA staff monitored the homes for on-going compliance.

- Children's initial dental examinations were timely and documentation was maintained in the children's files.

The Village FFA did not fully implement three previous recommendations:

- Placed children's CSWs' participation in the development of the initial NSP and documentation is maintained in the files.

- Age-appropriate children participate in the development of the initial NSPs and documentation is maintained in the files.

- Comprehensive initial NSPs are developed with age-appropriate children and documentation is maintained in the files.

MOST RECENT FISCAL REVIEW CONDUCTED BY THE AUDITOR-CONTROLLER

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

THE VILLAGE FOSTER FAMILY AGENCY
CONTRACT PROGRAM COMPLIANCE MONITORING REVIEW-SUMMARY

6736 Laurel Canyon Blvd., Suite 200
North Hollywood, CA 91606
License Number: 197805014

	Contract Compliance Monitoring Review	Findings: September 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	Full Compliance (ALL)
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	1. Full Compliance 2. Improvement Needed 3. Full Compliance 4. Full Compliance 5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Full Compliance 10. Improvement Needed 11. Full Compliance 12. Full Compliance

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

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	1. Full Compliance 2. Improvement Needed 3. Full Compliance 4. Full Compliance
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	Full Compliance (ALL)

	6. Management of Allowance/Earnings 7. Encouragement/Assistance with Life Book	
X	**Discharged Children** (2 Elements) 1. Completed Discharge Summary 2. Attempts to Stabilize Children's Placement 3. Child Completed High School (if applicable)	Full Compliance (ALL)
XI	**Personnel Records** (9 Elements) 1. DOJ, FBI, Child Abuse Criminal Index (CACI) Submitted Timely 2. Timely, Completed, Signed Criminal Background Statement 3. Education/Experience Requirements 4. Employee Health Screening/TB Timely 5. Valid CDL and Auto Insurance 6. Signed Copies of FFA Policies and Procedures 7. Staff Completed All Required Training and Documentation Maintained 8. FFA Social Workers Have Appropriate Caseload Ratio 9. Written Declarations For Contract FFA Social Workers That Caseloads Not Exceed Total of 15 Children	1. Full Compliance 2. Full Compliance 3. Full Compliance 4. Improvement Needed 5. Full Compliance 6. Full Compliance 7. Full Compliance 8. Full Compliance 9. Full Compliance

the village
family services

10/25/12

Department of Children and Family Services
Out of Home Care Management Division
9320 Telstar Ave, Suite 216
El Monte, CA 91731

ATTN: Cori Shaffer
Re: Annual Monitoring Review
Dear Mrs. Shaffer,

This letter is in response to the foster family agency Annual Monitoring Review conducted in September of 2012.

Please note: On September 26, 2012, FFA team went over findings and trained staff on ways of improving our systems and correcting our deficiencies.

Findings:

Two certified foster parent files did not include documentation indicating agency contacted OHCMD prior to certification to inquire about historical information about the potential applicants.

- Prior to certifying a home, Administrator will check and ensure that there is documentation that OHCMD has been contacted to inquire about historical information about the potential applicants.

Three certified foster parents did not include verification of vehicle inspection at time of certification in 2011 and one in 2012.

- During time of annual recertification, FFA supervisor will check and ensure that there is a current vehicle inspection on file. Prior to certifying a home, Administrator will check and ensure that a vehicle inspection is included in the file. A checklist will be implemented to help track each document needed prior to certifying a home and administrator will initial once document is received.

One certified foster home did not include clothing allowance logs for the children who also indicated that they were not provided with routinely clothing monthly allowances.

- Foster care social worker will check and ensure collection of monthly reports with child's signature. Assigned foster care social worker met with foster parent on September 28, 2012 and reviewed agency guidelines and the importance of providing monthly clothing receipts for all minors placed in the home. Monthly reports and clothing receipts will be submitted to FFA supervisor by the 5th of the month to ensure compliance with all clothing allowances. Verification of latest clothing allowance and receipts are the girls in the home are attached.

One initial NSP did not include participation of child, foster parent, or CSW.

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- On September 26, 2012, during an all-staff training, FFA social workers were trained on including all participants in the NSP review process and obtaining foster parent, children over the age of 12 signatures, and show at least 3 attempts to obtain CSW's signature as well.

Two youths with poor grades in school were not shown to have documentation that any services were being offered or provided to the youth to remediate the situation.

- On September 26, 2012, during an all-staff training, FFA social workers were trained to document on progress notes and or NSPs that services are being provided or offered to the youth. In reference to the two youths with poor grades in school, FFA social worker has since contacted the school to receive progress reports. FFA social worker has also met with each of the youths to discuss a plan to increase their academic performance. Both youths are now actively participating in tutoring services and have been more receptive to tutoring after FFA worker worked specifically with each of them to focus on where the deficits were. One of the minors has indicated that the tutoring has helped him in the past few weeks. FFA supervisor will follow up on each minor during supervision to discuss the youth's progress and academic performances.

Two youths were not shown to have documentation that YDS (ILP) or equivalent services were offered for them to participate in.

- On September 26, 2012, during an all-staff training, FFA social workers were trained on documenting on progress notes and or NSP that services are being provided or offered to the youth. In reference to the two youths, FFA social worker has contacted the county social worker through email to begin working on ILP services for each youth and will continue to advocate on their behalf. Each correspondence has been placed in the minor's file. FFA supervisor will follow up with the county social worker's supervisor if correspondence is not received in a timely fashion.

One youth's follow up medical examination was two months late.

- During our next ongoing foster parent training we will train foster parents on DCFS agency guidelines in providing medical care and follow-ups for all foster children. The agency's Quality Assurance Department will implement an audit tool to track medical exams for each minor and provide a monthly report to social workers to ensure compliance.

Two of the social work staff reviewed had untimely health screenings.

- The plan of correction for this will be to use the Learning Management System (LMS) as well as a new HR database to track employee health screenings and TB tests.
- We are in the contract phase for the LMS and currently reviewing our options for the HR database. The LMS should be implemented by year end. The system allows us to set up an employee and attach what is called a "tracking" class. This will allow us to put in the Health Screening original date and when it is due again. The employee, manager and HR will receive a notification 30 days before the deadline so we will be able to ensure the employee is up-to-date.
- We will also ensure that the health exam is within one year prior to the person being hired, or within 7 days after.

I thank you for your professionalism and appreciate your quality improvement feedback. Should you have any questions, please do not hesitate to contact me.

Sincerely,

Diana L. Fernandez-Redeemer

Diana L. Fernandez-Redeemer, MA
Assistant Administrator
The Village Family Services
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