

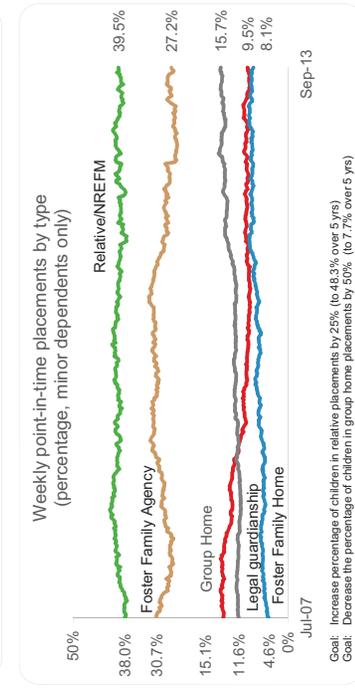
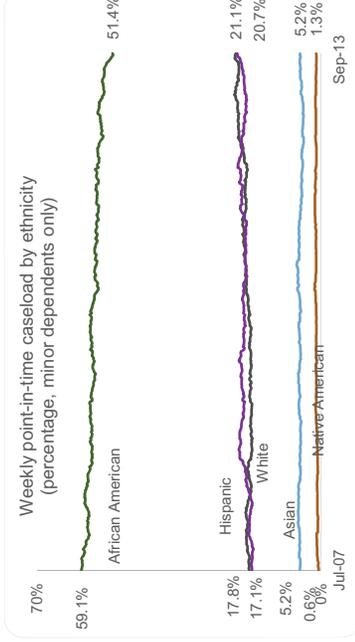
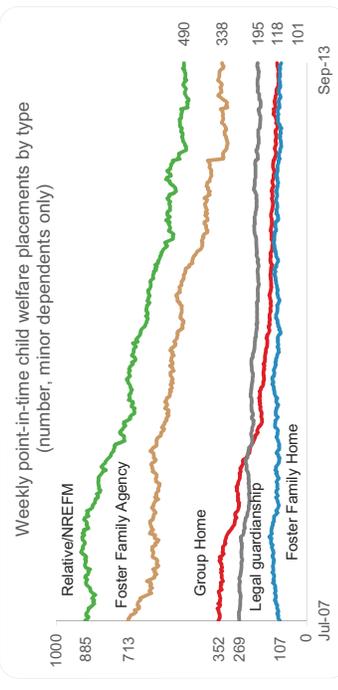
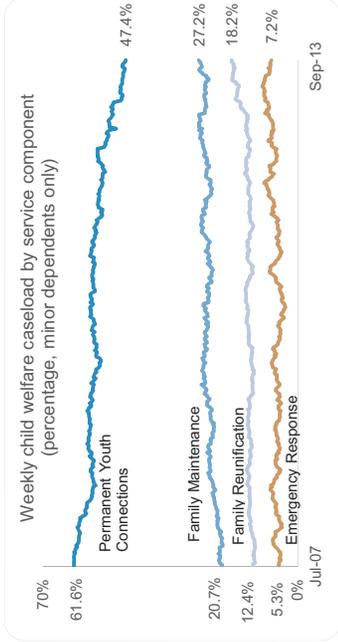
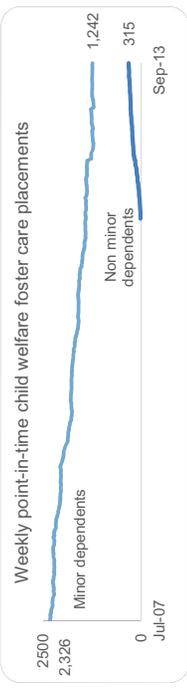
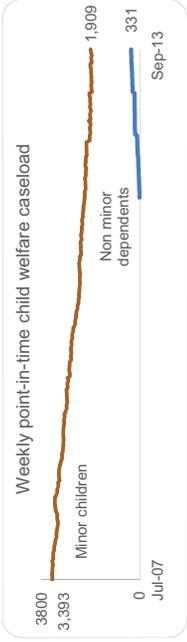
Alameda County Title IV-E Waiver Executive Team

Lori Cox, Social Service Agency
Kristin Spanos, Social Service Agency
Gayle Hermann, Social Service Agency Finance
Clara Lee, Social Service Agency Finance
LaDonna Harris, Probation
Kathy Martinez, Probation
Paulyne Jones, Probation
Patricia Hsu, Probation
Natasha Middleton, Probation
Michelle Love, Department of Children & Family Services
Kaitlin Bruner, Department of Children & Family Services
Gumaro Garay, Department of Children & Family Services
Robin Luckett, Department of Children & Family Services
Faith Battles, Department of Children & Family Services
Lisa Forti, SSA Program Evaluation & Research
Jim Cuniff, SSA Program Evaluation & Research
Jennifer Uldrichs, SSA Program Evaluation & Research
Jeff Rackmil, Alameda County Behavioral Health
Stacie Buchanan, Casey Family Programs

Alameda County Title IV-E Waiver Dashboard

Updated October 22, 2013

Page 1

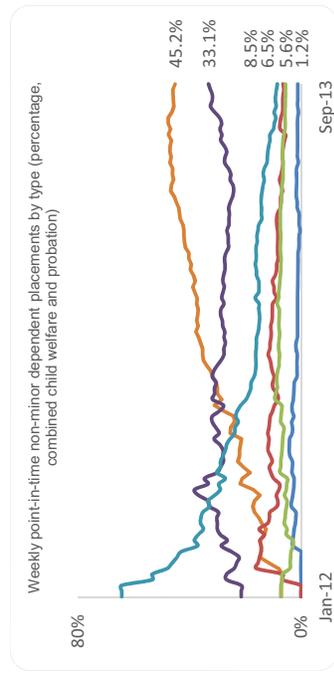
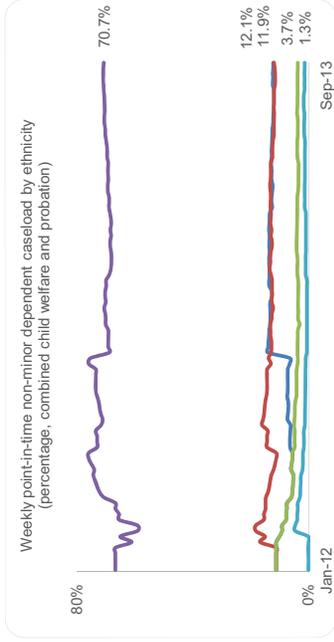
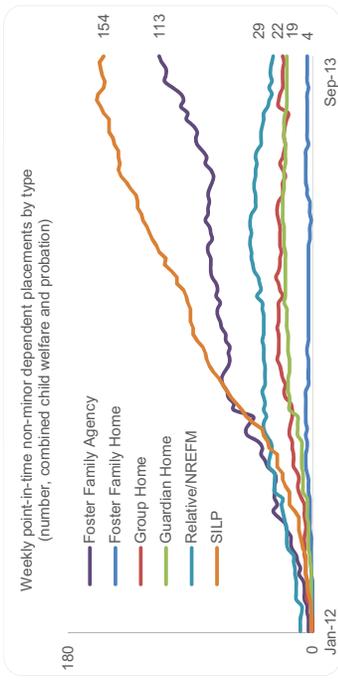
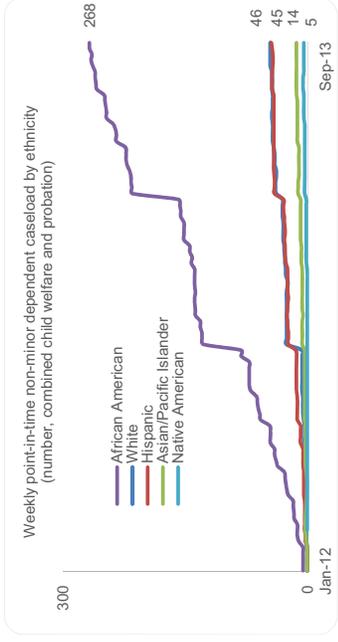
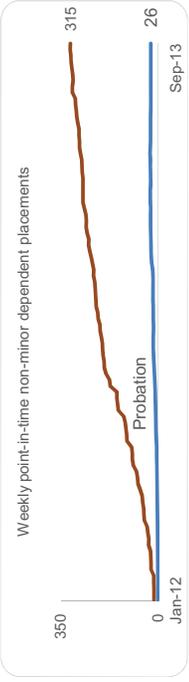
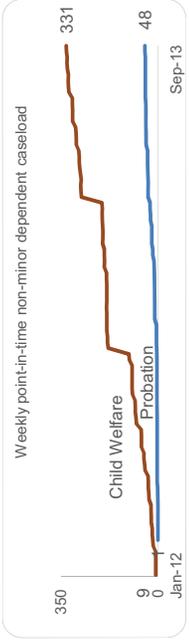


Goal: Increase percentage of children in relative placements by 25% (to 48.3% over 5 yrs)
 Goal: Decrease the percentage of children in group home placements by 50% (to 7.7% over 5 yrs)

Alameda County Title IV-E Waiver Dashboard

Updated October 22, 2013

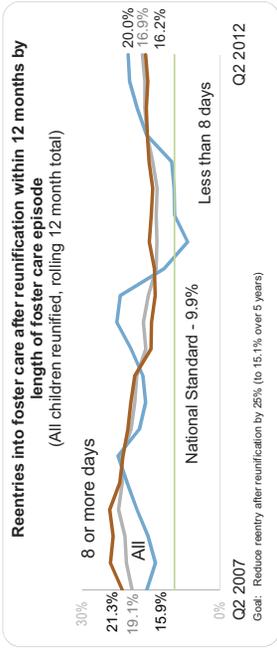
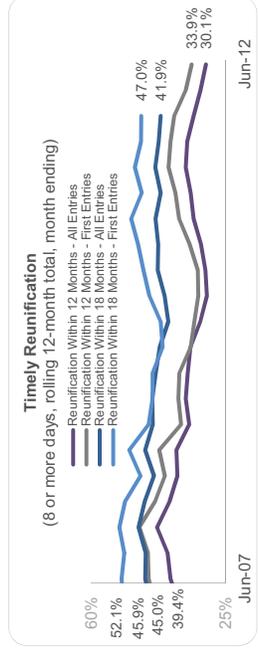
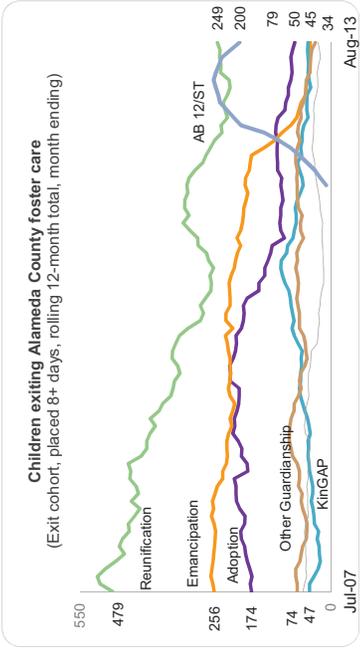
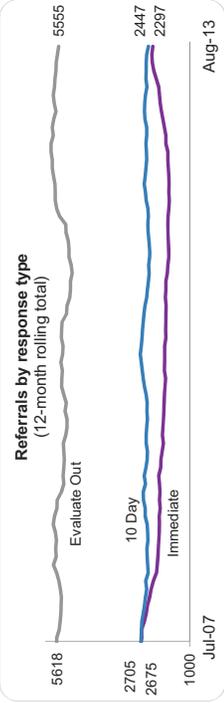
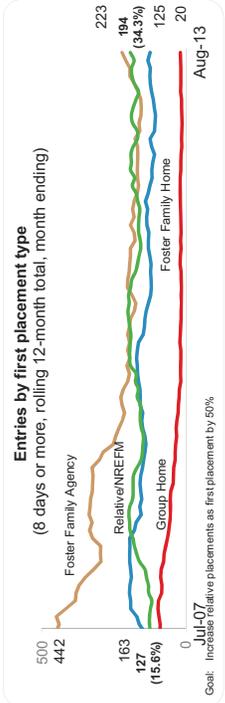
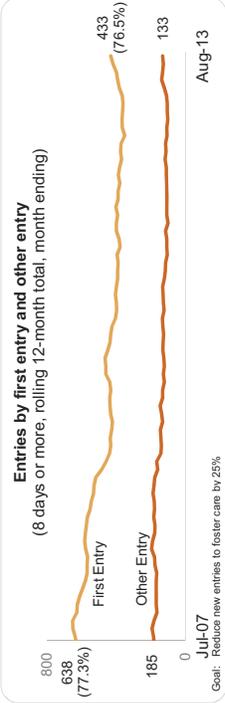
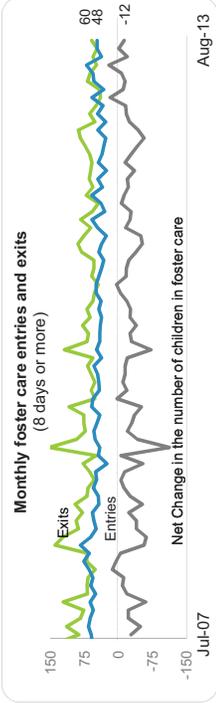
Page 2



Alameda County Title IV-E Waiver Dashboard

Updated October 22, 2013

Page 3



Alameda County Title IV-E Waiver Dashboard

Updated October 22, 2013

Page 4

Goals

To increase the number of:

1. children who can remain safely in their own homes.
2. children and youth placed in least restrictive settings.
3. children who safely and permanently reunify with their families within 12 months.
4. To increase the percent of timely adoptions and guardianships.

Since implementation of the Waiver July 1, 2007 through September 30, 2013

Caseload (number)

- ↓ 44.0% decline in total minor children in child welfare cases.

As a percentage of all minor children with a case open for services:

- ↓ 23.3% decline in percentage of children with a PYC case
- ↑ 32% increase in the percentage of children with an FM case
- ↑ 46.8% increase in the percentage of children with an FR case

Children in out-of-home placement (number)

- ↓ 46.7% decline in the total number of dependent youth in active out-of-home placement

As a percentage of all dependent children in foster care, the proportion of children placed:

- ↑ With relatives increased by 4.5%
- ↑ In county foster homes increased by 76.1%
- ↓ In group homes declined by 37.1%

12-month period ending August 2012 compared to FY 2006-07 baseline period

Referrals

- ↓ 9.4% decline in percentage of referrals requiring an immediate response
- ↑ 5.9% increase in percentage of referrals that are evaluated out

Entries & Exits (placement episodes of 8 or more days)

- ↓ Foster care exits exceeded entries, and 30.3% fewer children were placed out-of-home for 8 or more days
- ↑ The number of children placed with relatives as their first placement increased by 57.7%

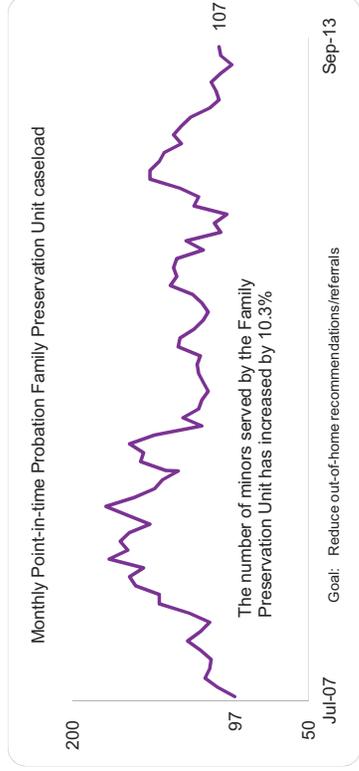
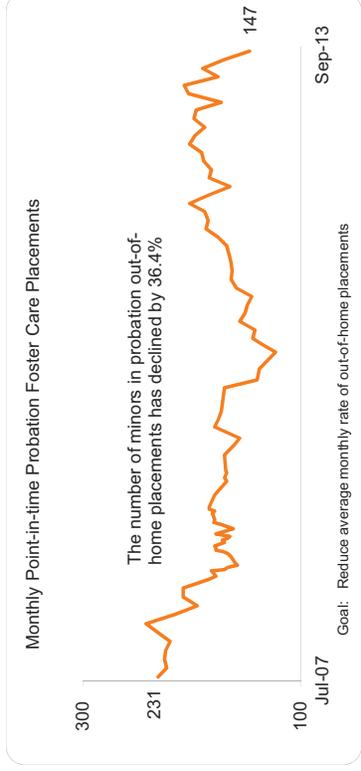
Reentries within 12 months of reunification (compared to 12 month period ending March 2012)

- ↓ After a placement episode of 8 or more days, the percentage of children reentering foster care after reunification has decreased by 23.9%

Source Data: Reunification Entry Cohort Chart: CSSR 2013 Q2 extract; Reentry chart: SafeMeasures 8/2/13 extract; all others: CWS/GMS 10/18/13 extract

Alameda County Title IV-E Waiver Dashboard

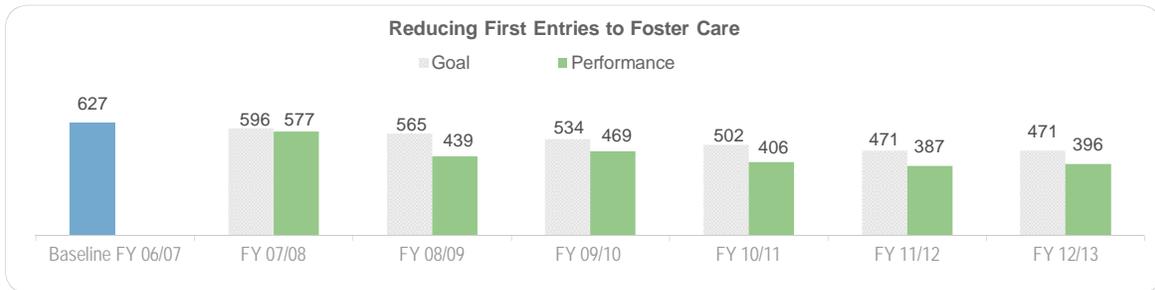
Updated October 22, 2013



Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 6

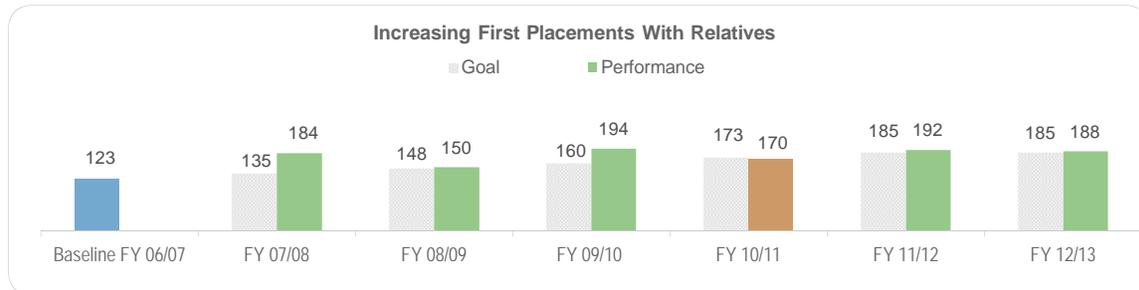
Reduce new entries to foster care by 25% over the next five years

Baseline 627 first entries in FY 06/07
 Goal 471 first entries in FY 11/12
 FY 12/13 396 first entries in FY 12/13



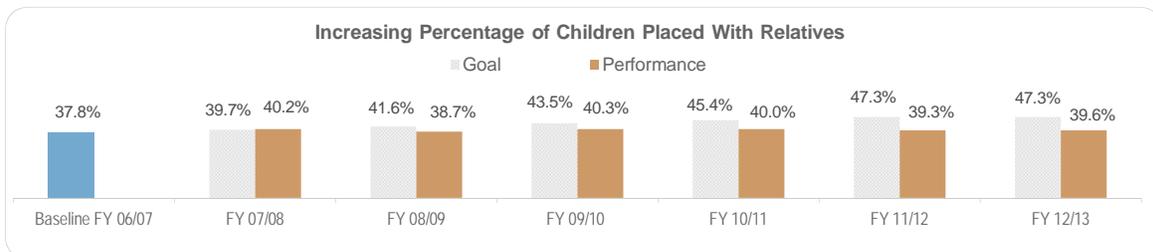
Increase relative placements as first placements by 50% over the next five years

Baseline 123 first placements with relatives in FY 06/07
 Goal 185 first placements with relatives in FY 11/12
 FY 12/13 188 first placements with relatives in FY 12/13



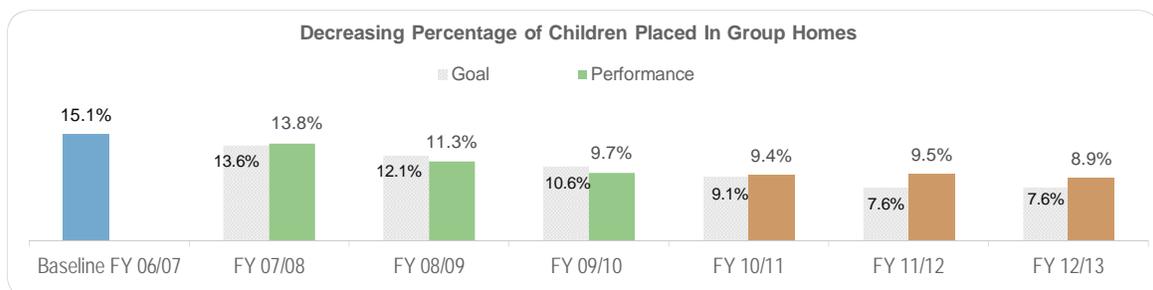
Increase percentage of children in relative placements *at any given time* by 25% over the next five years

Baseline 37.8% of children in relative placement on July 1, 2007
 Goal 47.3% of children in relative placement by June 30, 2012
 FY 12/13 39.6% of children in relative placement on July 1, 2013



Decrease percentage of children in group home placements *at any given time* by 50% over the next five years

Baseline 15.1% of children in group home placement on July 1, 2007
 Goal 7.6% of children in group home placement by June 30, 2012
 FY 12/13 8.9% of children in group home placement on July 1, 2013

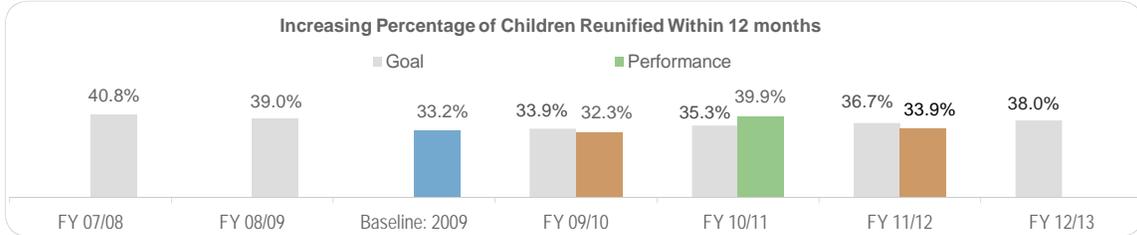


Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 6

Increase percentage of children who reunify with their family within 12 months of first entry to 38% by June 2013

Entry Cohort Cohort: First Entries

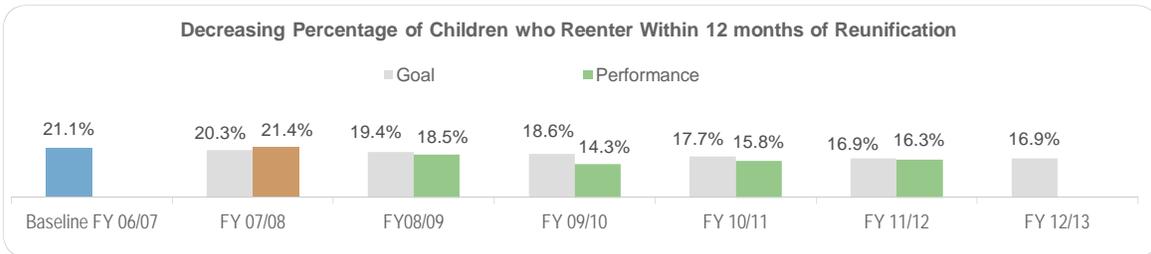
Baseline	33.2% of children who entered in 2009 for the first time exited to reunification within 12 months
Goal	38.0% of children who enter in FY 12/13 for the first time will exit to reunification within 12 months
FY11/12	39.3% of children who entered foster care in FY 11/12 for the first time exited to reunification within 12 months



Decrease percentage of children who reenter foster care after reunification by 20% over five years.

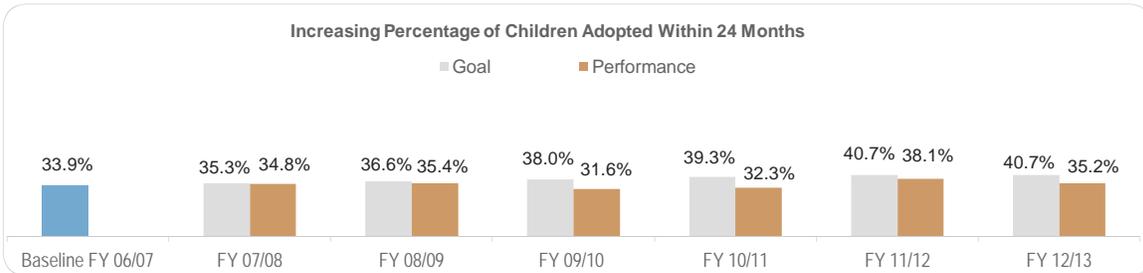
Reentry Within 12 months (exit to reunification after a placement episode of 8 or more days)

Baseline	21.4% of children reunified in FY 06/07 reentered foster care within 12 months
Goal	Less than 17.0% of children reunified will reenter foster care within 12 months
FY11/12	16.3% of children reunified in FY 11/12 reentered foster care within 12 months



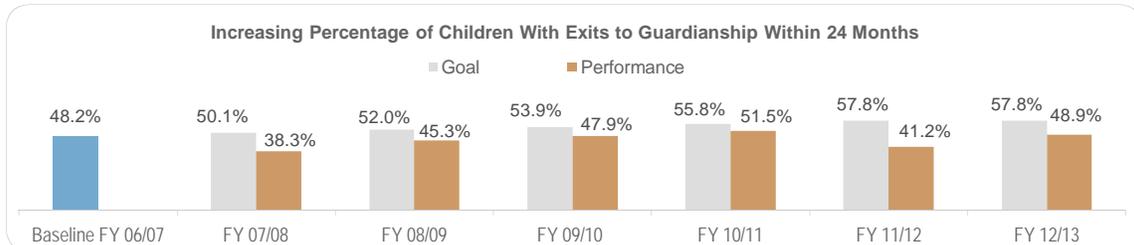
Increase percentage of children who exit to adoption within 24 months by 20% over 5 years

Baseline	33.9% of children who were adopted in FY06/07 exited foster care within 24 months
Goal	40.7% of children adopted in FY11/12 will exit foster care within 24 months
FY 12/13	35.2% of children who were adopted in 2012 exited foster care within 24 months



Increase percentage of children who exit to guardianship within 24 months by 20% over 5 years

Baseline	48.2% of children who exited to guardianship in FY06/07 exited foster care within 24 months
Goal	57.8% of children who exited to guardianship in FY11/12 will exit foster care within 24 months
FY 12/13	48.9% of children who exited to guardianship in 2012 exited foster care within 24 months



PER CFS Evaluation Projects - Status as of January 10, 2014

Projects	Decriptive/ Outcome	PER Lead	CFS Lead	Status as of January 10, 2014
Completed Reports				
Family Preservation	O	BL	RL	Complete
SYEP - Summer Youth Employment Program 2011 & 2012	O	BL		Complete
Childcare	O	NH	FB/SW	Complete
YAP - Youth Advocates Program	O	NH	FB/SF	Complete
KSSP - Kinship Support Service Program	D	BL	RL/JP	Complete
Faith Initiative	D	NH	FB/NG	Complete
P2S - Paths to Success	O	JU	GG	Complete
CW Staffing and Workload	D	TC	ML	Complete
Parent Advocates	O	BL	FB/SL	Complete
Report Writing/Review				
FFE - Family Finding and Engagement	O	BL	RL/FB	Writing Report
CASA - Court Appointed Special Advocated	D	HW	FB	Writing Report
County Counsel Expansion	D	TC		Writing Report
Vertical Case Management	O	JU	GC/RL	Finalizing report
- Parent Satisfaction Survey	O	JU		
- Worker Satisfaction Survey	O	JU		
- Post-reunification services	D			
MRT - Mobile Response Team	D	HW	FB	Writing Report
Voluntary Diversion	D	HW	GG	Writing Report
AWOL, LGBTQ & MISSSEY Services at the Assessment Ctr	D	CK	NG/FB	Writing Report
Transitional Living Conference	O	HW	FB/SF	Writing Report
Youth Radio	D	HW	ML	Writing Report
Data Analysis				
Another Road to Safety	O	HW	GG	Analyzing Data
Project Permanence	O	JU	FB/SW	Analyzing Data
ILSP - Independent Living Skill Program	O	BL	FB	Waiting for Data
SAYEP/Summer After School Youth Employment Program	O	BL	FB	Waiting for Data
Data Collection				
Mentoring Program	D	HW	CL	Collecting Data
Placement Stabilization Fund	D	JU		Collecting Data
ACOE and BE	D	HW	FB	Collecting Data
Empowering Parents	D	HW		Collecting Data
Linkages Liaisons	D	JC		Collecting Data
Waiting for Data				
TGP - The Gathering Place	O	BL	RL	Waiting for Data
Evaluation Planning				
Everyone Home Housing Pilot	D	HW	RL	Preparing study
On hold				
CalLearn/YPO	O	BL	FB	On Hold
SEED - Service to Enhance Early Development	O	BL	RL	On Hold
Non Waiver Evaluations				
Mental Health*	O	JU		Waiting for Data
TDM - Team Decision Making*	O	JU	SW	Collecting Data
- BAYCAIR	D	JU	SW	Part of TDM study

Parent Advocates Evaluation Report

September 3, 2013

Prepared by:

Brenda Lorentzen, MSW, Ph.D.

Nathan Hobbs, LCSW

(510) 271-9195, lorenb@acgov.org

Planning, Evaluation and Research



PARENT ADVOCATES EVALUATION REPORT

Parent Advocates (PAs) are parents who successfully reunified with their children in foster care and who work with parents whose children are involved with the child welfare system to support them for up to six months in completing their case plans and reunifying with their children. In addition, they conduct CHAT meetings in which birth parents are introduced to their child's foster parents, attend TDMs to support parents, participate in policy-making workgroups, and facilitate and present at Parent Orientations, in which parents of children in care are educated about the child welfare system. The Parent Advocate program began in 2006 with 4 PAs and has grown to 12 full-time PAs in 2013, serving 15% of all families in ER or FR during 2012. There is no waitlist and only referred families that are deemed inappropriate by the County Liaison, refuse services (2.4%), or are unreachable (4.9%) do not receive PA services.

Key Findings

1. There is no significant difference in reunification rates between families with a PA and families without a PA at both one year and 18 months from removal. Families reunify in similar time frames regardless of PA case management services: 351 days for PA families and 340 days for non-PA families. However, PA families are more likely to have a substance abuse issue, a dual diagnosis, or a lack of income and/or housing than non-PA families.
 - PA families are more likely to be African-American and less likely to be Hispanic than non-PA families.
 - Because FR workers told us that higher functioning families generally did not need or want a PA, the PA families who reunified are likely to be in the lower functioning tier of reunifying families, providing a possible explanation for why they did not reunify in a shorter time frame than non-PA families.
2. Receiving PA services later in a child welfare case appears to be as effective as or possibly more effective in facilitating reunification than receiving them at the beginning of the case. This finding is preliminary; a larger sample size is needed before a definitive statement can be made.
3. Two-thirds of families attending a Parent Orientation (67%) reunified by 18 months, more than twice the percentage of families that did not (32%). However, attendees are a self-selected group. Parents who are motivated and organized enough to attend a Parent Orientation may already be likely to reunify. However, the difference between groups is so substantial that the Parent Orientation may be responsible for at least a portion of it.
4. Fathers in the Parent Advocate program have different experiences, needs, and outcomes than mothers.
 - Fathers have fewer contacts and fewer visits with their PAs than mothers.
 - While mothers and fathers share many of the same case plan priorities, fathers receive more help with building support networks.
 - Fathers who attend a Parent Orientation are less likely to reunify with their children than other parents who attend.
5. Parents who completed the discharge survey were satisfied with their PA services.
 - Parents were most satisfied with the following areas: are respectful of parents and their circumstances, take time to get to know parents and their circumstances, and encourage parents to share their ideas and opinions regarding their child's placement, needs and services.
 - Parents were least satisfied with the following areas: perception that PAs share the same experiences or circumstances as the parents, attentiveness to parent's cultural and ethnic background, and help with services that fit the parent's needs and the needs of the family.
6. Parents do not report improved satisfaction with the TDM process and decision outcome when a Parent Advocate attends the TDM, although significantly more parents agreed that "all important parties were present."
7. Parent Advocates expressed a desire and need for more training, especially in policies and procedures and in cultural competence, including working with clients of the opposite gender. They also mentioned a need for more Spanish-speaking Parent Advocates and PAs with a history of incarceration.

Recommendations

- ✓ Parent Advocates continue to facilitate and present at Parent Orientations.
- ✓ Program staff and Parent Advocates explore ways in which the program could be made more effective with fathers, such as increasing the number of contacts with fathers, adding more men as Parent Advocates, providing additional training on working with fathers, and making adaptations to Parent Orientations that specifically address fathers.
- ✓ Parent Advocates receive additional training in policies and procedures and in working with people from other cultures, ethnicities, experiences, and especially of the opposite gender.
- ✓ New Parent Advocates are sought with more diverse life experiences, such as mental health involvement, incarceration, physical abuse, and sexual abuse. Parent Advocates with a mental health history are particularly needed.
- ✓ Parent Advocates are matched with parents based on common life experiences and problem areas.
- ✓ Once at least 100 total cases have received Parent Advocate services at the beginning of the case, another analysis is performed comparing front-end and back-end services to determine if one model is more effective than the other in facilitating reunification.
- ✓ Once at least 100 total cases first receive Parent Advocate services while in Family Maintenance, an analysis is performed to see if such a model decreases the rate of recidivism.

Methodology

Both quantitative and qualitative data were gathered for this study. Data was drawn for 2012 from CWS/CMS and databases maintained for TDMs and for PA activities. Parent survey data was collected at discharge from the program from November 2011 to March 2013 and at TDMs for 2012. Focus groups were conducted with child welfare workers in June 2012 and with Parent Advocates in January 2013.

Who Participated?

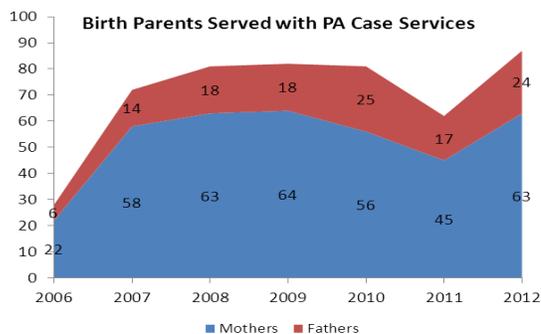
Half of the parents served were African American, and the largest proportion were between 26 and 35 years old. More than twice as many mothers were served as fathers.

Age

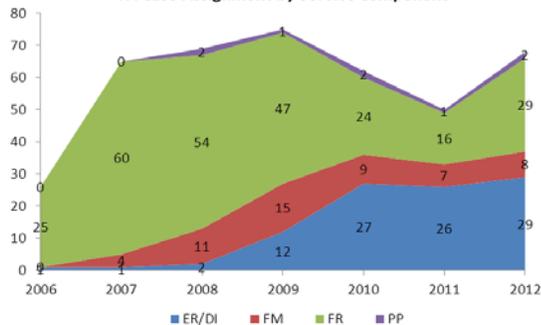
18-25	19%
26-35	46%
36-45	18%
Over 45	16%
Average Age	34.4
Age Range	19-74

Ethnicity

African American	50%
Asian/Pacific Islander	4%
Caucasian	28%
Hispanic	15%
Native American	1%
Other	2%



PA Case Assignment by Service Component



When the Parent Advocate program began in 2006, most families entered the program while in Family Reunification. Over time, the program has shifted toward providing services to parents at the beginning of their cases. In 2012, equal numbers of parents were served in Family Reunification and in Emergency Response/Dependency Investigations.

How Much Was Done?

In 2012, nine Parent Advocates worked with 137 families. They spent 1103 hours on contacts with parents and 507 hours in travel. Over a third of client contact took place in the home. PAs carry 6-10 cases at a time.

	Mother	Father
Average hours per parent	15.3	11.2
Median hours per parent	13	11
Maximum hours received	79.5	23.25
Average contacts per parent	13	8

	Where contacts happen	
Home	340	36%
Telephone	255	27%
Other Site	223	24%
Office	120	13%

Most Frequently Addressed Case Plan Areas

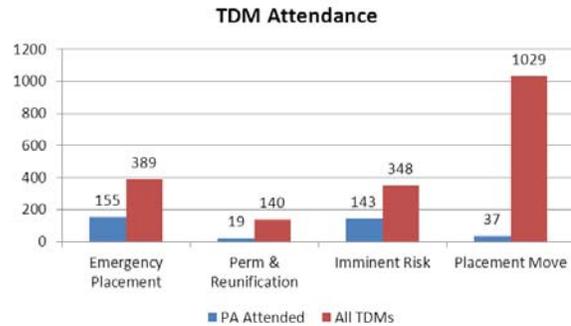
Mothers

1. Case Plan Review/CWS Support
2. Parenting
3. Substance Abuse Treatment
4. Housing
5. Basic Needs/Resources

Fathers

1. Building Support Networks
2. Case Plan Review/CWS Support
3. Parenting
4. Life Skills/Independent Living
5. Substance Abuse Treatment

In 2012, Parent Advocates attended 354 TDMs, 19% of all TDMs, for a total of 532 children. They attended 40% of all Emergency Placement TDMs and 41% of all Imminent Risk TDMs.



How Well Was It Done?

PAs receive extensive, ongoing internal and external training, shadowing, and individual and group supervision. Retention is excellent, with a quarter of the current PAs being with the program for 6 or more years.

TDM Surveys

There were no significant differences in TDM engagement scores or satisfaction with the process and outcome between parents who had a Parent Advocate in their TDM and parents who did not. The one exception was that parents with a PA at their TDM were more likely to agree that “all important parties were present” at the TDM. It should be noted that these results are skewed toward two TDM facilitators who were particularly conscientious about administering the TDM satisfaction survey.

Discharge Surveys

Approximately 37% of parents (42) completed the discharge survey between November, 2011 and March, 2013. In general, parents were satisfied with the Parent Advocate services they received, rating their services at 4.48 out of 5, with 5 the highest possible rating.

Areas with high levels of satisfaction

- ✓ Are respectful of birth parents’ lifestyle and environment (4.58)
- ✓ Take time to get to know parents and their circumstances as they relate to the CPS case (4.58)
- ✓ Encourage parents to share their ideas and opinions regarding their child’s placement, needs, and services (4.55)

Areas for improvement

- ✓ Perception that PAs share the same experiences or circumstances as the parents (4.19)
- ✓ Attentiveness to parent’s cultural and ethnic background (4.19)
- ✓ Help with services that fit the parent’s needs and the needs of the family (4.26)

Feedback from Child Welfare Workers

A focus group of child welfare workers (CWWs) reported:

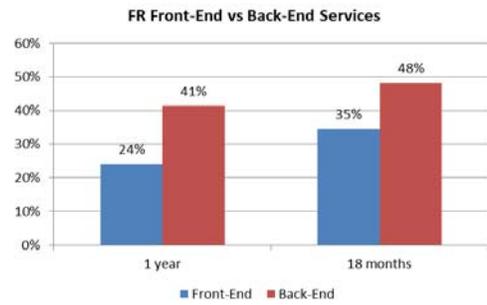
- One small group of parents don’t need PAs as they are extremely self-motivated and working with a PA is just one more thing to do, while another group of parents are unreachable or too overwhelmed to make use of a PA. PAs seem to work best with parents who are somewhat motivated but marginally or inconsistently compliant.
- PAs reinforce case plan activities.
- Sometimes the PA will play “good cop” to the CWW’s “bad cop,” taking the parent’s side while translating and reinforcing the message of the CWW. Many times a PA can motivate a parent to do what a CWW can’t get them to do.
- PAs help with time-consuming practical and logistical matters that CWWs don’t have time to do.
- They believe that the PAs’ activities “feel really meaningful” to the parent and “make a difference in their case plan compliance.” It also aids the CWW in building a relationship with the parent.

- The PAs may motivate parents by inspiring them, showing them “a light at the end of the tunnel” and that reunification really can happen.

Are Participants Better Off?

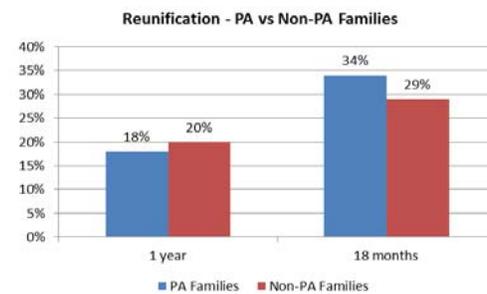
Family Reunification Cases Receiving Services at the “Front End” (During ER/DI) vs. “Back End”(During FR)

We compared all 29 front-end FR cases with 29 back-end FR cases (randomly drawn from a total of 192 back-end cases). More back-end than front-end cases reunified at both one year and 18 months after removal. Back-end cases reunified on average 303 days after removal, while front-end cases reunified on average 325 days after removal. The sample size was too small to perform a meaningful statistical analysis, so these findings should be viewed as preliminary and as not providing evidence that one or the other strategy is more effective.



Reunification

We compared 193 cases that had a Parent Advocate between 2006 and 2011 with 193 cases that did not (randomly drawn from a total potential comparison group of 1,316). There were no statistically significant differences between reunification rates for families that had a PA and those that did not. Reentry rates were virtually identical for the two groups, 22% for families with PAs and 23% for the comparison group. However, children of parents with PAs reunified on average in 351 days, while comparison group children reunified on average in 304 days, a significant difference (p<.05). This may not accurately reflect the effect of PA services because cases were not randomly assigned. If higher functioning families aren’t referred to or don’t accept PA services, as FR workers told us is the case, the group receiving PA services is likely to be in the lower functioning tier of reunifying families, and thus an increase in days to reunification may be reflective of family characteristics rather than the effectiveness of PA services.

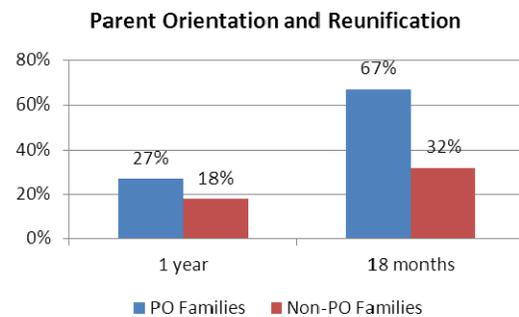


Family Maintenance Families and Recidivism

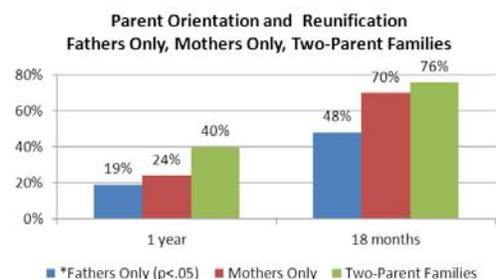
Of the 32 families who began PA services while in Family Maintenance after reunifying, five (16%) reentered care within one year. The small number of PA families, especially in comparison to a potential comparison group of 1,110, prevented performing a meaningful analysis. Once PA services have been offered to more FM families, this question should be revisited.

Parent Orientations

In 2010-2011, 18% of FR families attended a Parent Orientation. We compared 96 families who attended a Parent Orientation (PO) in 2010 or 2011 with 96 randomly chosen families who did not (drawn from a potential comparison group of 447). More PO families reunified than non-PO families at one year after removal, 27% compared to 18%. At 18 months, fully two-thirds (67%) of PO families reunified, compared to 32% of non-PO families (p<.001). In the absence of randomization, these results should be considered with care. Attendees are a self-selected group, and many of those who are motivated and organized enough to attend a Parent Orientation may already be likely to reunify. However, the difference between groups is so substantial that the Parent Orientation may be responsible for at least a portion of it.



Parent Orientations don’t work equally well for all families. More two-parent families who attended a Parent Orientation reunified within a year than single-parent PO families (approaching significance at p<.10), and fewer father-only PO families reunified by 18 months than all other PO families (p<.05).



What Parent Advocates Told Us

Parent Advocates who participated in a focus group for this study gave several reasons why they believe birth parents benefit from PA services.

- Because PAs are not in a position of power in relation to the child welfare case and don't report to the child welfare worker (CWW), parents may be more willing to discuss some topics with the PA than with their CWW.
- PAs give parents the opportunity to build a genuine relationship with someone who isn't judging or exploiting them, who doesn't want anything from them but is only there to support them; this can allow the PA to get to a deeper level with the parent than the CWW can.
- PAs help birth parents envision themselves as people who are capable of change and who can become healthy and productive.

Among the specific casework activities PAs identified as important are:

- helping parents understand what they are being asked to do,
- translating between parents and the system, especially regarding safety and risk,
- giving parents a place to vent,
- supporting parents in following through on case plan activities, and
- identifying different ways of completing the case plan.

They also believe their advocacy work on various committees, their assistance to parents in understanding the TDM process, and their participation in CHATs are important functions.

Their suggestions to improve the services they provide include:

- to be able to provide services for longer than 120 days,
- to have more Spanish-speaking Parent Advocates,
- to be able to transport other family members, and
- for child care to be provided during Parent Orientations or, alternatively, for Parent Orientations to be held during the day when children are at school.

They further identified a need for more training on policies and procedures and on cultural competence, especially in working with parents of the opposite gender and those with different life experiences, for example incarceration.

Conclusion

At this time, the only Parent Advocate activity that appears to have a substantial effect on outcomes is the Parent Orientation, which appears to have a potent influence on reunification outcomes. However, on many measures the findings of this study must be viewed as preliminary due to small sample size, as with front-end versus back-end services, or qualified by lack of random assignment, which may be a significant factor with the reunification analysis. With Parent Orientations, an obvious selection bias prevents us from attributing all of the successes observed to the intervention. Further, insufficient sample size prevented examination of recidivism with Family Maintenance families. Some of these difficulties may be able to be resolved for future studies when larger PA samples are available, but for now limit what generalizations can be drawn.

The general high rate of satisfaction revealed in the parent discharge surveys is encouraging. Most parents found the services helpful. One of the areas indicated for improvement, cultural competence, was also identified as a training need by PAs. In addition, Parent Advocates also expressed a need for training on how to work with parents of the opposite gender, generally fathers since most PAs are women. This is particularly important because there is some indication that PAs could be more effective with fathers. Fathers receive less PA time in casework and were less likely to benefit from Parent Orientations. Recruiting more men as Parent Advocates could be helpful. Overall, it may be helpful to match PAs with families with similar life experiences, such as incarceration, and problem areas, such as mental health issues.

The apparent positive effects of the Parent Orientation, the satisfaction of parents with the PA services they receive, and the importance of including consumer voice in child welfare services through the PAs' policy work all support continuation of the program. Future analyses will hopefully be able to provide more complete evidence of the program's effects.

Paths To Success (P2S) Executive Brief

September 6, 2013

Prepared by:
Jennifer Uldricks, MSW
(510) 271-9191, uldrij@acgov.org
Planning, Evaluation and Research



Paths to Success Evaluation Brief

The Paths to Success (P2S) program was implemented in January 2009 to support parents with dependent children receiving Family Maintenance (FM) services to more rapidly engage in their child welfare case plan. This pilot program was developed to address the high rate of children re-entering foster care from the FM program within 12 months of reunification, particularly for those children returning home following the Dependency Investigation (DI) process. The re-entry data suggested children reunified at this early stage of child welfare involvement are at increased risk of subsequent out-of-home placement as parents may not yet have had enough time to address the issues that resulted in court dependency. The hypothesis underlying the service delivery model is that providing short-term, intensive home visiting support to families at the beginning of FM services would assist families to engage in their child welfare case plans more quickly, thus increasing parenting sufficiency to address the issues resulting in dependency and decreasing the likelihood of children experiencing subsequent out-of-home placement.

This evaluation analyses for this report addresses the same five initial research questions developed for the interim evaluation of P2S, which was a collaborative effort between Alameda County's Department of Children and Family Services (CFS), the Planning, Evaluation and Research Unit (PER), and Casey Family Programs Research Services for the initial evaluation of P2S. (See Appendix, Figure 1: Research Questions). The Interim Evaluation analyzed data from the first 18 months of the program, January 2009 to June 2010. This report utilized data from January 2009 to June 2012 for all descriptive measures and from July 2009 to June 2012 for child welfare outcomes.

The total cost of all contracted services for P2S, including consultation from Children's Hospital Oakland for P2S provider staff, during the Waiver was just over \$5.4 million dollars.

Key Findings

1. P2S services were primarily delivered within the East Oakland, South Hayward, and West Oakland neighborhoods. Although the catchment area was expanded from 9 to 34 eligible zip codes by the end of fiscal year 2011-2012 due to low referral volume, 72% of all families referred to P2S lived within the original 9 zip codes.
2. P2S enrolled nearly 90% of referred families and 62% of enrolled families were engaged in their child welfare case plan at P2S closure.
3. As a result of the collaborative case management model, it took a substantial amount of time, program oversight and collaborative work between CFS management, FM supervisors and P2S providers to address challenges to adhering to the program model of rapid engagement and short-term, intensive home visitation services:
 - By the fourth year of P2S, fiscal year 2011-2012, 63% of families referred were contacted within 7 days.
 - The average time to first attempted or completed contact was 9 days and the average time to first attempted or completed face-to-face visit was 13.3 days.
 - The average duration of services was 4.3 months and family advocates provided an average of 4.1 visits per month after the initial face-to-face visit.
4. Families referred to P2S often have complex and multiple service needs.
 - 72% of families referred have at least one child welfare case plan goal related to substance abuse, mental health, or domestic violence.
5. Of the 299 enrolled families with service data, 54% of families were working with P2S in four or more service areas.
6. Of the 64 families who received an Ages and Stages Questionnaire (ASQ) assessment for children under 5, 30 (47%) were referred for further assessment in one or more domains.
7. 117 families received an initial LSP assessment and 39 families were reassessed before P2S services closed. Families who were engaged at P2S case closure demonstrated significantly greater improvements than families who were not engaged on four items: Discipline (Relationship with Children), Relationship with Home Visitor, Use of Information, and Child Dental Care.
8. Of families who received an SDM Risk-Reassessment prior to P2S case closure (n=131), families who were engaged in their child welfare case plan at P2S closure demonstrated significant greater decreases in assessed risk level compared to families who were not engaged.
9. Excluding cases in which a child was removed during P2S services, families who were engaged in their child welfare case plan at P2S closure had significantly lower rates of placement into foster care within 6 months than families who were not engaged in P2S.
10. Families who scored as Very High Risk on the initial SDM Risk Assessment were significantly more likely to have a child placed into foster care within 6 months.

11. There were no statistical differences observed in rates of placement into foster care within 6 months of P2S closure by: parent ethnicity, removal reason, number of children opened to child welfare services, service component prior to FM, experience of a removal prior to FM (DI cases only), or decrease in assessed risk.
12. There were no statistical differences observed in rates of subsequent placement into foster care within 6 months of P2S closure, or comparable time in FM, for families who were enrolled in P2S or engaged at P2S closure compared to families who were not referred to P2S.
13. The average cost per family referred was approximately \$15,000, 2.6 times the projected cost per family based on the staffed referral capacity of P2S providers. This is a result of a both an overestimation of projected program referrals as well as declines in the overall FM caseload during the study period.
14. Due to higher than projected per family program costs, low referral volume, and a low number of children experiencing subsequent placement in both the P2S and comparison group, comparing cost savings due to differences in placement rates is not possible in this analysis.

Recommendations

- ✓ Utilize descriptive findings on family engagement to inform future program planning and evaluation efforts.
- ✓ Uniform data collection systems are necessary to ensure consistent and accurate tracking and monitoring of data. This recommendation was addressed in the fifth year of the program with the implementation of an SSA developed web-based database system.
- ✓ In future RFP/contracts, require the allocation of more staff time within provider agencies for quality control and quality assurance activities to ensure more consistent data collection.
- ✓ Implement enhanced SSA quality assurance and oversight of data collection in order to provide more timely feedback to provider agencies on aggregate trends in program implementation and monitoring data. Determine the most efficient business process to share responsibility for data collection and quality assurance activities between CFS program, Contracts and PERU staff.
- ✓ If possible, review the possibility of utilizing a fee for service per family referred contracting process for newly developed programs that can be more readily be scaled up or down in response to actual referral capacity.

Methodology

- The descriptive sample for families served between 2010 and 2012 (n=355) was drawn from the referral log maintained by the CFS Management Analyst along with service and referral tracking data, assessment data, and closure forms submitted by provider agencies.
- The analysis sample included P2S families referred after July 2009 and closed prior to June 2012 (n=240) and two groups of comparison families drawn from CWS/CMS based on zip code at time of FM assignment (P2S zip code, n=152; Non-P2S zip code, n=213).

Data Collection and Quality Assurance

The Casey Evaluation Report completed in June 2011 identified a number of service tracking, data collection and data integrity issues that were intended to be addressed by the development and implementation of an SSA web-based case management database, which unfortunately, did not go live until July 2012. Through the remainder of the reporting period covered by this report, providers continued to submit electronic data quarterly to PERU and although processes were implemented to improve consistency in data collection, the manual process of cleaning and merging the data for this analysis still revealed a high level of missing data, which was remedied on a case by case basis with staff in P2S provider agencies. This manual process made it infeasible to provide timely feedback to P2S providers about service and assessment data in between evaluation reports.

Who Participated?

P2S services are delivered by three community-based providers: Family Support Services of the Bay Area (FSSBA), La Familia (LF), and the Prescott-Joseph Center for Community Enhancement (PJC). These providers work within three geographic communities in Alameda County with high rates of child abuse referrals and foster care entries: East Oakland, South Hayward, and West Oakland. Cases are screened for P2S eligibility during weekly FM case assignment process and are referred to the appropriate P2S Agency.

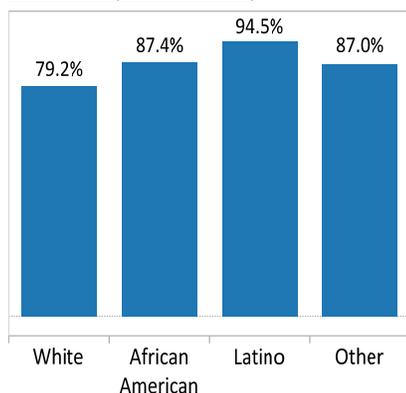
Families Referred: 355 unduplicated families were referred to the P2S program between January 2009 and June 2012. An over projection of the need for P2S services, combined with a more than 40% decline in the number of children receiving

court mandated Family Maintenances services, resulted in a staffing capacity in P2S that was substantially higher than the available volume of eligible referral to the P2S program. Despite expanding P2S from 9 to 34 eligible zip codes, P2S received 39% the number of expected referrals based on staffing levels in 2011 and 72% of families referred lived within the original zip code catchment areas. The figure below details the total contracted program costs and costs per referred and enrolled family to the program.

Paths to Success (P2S): Referral Summary and Program Costs			
Total Contracted Program Costs			\$5,417,389
(Including training and consultation provided to P2S staff by the Children's Hospital Oakland Specialty Provider Team)			
Referral Capacity		Cost Per Family	
Projected Referral Capacity (2011 Staffing Level)	910	Projected Average Cost Per Family (2011 Staffing Level)	\$5,764
Number Families Referred	355	Average Program Cost Per Referred Family	\$15,020
Number Families Enrolled	314	Average Program Cost Per Enrolled Family	\$17,391

Families Enrolled: 350 families were represented in the service data available through June 30, 2012. Using the same enrollment definition as in the Casey Interim Evaluation, 314 families, 89.7%, received at least one in person contact, a slightly higher than the 88% enrollment rate reported in the Interim Evaluation. Enrollment rates did vary significantly by parent ethnicity, with higher enrollment among families of color.

Enrollment by Parent Ethnicity



Substance Abuse, Mental Health and Domestic Violence Service Needs:

Substance abuse, mental health and domestic violence are three common problems addressed in child welfare case plans and research suggests that the presence of one or more of these problems may impact the safety, permanence and well-being of children and families.²

There were no statistically significant differences in the number and types of service needs by P2S agency. Although P2S did not work with all families on their goals related to Substance Abuse, Mental Health or Domestic Violence, they are important factors in the overall work of P2S to assess family functioning and risk, as well as to help families to engage with other services (See Appendix, Figure 2).

- 72.5% of enrolled families had at least one child welfare case plan goal related to substance abuse, mental health (psychiatric/psychological evaluation or medication management services) or domestic violence

Characteristics of Families Enrolled

Age

- The average age of the primary caregiver at the time of referral was 34.4 years;
- The average age of the youngest child in the family was 7.1 years
- 36.5% of families referred had a teenage child.

Ethnicity

- 87.9% of families enrolled were families of color
 - 41.4% of all families were African American
 - 30.3% of all families served were Latino
- The ethnicities of families varied significantly across the three P2S agencies.

Siblings

- 43.6% of families had two or more siblings with an open child welfare case.

Referral Reason

- 68.4% of families were receiving child welfare services due to neglect, including caretaker absence or incapacity.

Prior Service Component

- 63.7% of families were receiving Emergency Response/Dependency Investigation services prior to P2S
- 36.3% of families were receiving FR or Permanent Youth services prior to P2S

Prior Removal¹

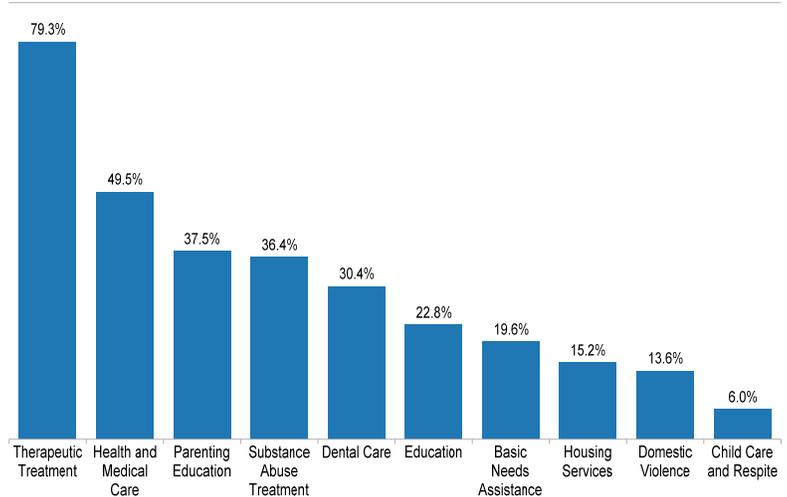
- Overall, 80% of families referred had one or more dependent children who had been removed prior to receiving FM services.
- Of families who received ER/DI services only prior to FM, 70% of families had one or more dependent children who had been removed prior to FM

¹ P2S Analysis sample only

² <http://www.ssw.umich.edu/public/currentprojects/icwtp/integrative/a-cooccur2.pdf>

- 33% of families had two or more goals in these three areas.

Case Plan Goals Supported: P2S provides targeted support to families to facilitate their engagement in specific child welfare case plan goals, as determined by the FM CWW. The figure to the right illustrates the ten most frequent categories of child welfare case plan goals supported by P2S, with families often receiving support from P2S in multiple categories. 54% of enrolled families worked with P2S on 4 or more child welfare case plan goals.

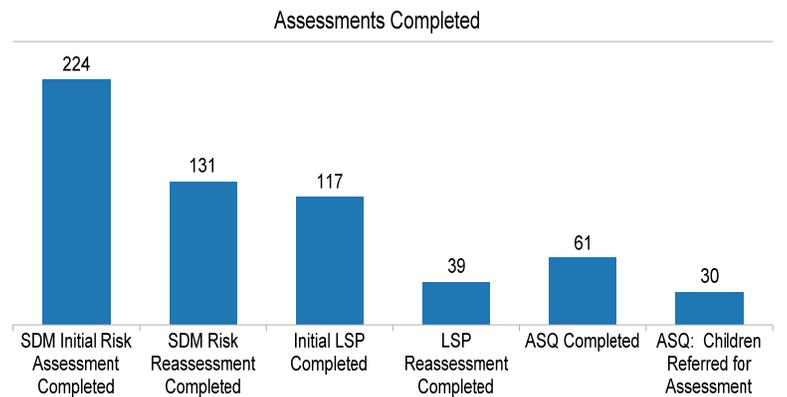


How much was done?

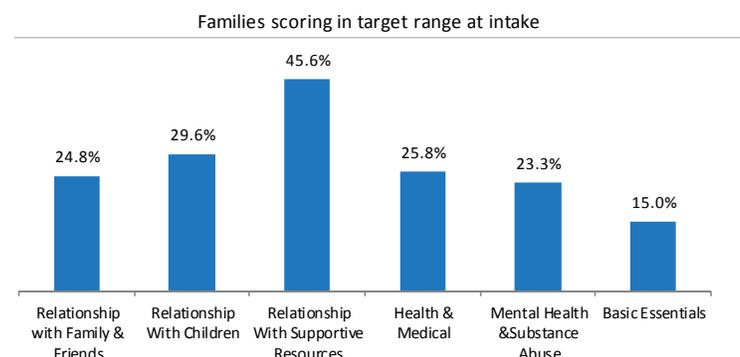
Assessment and Screening: The P2S intervention is brief, and assessment is a key component of the service delivery model. Although P2S work is largely guided by the child welfare case plan, assessment and screening results highlight family strengths, needs, and risk factors that need to be considered in developing a plan with the family for their participation in P2S as well as to identify need for additional services and referrals. At a minimum, enrolled families are supposed to receive the Structured Decision Making (SDM) Risk Assessment and the Life Skills Progression (LSP) within 30 days of intake and closure, and an Ages and Stages Questionnaire (ASQ) for all children under 5. Additional assessments, such as the Edinburgh Depression Scale and the Drug Abuse Screening Tool (DAST), are completed with families as appropriate.

Assessment tracking data for SDM Risk Assessments, LSP Assessments, and ASQ Assessments show that assessments were documented inconsistently for families who were enrolled for at least 30 days after intake (n=282).

- An initial SDM Risk Assessment score is available for 79% of families
- An initial LSP Assessment score is available for 69% of eligible families (n=169)
- The LSP was implemented January 1, 2010. As a result of addressing training and support issues during the implementation of the LSP, it became clear that the LSP was not the appropriate family assessment tool for P2S given the ages of children served by the program. By 2011, another assessment instrument, the North Carolina Family Assessment Scale (NCFAS) was being considered to replace the LSP.
- 41% of enrolled families with a child under 5 (n=148) received an ASQ assessment.



Assessment scores at intake: Scores on the initial SDM Risk Assessment indicates that P2S enrolled families were primarily at moderate and high risk for subsequent maltreatment. P2S utilized 28 items from the LSP for all families across six domains. Items are scored on a scale of 1 to 5, with higher scores indicating higher levels of parental skill, with a goal of helping parents to improve skills to within the target range, indicated by a score of at least 4. LSP scores at intake indicate a high level of need among P2S families across all six domains.

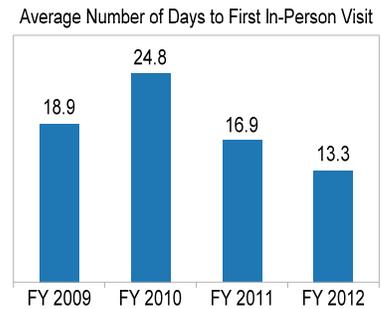
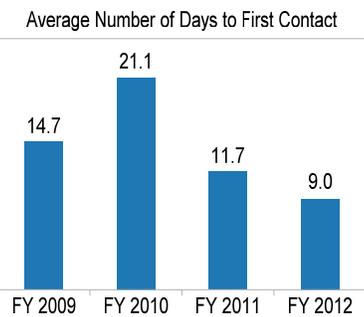


Basic Needs Assistance. In addition to providing case management services and referrals, P2S agencies also had the ability to assist families financially with basic needs such as utilities, furniture, and rental assistance. The table below reflects basic needs assistance provided directly by P2S agencies to enrolled families. More than half of all basic needs assistance was provided for: delinquent utilities, furniture, clothing, household items, baby furniture and items, and delinquent rent.

	FY 08/09	FY 09/10	FY 10/11	FY 11/12	Grand Total
FSSBA	\$3,984	\$8,999	\$16,690	\$21,864	\$51,537
La Familia	\$4,450	\$8,105	\$9,692	\$11,285	\$33,531
PJC	\$1,404	\$5,041	\$7,322	\$8,199	\$21,966
Grand Total	\$9,838	\$22,145	\$33,703	\$41,347	\$107,034

How well was it done?

Time to Engagement. Two key components of the program model are rapid engagement of families and collaborative case management with the FM CWW. Contractually, guidelines specify that P2S providers provide an in-person/in-home contact within 7 days of receipt of referral. However, referrals were generally made to P2S at the time of FM case assignment, CWWs and P2S Family Advocates were often receiving cases at the same time. This often resulted in delays in P2S first contact with the family until the FA coordinated with the CWW to discuss the role and case plan priorities for P2S. In addition, whenever possible, a joint first in-person visit by the P2S Family Advocate and Child Welfare Worker is preferred.



On average, the first in-person visit occurred 4.3 days after initial contact with the family. The substantial improvement in the average time to first contact and time to first in-person visit seen by the fourth year of the program represents a substantial amount of collaborative work between CFS and the P2S providers.

- Despite these improvements in the average time to first contact, by year four, 63% of families were contacted within 7 days and 62% of families received a first in-person visit within 14 days. Further, 20% of enrolled families did not receive an in-person contact within 28 days of referral.

Program Duration and Intensity. The P2S program is intended to be brief, providing intensive, weekly home visitation services to families for three months, up to a maximum of six months with CFS supervisor approval.

- Overall, more than 80% of the 294 enrolled families with closure data received services beyond 3 months and the average duration of P2S services was 147 days, or 4.8 months. However, by FY 2011-12, the duration of P2S services decreased to 4.3 months (130 days) for families enrolled in FY 2011-12. The correlation between the decrease in time to first contact and P2S duration and time to first in-person visit and P2S duration are both statistically significant (p<.01). This suggests that P2S cases stay open longer when first contact is delayed.
- In the last two program years, visit data shows that families received more frequent visits from Family Advocates, another indication of increased fidelity to the weekly visitation model.

Reason for P2S Closure and Level of Engagement. Based upon data collected from the P2S Case Closure Summary form, 62% of enrolled families were assessed as being engaged in their child welfare case plan at P2S closure. Regardless of P2S case closure reason, of enrolled families with *level of engagement* data available, 73.5% were engaged in at last two-thirds of their child welfare case plan goals that were supported by P2S at P2S closure.

Are Participants Better Off?

The P2S program was developed to address the high number of children entering or re-entering foster care while receiving Family Maintenance services. The service delivery model hypothesizes that rapid parent engagement leads to greater overall engagement in the child welfare case plan, greater reductions in assessed risk, improved family functioning, and ultimately a decreased likelihood of subsequent entry into foster care.

Improved Engagement in the Child Welfare Case Plan. Overall, early first contact and first home visit (within 7 days) were not significantly associated with either level of engagement or engagement status, however, families who did not receive a home visit within the first 21 days were engaged in significantly fewer (64.4%) case plan goals and fewer families who did not receive a first home visit within 28 days were considered engaged in their child welfare case plan at P2S closure (p=.054).

Factors associated with level of engagement or overall engagement status: (See Appendix, Tables 3-6 and Figure 3)

Improved engagement

- Decrease in scored risk level at SDM Risk Reassessment
- Latino

Reduced engagement

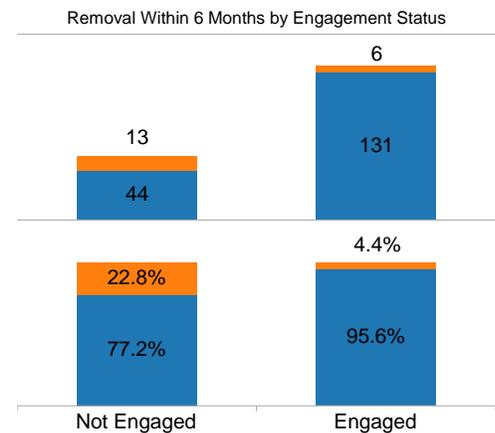
- Very high risk at SDM Risk Reassessment
- Families with a teenager on the case plan
- Families with mental health needs addressed in case plan
- African American
- No home visit within 21 or 28 days

Engagement and Improved Family Functioning: The P2S model also theorizes that timely engagement is related to greater reductions in risk and increases in family functioning. Analyses were conducted to examine the relationship between timely engagement and assessed risk and family functioning compared to other family and case characteristics.

- Timely first contact and home visit were both associated with decreases in assessed risk on the SDM Risk Reassessment and no significant relationships were found between decreased assessed risk and: parent ethnicity, child age, number of children, abuse type, ER or FR service component prior to FM, or presence of substance abuse, mental health or domestic violence in the child welfare case plan.
- Although only a small number of families received an LSP Assessment at closure, results showed that families who received a first home visit within 7 days showed a significantly greater increase overall

Engagement and Removal within 6 Months of P2S Closure: An analysis sample was constructed that includes only families for whom CWS/CMS data was available. Among families enrolled in P2S, 9.8% of families had a child removed within 6 months of P2S closure.

- Families who were engaged in their child welfare plan at P2S closure were significantly less likely to have a child removed within 6 months of P2S closure.
- Families who scored as Very High Risk on the initial SDM assessment were significantly more likely to have a child removed within 6 months.
- No significant differences in rates of removal within 6 months of P2S closure for other family or case characteristics, including: time to P2S first contact, time to first P2S home visit, year of P2S referral, child welfare service component prior to FM, prior removal, abuse type, child welfare case plan needs, parent ethnicity, child age under 5 or teenager, or number children on the child welfare case.



These findings support the link between engagement in the child welfare case plan and child welfare outcomes.

Effectiveness of P2S

Constructing a comparison group to test the effectiveness of P2S is limited in large part by the fact that P2S services are geographically targeted to specific communities with the highest levels of child welfare involvement and catchment area expansion during the study period. Further, families who lived in P2S eligible zip codes at the time of FM case assignment, but who were not referred to P2S, were likely receiving another case management service, either from CFS Family Preservation or another community based provider; as these service existed prior to the implementation of P2S, however, these services do represent a “treatment as usual” condition. Analyses of both potential comparison groups were completed.

Analyses were conducted to understand demographic and case service differences between families enrolled in P2S and both potential groups of families for comparison: families who did not live in a P2S eligible zip code at FM case assignment and families who lived in a P2S eligible zip code at case assignment, but were not referred to P2S. Families enrolled in P2S were significantly different from a comparison group of families in the following ways:

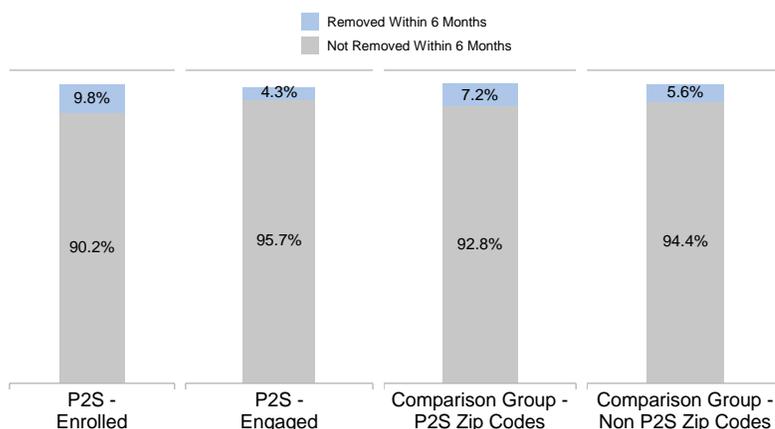
- P2S was more likely to serve families who received Dependency Investigation services prior to FM
- P2S was more likely to serve families with three or more siblings with open child welfare cases

- P2S was more likely to serve families with Domestic Violence services in their child welfare case plan
- Parents in non P2S eligible zip codes were an average of 2 years older than P2S enrolled parents
- There were more families of color in P2S than in the comparison group of families from non-P2S zip codes

Outcome Analyses: Controlling for demographic and child welfare characteristics, multivariate analyses found no significant differences in likelihood of removal within 6 months for P2S enrolled families and either group of comparison families. The model found that families with a higher number of prior child welfare referrals and with children who were not removed prior to FM were both significantly more likely to have a child removed within 6 months. Although a smaller percentage of P2S engaged families had a child removed within 6 months than either comparison group, it was not possible to run a valid multivariate model with the smaller sample of P2S engaged families to investigate further whether families engaged in P2S have a lower likelihood of subsequent removal than a group of comparison families. (See Appendix, Table 7)

While these analyses do not find significant differences in the rates of subsequent removal for P2S enrolled families, these results should be interpreted with caution. Due to the declining number of families entering FM and limited number of families referred to the P2S program, it is not possible to limit the P2S sample to more recent time periods when P2S adhered more closely to the program model. Further, with the decline in families entering FM, there may also be changes in child welfare engagement of families, as well as other demographic or other family characteristics that are unmeasured in this data as sample size did not allow for an analysis of time cohorts within the sample. Further, additional data was collected for P2S enrolled families that were not available for comparison families, including engagement status, changes in family functioning, and changes in assessed risk.³

Subsequent Removal Outcomes, P2S Families compared to Non-P2S Families



Conclusion

P2S provided enrolled families with short-term home visitation services, assessment and basic needs assistance to promote family engagement in the child welfare case plan. Families enrolled in P2S also demonstrated improvements in family functioning and decreases in assessed risk. Consistent with program’s theory of change, a link was found between engagement in the child welfare case plan within the group of P2S enrolled families and subsequent removal outcomes, which supports the importance of family engagement in achieving positive outcomes. However, families who did not participate in P2S had similar outcomes to families who enrolled in P2S. In addition, multivariate analysis results suggested that demographic and child welfare history may be stronger predictors of subsequent removal outcomes. However, measures of family engagement, family functioning and risk level were not available for both groups, and thus excluded from the multivariate analysis; it may be possible that these or other unmeasured variables that impact engagement and subsequent outcomes account for the lack of findings in this report.

While the descriptive findings from this report illustrate many benefits to families enrolled in P2S, the current outcome findings are insufficient to support the underlying hypothesis that parent engagement in P2S will result in fewer children subsequently placed out-of-home. Although a larger sample size may be able to detect differences these analyses cannot, with the substantial declines in the overall CFS and FM caseloads, the internal barriers to more timely family engagement and multiple child welfare worker visits are now reduced. As family engagement and child welfare worker visits are considered essential components of good child welfare practice, the emphasis of P2S on case plan engagement may no longer be appropriate. Finally, given the lack of clear findings supporting P2S, the high cost of providing P2S services, changes in caseload conditions, and overall improvements in re-entry outcomes⁴, it may be time to reassess the program model.

³ Although initial SDM risk data is collected for all families, it was not feasible within the scope of this evaluation to match SDM assessment data for families who were not referred to P2S.

⁴ Overall reentry rate has decline by x% since the P2S program was designed.

Appendix

Figure 1: Research Questions

1. What is the time to engagement for services, service duration, and type of services received by families in the P2S model?
2. How are families functioning before and after participation in P2S?
3. Is P2S more effective with certain types of families? For example, is it more successful in reducing placements for certain ethnic groups? Ages of children? Children of a certain gender? Types of referral?
4. Does P2S significantly reduce the number of entries or re-entries into out-of-home placement for families compared to the non-P2S comparison group families in Family Maintenance?
5. What are the costs associated with the P2S model in relation to any savings resulting from observed reductions in child placement rates?

Figure 2: Service Needs of P2S Enrolled Families

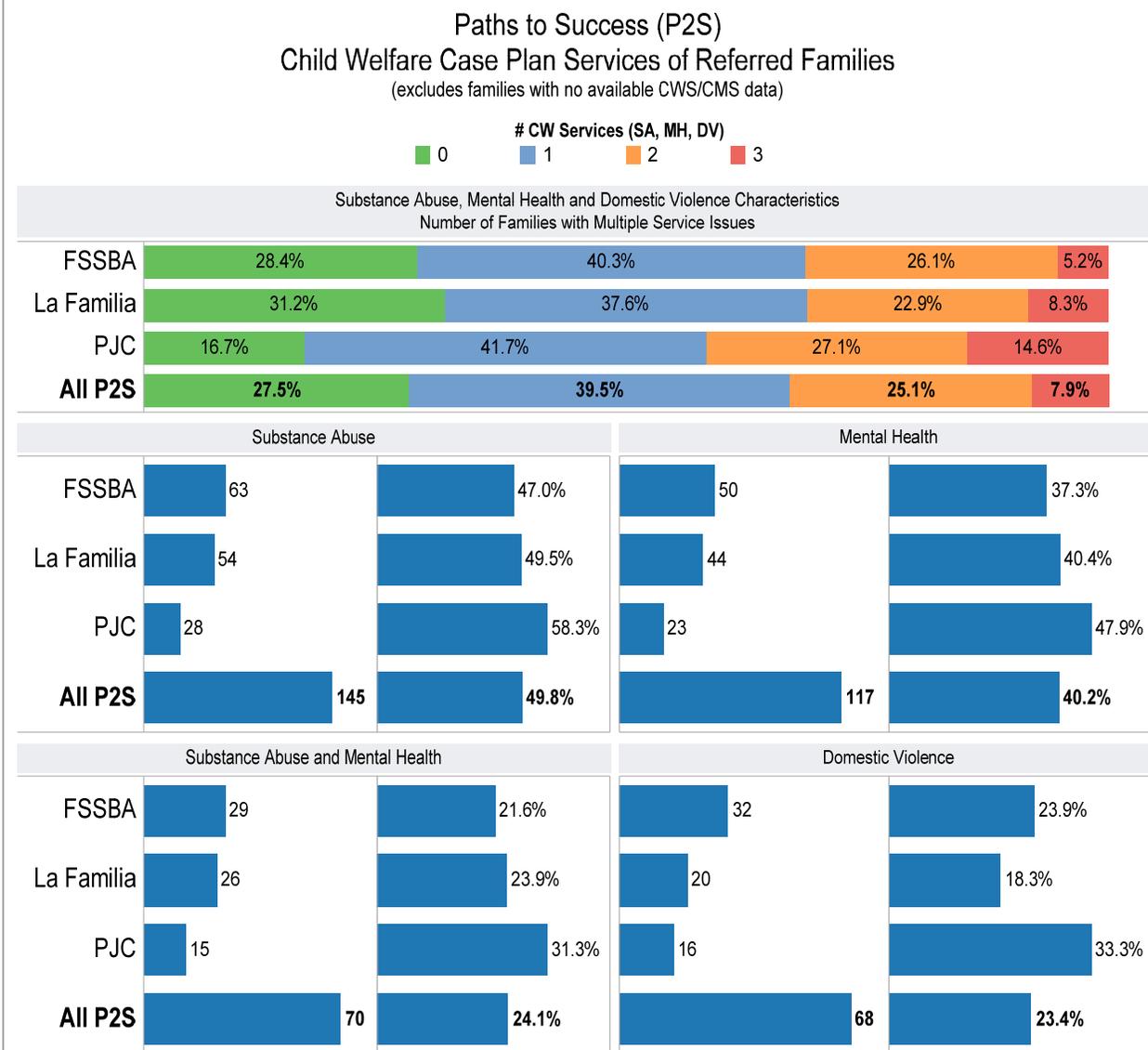


Table 3

	Level of Engagement (mean % engaged in CW case plan goals)	Engaged at P2S Closure (% of enrolled families)
	76.5%	58.0%
Engaged at P2S Closure	92.1%***	
Not Engaged at P2S Closure	41.9%	
Timely Engagement		
Contacted within 7 days	77.2%	59.3%
Not Contacted Within 7 days	73.2%	57.1%
Home Visit Within 7 days	79.5%	60.5%
Home Visit Within 14 days	78.3%	60.1%
No Home Visit Within 21 days	64.4%**	51.2%
No Home Visit Within 28 days	59.7%**	46.4% (p=.054)
SDM		
Decrease in assessed risk	85.1%**	81.8%**
No Decrease in assessed risk	71.2%	58.7%
SDM		
Initial Score – Low	87.6%	67.4%
Initial Score – Moderate	73.5%	63.3%
Initial Score – High	77.0%	63.7%
Initial Score – Very High	72.1%	41.7%*
Site		
FSSBA	72.1%	56.3%
La Familia	78.0%	61.9%
PJC	75.8%	53.8%
Parent Ethnicity		
African American	68.6%**	55.4%
Latino	79.2%	72.6%***
White	75.8%	55.3%
Other	87.2%	39.2%
Removal reason		
Neglect	71.7% (p=.069)	53.7%*
Physical Abuse	77.6%	67.1%
Sexual Abuse	86.3%	76.2%
Case Plan Services		
Substance Abuse	72.8%	52.4%
Mental Health	71.2%	49.6%*
Domestic Violence	74.2%	64.7%
Child Age/Siblings		
Child under 5 on case plan	75.7%	61.7%
Teenager on case plan	68.2%*	47.4%**
Three or More Children	70.3%	53.2%
Service Component Prior to FM		
ER	76.7%	60.6%
FR	72.2%	55.2%
Removal prior to FM (DI only)		
No removal prior to FM	80.7%	64.6%
	74.5%	61.1%

Table 4: Engagement status and decrease in risk

	% Families w/ Decrease in Assessed Risk (n=130)
	42.3%
Contacted Within 7 days	54.2%*
Not Contacted Within 7 days	35.4%*
Home Visit Within 7 days	60.0%*
Engaged at P2S Closure	81.8%**

Table 5: Average Change in LSP Domains

	Relationship W/ Family & Friends	Relationship w/ Children	Relationship w/ Supportive Resources	Health & Medical Care	Mental Health & Substance Abuse	Basic Essentials	Overall
Overall Change	.41	.50	.54	.59	.64	.28	.54
Engaged at P2S Closure	.51	.77*	.83*	.76	.83	.38	.74*
Not engaged	.14	-.23	-.21	.10	.12	.01	.00
Timely Engagement							
Contacted within 7 days	.75*	.61	.87	.11	1.1*	.31	.72
Home Visit Within 7 days	1.2**	.63	.37	.71	1.7**	.23	1.00*
Abuse Type							
Neglect	.31	.33	.29*	.57	.55	.28	.39
Physical/Sexual Abuse/Other	.67	.94	1.2	.64	.89	.30	.93

Table 6: Positive Change of at least ½ point by LSP Domain

	Relationship W/ Family & Friends	Relationship w/ Children	Relationship w/ Supportive Resources	Health & Medical Care	Mental Health & Substance Abuse	Basic Essentials	Overall
% Families With Change of At Least .5	37.5%	47.5%	42.5%	42.1%	42.1%	31.6%	47.5%
Contacted Within 7 days	57.9%*	57.9%	57.9%	41.2%	58.8%	29.4%	47.4%
Home Visit Within 7 Days	60%	50%	60%	37.5%	75%*	37.5%	60.0%
Engaged in P2S	48.3%*	62.1%*	55.2%*	50%	50%	39.3%	62.1%**

**Families with Completed LSP Reassessments:
In target range at intake and closure**

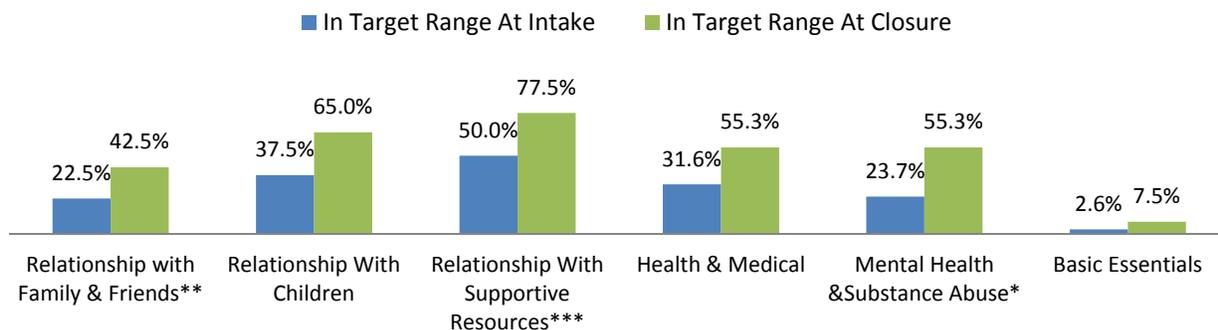


Table 7.

	P2S enrolled and Comparison 1: Non P2S Zip Codes			P2S enrolled and Comparison 2: P2S Zip Codes		
	Sig.	Hazard Ratio	95% CI	Sig.	Hazard Ratio	95% CI
Parent age at P2S or FM Start	.088	.952	.900-1.007	.023*	.929	.873-.990
Age of youngest child on case at P2S or FM start	.053	1.091	.999-1.191	.031*	1.099	1.009-1.198
No Removal prior to FM	.003**	3.128	1.478-6.620	.016*	2.605	1.197-5.673
Number of referrals prior to FM	.032*	1.066	1.005-1.129	.004**	1.088	1.027-1.153
P2S Enrollment	.212	1.573	.772-3.207	.478	1.311	.621-2.766

Area 1 **Alameda**
 Area 2 **California**

Interval **Oct I**

Data Source: California Child Welfare Indicators Project (CCWIP), University of California at Berkeley, CWS/CMS 2013 Quarter 3 Extract.
http://cssr.berkeley.edu/ucb_childwelfare/

**I. Children in Family Maintenance (FM)
 Pre-Placement, Post-Placement, and Total**

Interval
Oct I

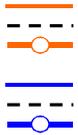
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda											
Pre-Placement	396	410	416	374	475	518	471	384	372	322	349
Post-Placement	359	328	280	238	251	275	256	217	222	179	155
FM Total	755	738	696	612	726	793	727	601	594	501	504
California											
Pre-Placement	16,993	16,502	18,015	17,703	18,186	16,363	15,050	16,237	18,367	18,346	17,484
Post-Placement	10,911	11,146	10,893	11,469	12,423	12,343	11,118	10,154	10,414	9,696	8,668
FM Total	27,904	27,648	28,908	29,172	30,609	28,706	26,168	26,391	28,781	28,042	26,152

Point in Time

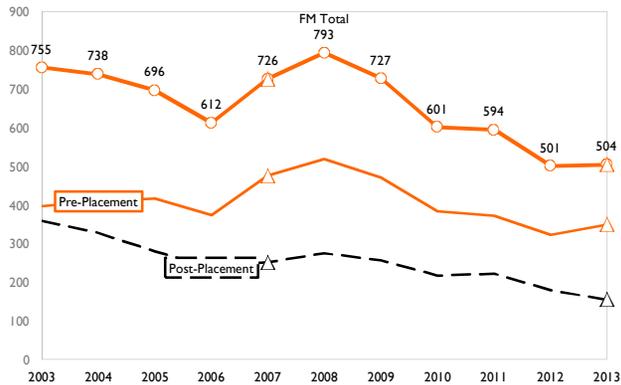
Time 1: **2007**
 Time 2: **2013**

% Change

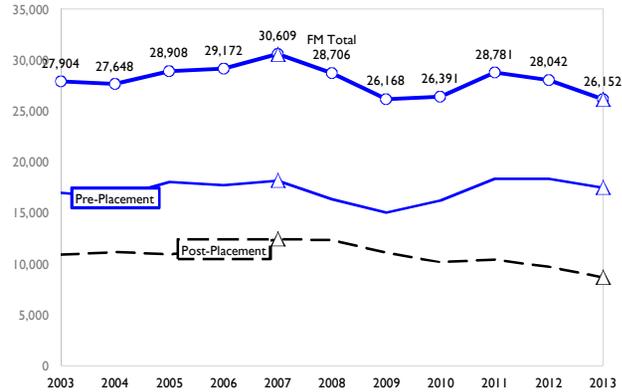
-26.5%
-38.2%
-30.6%
-3.9%
-30.2%
-14.6%



Alameda: Children Served in Family Maintenance



California: Children Served in Family Maintenance



Note: Family Maintenance case services provided after Family Reunification and/or Permanent Placement case services that were provided during the same case opening are classed as Post-Placement Family Maintenance case services. Otherwise Family Maintenance case services are classed as Pre-Placement Family Maintenance services.

http://cssr.berkeley.edu/ucb_childwelfare/CaseServiceComponents.aspx

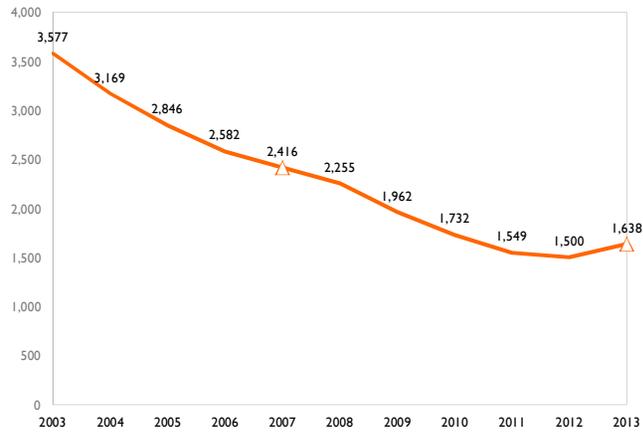
2. Children in Child Welfare Supervised Foster Care

Interval
Oct 1

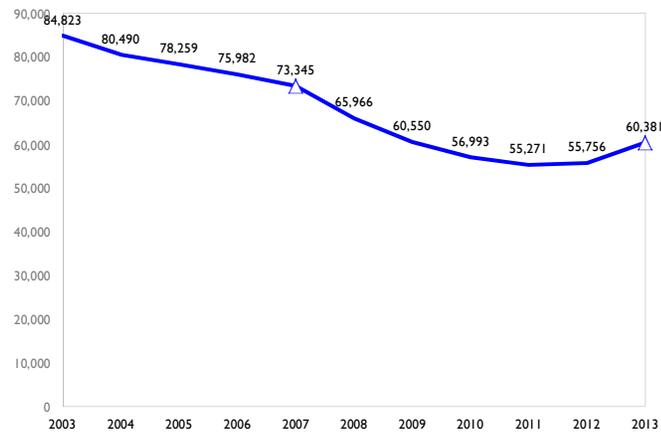
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda	3,577	3,169	2,846	2,582	2,416	2,255	1,962	1,732	1,549	1,500	1,638
California	84,823	80,490	78,259	75,982	73,345	65,966	60,550	56,993	55,271	55,756	60,381

Point in Time	
Time 1:	2007
Time 2:	2013
% Change	
	-32.2%
	-17.7%

Alameda: Children in Foster Care



California: Children in Foster Care



Notes: These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). These data do not include children who are in voluntary foster care. See endnotes for additional information.

http://cssr.berkeley.edu/ucb_childwelfare/PT.aspx

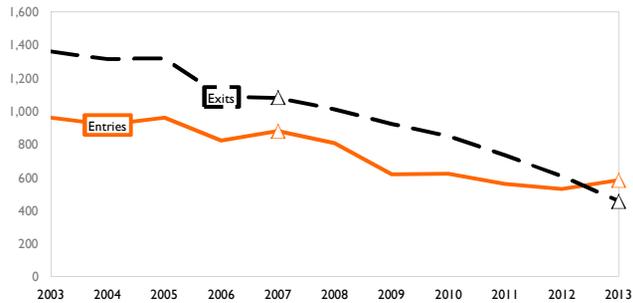
3. Children Entering and Exiting Child Welfare Supervised Foster Care

Interval
Oct 1-Sep 30

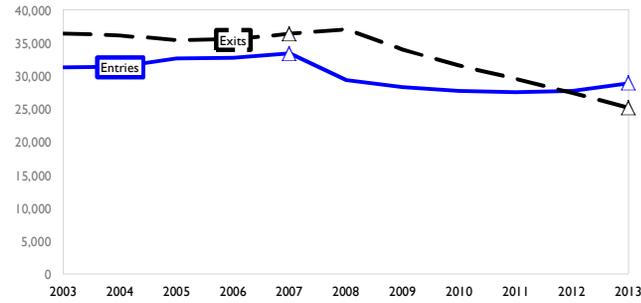
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda											
Entries	959	918	960	820	878	804	618	619	560	529	582
Exits	1,358	1,313	1,317	1,086	1,080	1,009	922	846	732	604	455
California											
Entries	31,279	31,365	32,653	32,746	33,413	29,383	28,281	27,713	27,539	27,748	28,926
Exits	36,433	36,121	35,418	35,495	36,358	37,082	33,983	31,619	29,589	27,476	25,152

Yr. Ending*	
Time 1:	2007
Time 2:	2013
% Change	
	-33.7%
	-57.9%
	-13.4%
	-30.8%

Alameda: Children Entering and Exiting Foster Care



California: Children Entering and Exiting Foster Care



Notes: Data are limited to children in foster care for eight days or more. Children entering or exiting care more than once during the period are counted once. These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). An exit is defined as the end of a foster care placement episode, not necessarily termination of jurisdiction. See endnotes for more information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

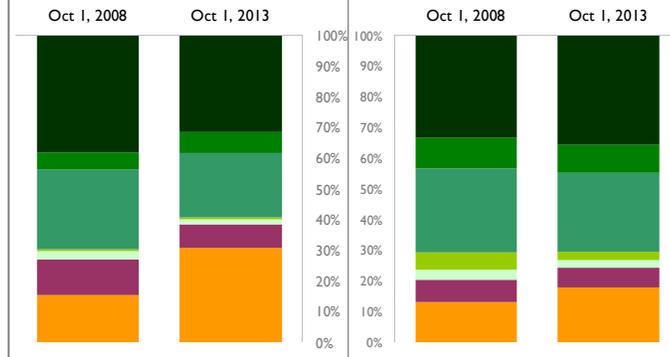
http://cssr.berkeley.edu/ucb_childwelfare/Entries.aspx for Entries
http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx for Exits

4. Children in Child Welfare Supervised Foster Care, by Placement Type

http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx

Interval												Time 1:	2008	
Oct 1		2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Time 2:	2013
Alameda														
Family Setting	Kin	1,241	1,085	974	902	850	862	701	664	563	528	517		-40.0%
	County	294	189	146	134	135	127	126	114	131	112	112		-11.8%
	FFA	876	842	771	724	625	585	535	476	395	347	344		-41.2%
	Guardian-Dep.	41	29	22	12	14	13	13	15	18	15	11		-15.4%
	Pre-Adopt	120	78	63	43	68	60	88	31	29	14	27		-55.0%
Congregate Care		452	414	377	325	333	261	171	144	131	125	126		-51.7%
Other		553	532	493	442	391	347	328	288	282	359	501		44.4%
Total		3,577	3,169	2,846	2,582	2,416	2,255	1,962	1,732	1,549	1,500	1,638		-27.4%
California														
Family Setting	Kin	27,419	25,912	26,343	26,533	25,827	22,128	19,554	18,559	18,954	19,897	21,581		-2.5%
	County	11,814	10,334	9,212	8,130	7,463	6,497	5,774	5,614	5,365	5,286	5,510		-15.2%
	FFA	19,221	18,975	18,780	19,172	19,189	18,046	17,688	16,892	15,690	14,689	15,599		-13.6%
	Guardian-Dep.	5,101	4,918	4,871	4,561	4,126	3,687	3,057	2,547	2,142	1,820	1,506		-59.2%
	Pre-Adopt	2,347	2,236	2,241	2,259	2,350	2,254	2,046	1,456	1,661	1,412	1,525		-32.3%
Congregate Care		7,225	6,982	6,635	6,074	5,561	4,772	4,167	3,871	3,806	3,901	3,898		-18.3%
Other		11,696	11,133	10,177	9,253	8,829	8,582	8,264	8,054	7,653	8,751	10,762		25.4%
Total		84,823	80,490	78,259	75,982	73,345	65,966	60,550	56,993	55,271	55,756	60,381		-8.5%

Alameda		
	Oct 1, 2008	Oct 1, 2013
Total	2,255	1,638
	100.0%	100.0%
Kin	862	517
	38.2%	31.6%
County	127	112
	5.6%	6.8%
FFA	585	344
	25.9%	21.0%
Guard-Dep.	13	11
	0.6%	0.7%
Pre-Adopt	60	27
	2.7%	1.6%
Congregate	261	126
	11.6%	7.7%
Other	347	501
	15.4%	30.6%



California		
	Oct 1, 2008	Oct 1, 2013
Total	65,966	60,381
	100.0%	100.0%
Kin	22,128	21,581
	33.5%	35.7%
County	6,497	5,510
	9.8%	9.1%
FFA	18,046	15,599
	27.4%	25.8%
Guard-Dep.	3,687	1,506
	5.6%	2.5%
Pre-Adopt	2,254	1,525
	3.4%	2.5%
Congregate	4,772	3,898
	7.2%	6.5%
Other	8,582	10,762
	13.0%	17.8%

See endnotes for additional information.

5. In Care Rates, by Race and Ethnicity

Number of Children in the Population (For Children Ages 0-17)

Interval

Jul 1

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda											
Black	53,175	51,163	49,014	47,698	46,522	45,486	42,974	41,480	40,952	40,864	40,368
White	101,897	98,516	94,600	91,475	88,735	86,118	81,101	77,756	77,846	77,686	78,115
Latino	101,726	102,953	103,616	104,248	105,537	106,877	107,799	109,480	110,031	111,104	111,996
Asian / P.I.	82,762	84,061	84,980	85,877	86,557	86,914	85,461	87,111	87,352	88,511	89,532
Native American	1,054	996	930	892	879	870	852	824	818	807	800
Total	340,614	337,689	333,140	330,190	328,230	326,265	318,187	316,651	316,999	318,972	320,811
California											
Black	634,358	621,879	607,462	595,062	583,892	573,526	545,047	526,897	517,366	507,530	498,866
White	3,103,878	3,045,977	2,974,859	2,911,834	2,855,496	2,796,296	2,654,374	2,560,554	2,534,407	2,504,870	2,482,493
Latino	4,440,874	4,532,148	4,598,698	4,658,641	4,711,232	4,748,172	4,718,325	4,745,294	4,727,795	4,716,718	4,718,118
Asian / P.I.	974,683	979,618	980,526	983,849	987,544	989,273	965,249	1,006,931	998,034	1,000,576	1,006,043
Native American	44,735	43,149	41,780	40,917	40,437	40,154	39,093	37,540	36,859	36,590	36,446
Total	9,198,528	9,222,771	9,203,325	9,190,303	9,178,601	9,147,421	8,922,088	8,877,216	8,814,461	8,766,284	8,741,966

Time 1: 2008

Time 2: 2013

% Change

Black	-11.3%
White	-9.3%
Latino	4.8%
Asian / P.I.	3.0%
Native American	-8.0%
Total	-1.7%

Number of Children in Child Welfare Supervised Foster Care (For Children Ages 0-17)

Interval

Jul 1

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda											
Black	2,410	2,127	1,856	1,659	1,496	1,372	1,140	1,010	861	743	717
White	463	452	413	349	345	318	260	248	251	209	214
Latino	507	409	411	421	411	426	375	337	285	268	234
Asian / P.I.	84	83	85	78	78	91	72	62	62	54	66
Native American	27	16	22	20	19	15	22	14	17	20	16
Total	3,491	3,087	2,787	2,527	2,349	2,222	1,869	1,671	1,476	1,294	1,247
California											
Black	26,715	24,256	22,189	20,524	18,906	17,027	15,232	13,700	12,791	11,805	11,718
White	22,301	21,054	20,016	18,888	17,840	15,583	14,076	13,256	13,144	12,827	12,983
Latino	32,087	31,095	31,661	31,972	32,521	29,829	27,364	25,448	25,264	24,870	26,119
Asian / P.I.	1,640	1,588	1,675	1,669	1,704	1,649	1,516	1,372	1,275	1,256	1,255
Native American	945	934	933	998	973	894	789	800	823	811	849
Total	83,688	78,927	76,474	74,051	71,944	64,982	58,977	54,576	53,297	51,569	52,924

Time 1: 2008

Time 2: 2013

% Change

Black	-47.7%
White	-32.7%
Latino	-45.1%
Asian / P.I.	-27.5%
Native American	6.7%
Total	-43.9%

http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx for In Care Rates

http://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx for Disparity Indices

5. (cont'd) In Care Rates, by Race and Ethnicity

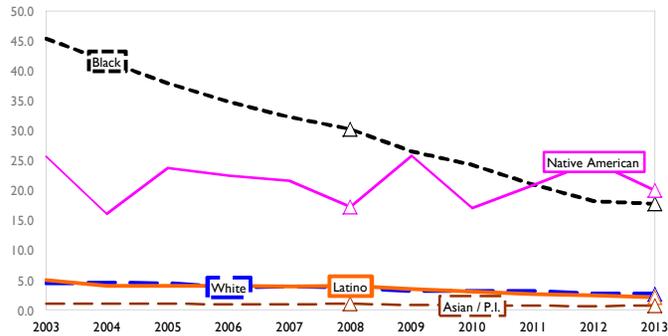
Number of Children in Child Welfare Supervised Foster Care per 1,000 Children in the Population (For Children Ages 0-17)

Interval	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda											
Black	45.3	41.6	37.9	34.8	32.2	30.2	26.5	24.3	21.0	18.2	17.8
White	4.5	4.6	4.4	3.8	3.9	3.7	3.2	3.2	3.2	2.7	2.7
Latino	5.0	4.0	4.0	4.0	3.9	4.0	3.5	3.1	2.6	2.4	2.1
Asian / P.I.	1.0	1.0	1.0	0.9	0.9	1.0	0.8	0.7	0.7	0.6	0.7
Native American	25.6	16.1	23.7	22.4	21.6	17.2	25.8	17.0	20.8	24.8	20.0
California											
Black	42.1	39.0	36.5	34.5	32.4	29.7	27.9	26.0	24.7	23.3	23.5
White	7.2	6.9	6.7	6.5	6.2	5.6	5.3	5.2	5.2	5.1	5.2
Latino	7.2	6.9	6.9	6.9	6.9	6.3	5.8	5.4	5.3	5.3	5.5
Asian / P.I.	1.7	1.6	1.7	1.7	1.7	1.7	1.6	1.4	1.3	1.3	1.2
Native American	21.1	21.6	22.3	24.4	24.1	22.3	20.2	21.3	22.3	22.2	23.3

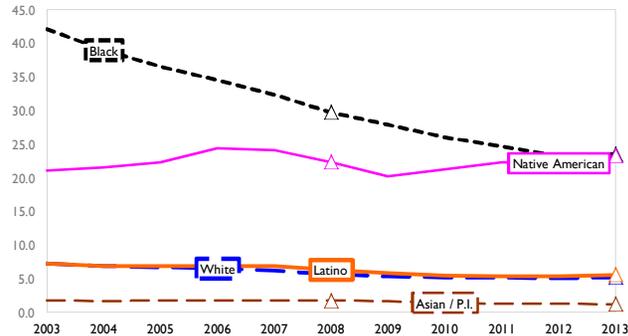
Time 1: 2008
Time 2: 2013

% Change	
Black	-41.1%
White	-27.0%
Latino	-47.5%
Asian / P.I.	-30.0%
Native American	16.3%
Black	-20.9%
White	-7.1%
Latino	-12.7%
Asian / P.I.	-29.4%
Native American	4.5%

Alameda: In Care Rates, by Race and Ethnicity



California: In Care Rates, by Race and Ethnicity



http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx for In Care Rates
http://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx for Disparity Indices

6. Median Time in Months from Latest Removal to Reunification
 For Exits to Reunification from Child Welfare Supervised Foster Care

Interval
 Oct 1-Sep 30

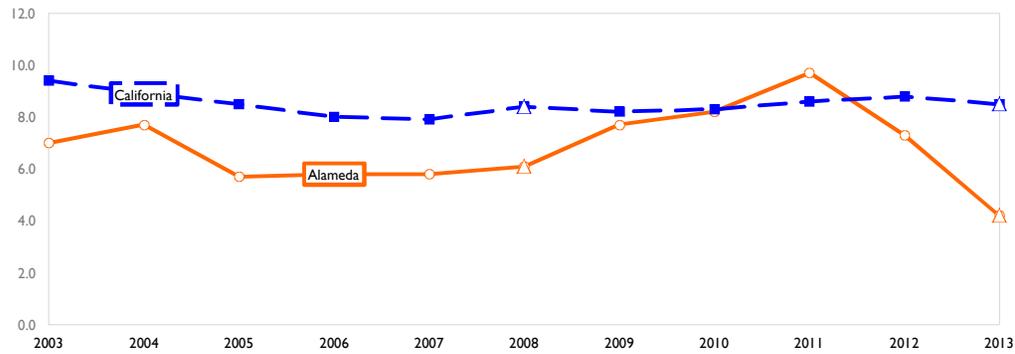
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
--	------	------	------	------	------	------	------	------	------	------	------



Alameda	7.0	7.7	5.7	5.8	5.8	6.1	7.7	8.2	9.7	7.3	4.2
California	9.4	8.9	8.5	8.0	7.9	8.4	8.2	8.3	8.6	8.8	8.5

	Yr. Ending*
Time 1:	2008
Time 2:	2013
% Change	
	-31.1%
	1.2%

Alameda and California: Median Months to Reunification



Note: These data are limited to cases in which a child spent eight days or more in foster care. An exit to reunification may or may not correspond with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/CLM2.aspx

7. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months

For Exits to Reunification from Child Welfare Supervised Foster Care

Interval

Oct 1-Sep 30

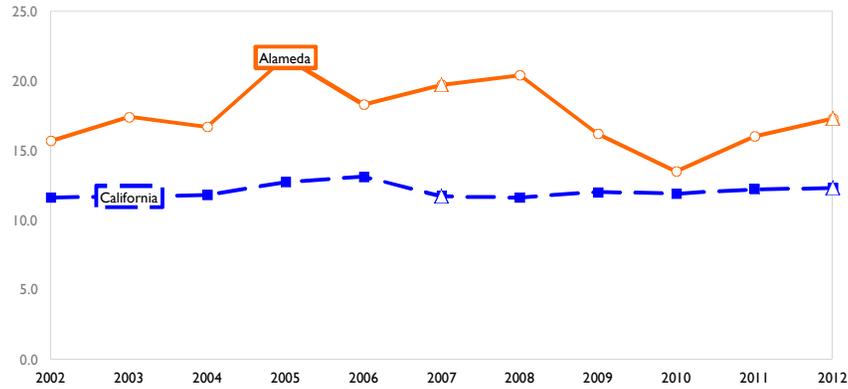
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
--	------	------	------	------	------	------	------	------	------	------	------



Alameda	15.7	17.4	16.7	21.7	18.3	19.7	20.4	16.2	13.5	16.0	17.3
California	11.6	11.7	11.8	12.7	13.1	11.7	11.6	12.0	11.9	12.2	12.3

	Yr. Ending*
Time 1:	2007
Time 2:	2012
	% Change
	-12.2%
	5.1%

Alameda and California: Percent Reentering in Less than Twelve Months



Note: An exit to reunification may or may not correspond with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/CIM4.aspx

8. Median Time in Months from Latest Removal to Adoption
For Exits to Adoption from Child Welfare Supervised Foster Care

Interval
Oct 1-Sep 30

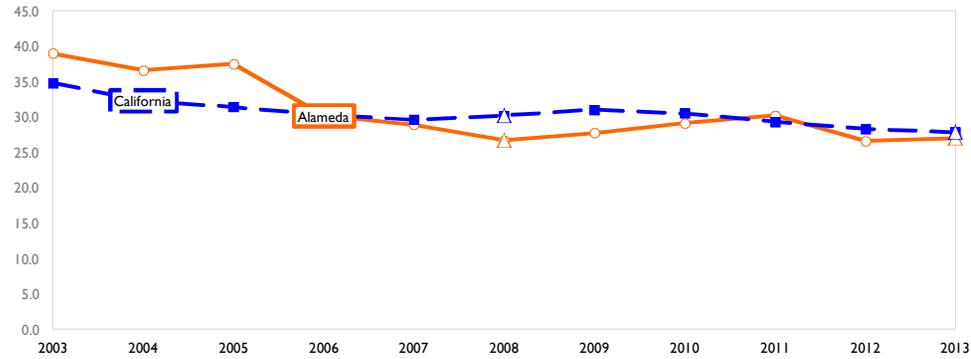
*	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
---	------	------	------	------	------	------	------	------	------	------	------



Alameda	39.0	36.6	37.5	30.2	28.9	26.7	27.7	29.1	30.2	26.6	27.0
California	34.8	32.3	31.4	30.3	29.6	30.2	31.0	30.5	29.3	28.3	27.8

Yr. Ending*	
Time 1:	2008
Time 2:	2013
% Change	1.1%
	-7.9%

Alameda and California: Median Months to Adoption



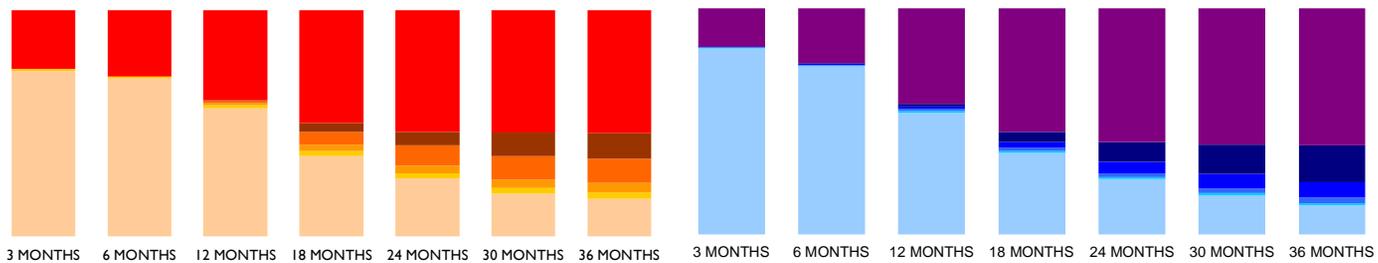
See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/C2M2.aspx

9. Percent Exiting Placement to Permanency Over Time by Exit Type
For Children Entering Child Welfare Supervised Foster Care for the First Time April 1 to September 30, 2010

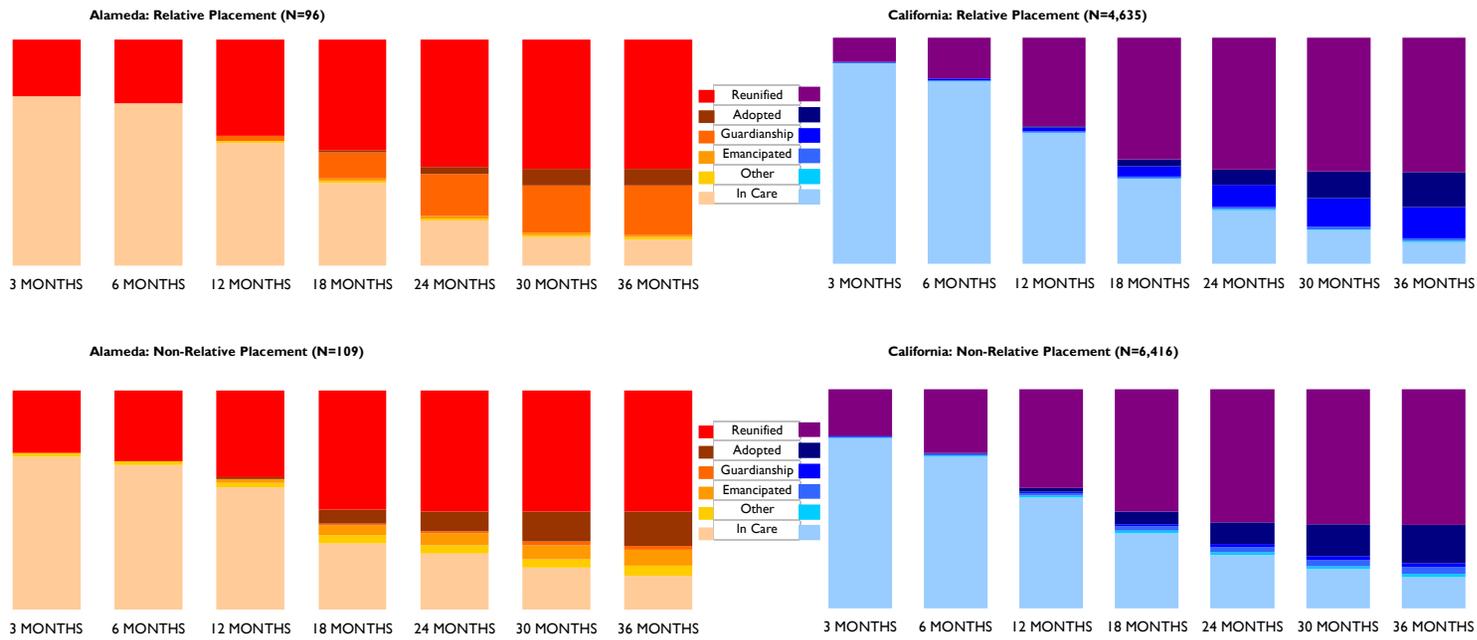
	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	
Alameda (N=212)								California (N=11,141)							
Reunified	25.9	29.2	39.6	50.0	53.8	54.2	54.2	16.8	24.3	42.2	54.7	59.2	60.2	60.5	
Adopted			0.5	3.8	6.1	10.4	11.3	0.1	0.1	1.3	4.6	8.7	13.2	16.4	
Guardianship			0.9	5.7	9.0	10.4	10.8	0.3	0.5	1.1	2.5	4.9	6.3	6.8	
Emancipated			0.9	2.8	3.3	3.8	4.2	0.2	0.3	0.9	1.4	1.7	2.2	2.4	
Other	0.9	0.9	1.4	2.4	2.4	2.4	2.8	0.3	0.5	0.7	0.8	0.8	0.9	0.9	
In Care	73.1	69.8	56.6	35.4	25.5	18.9	16.5	82.3	74.2	53.9	36.1	24.6	17.3	13.0	



Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/CIM3.aspx

9. (cont'd) Percent Exiting Placement to Permanency Over Time by Exit Type
 For Children Entering Child Welfare Supervised Foster Care for the First Time April 1 to September 30, 2010



Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/CIM3.aspx

9. (cont'd) Percent Exiting Placement to Permanency Over Time by Exit Type
 For Children Entering Child Welfare Supervised Foster Care for the First Time April 1 to September 30, 2010

	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	
Alameda: Relative Placement (N=96)								California: Relative Placement (N=4,635)							
Reunified	25.0	28.1	42.7	49.0	56.3	57.3	57.3	10.7	18.1	39.2	53.9	58.2	59.3	59.4	
Adopted				1.0	3.1	7.3	7.3	0.0	0.0	0.5	2.9	6.9	11.7	15.4	
Guardianship			2.1	11.5	18.8	20.8	21.9	0.4	0.8	1.8	4.7	9.8	12.6	13.7	
Emancipated				1.0	1.0	1.0	1.0	0.1	0.2	0.5	0.8	0.9	1.2	1.3	
Other			1.0	1.0	1.0	1.0	1.0	0.1	0.2	0.2	0.3	0.3	0.3	0.4	
In Care	75.0	71.9	54.2	36.5	19.8	12.5	11.5	88.7	80.8	57.8	37.4	23.8	15.0	9.7	

	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	3 MONTHS	6 MONTHS	12 MONTHS	18 MONTHS	24 MONTHS	30 MONTHS	36 MONTHS	
Alameda: Non-Relative Placement (N=109)								California: Non-Relative Placement (N=6,416)							
Reunified	28.4	32.1	39.4	54.1	55.0	55.0	55.0	21.4	29.2	45.0	56.0	60.8	61.6	62.0	
Adopted			0.9	6.4	9.2	13.8	15.6	0.1	0.2	1.8	5.8	10.1	14.5	17.3	
Guardianship				0.9	0.9	1.8	1.8	0.3	0.4	0.6	0.9	1.4	1.8	1.9	
Emancipated			1.8	4.6	5.5	6.4	7.3	0.3	0.5	1.1	1.9	2.3	2.9	3.2	
Other	1.8	1.8	1.8	3.7	3.7	3.7	4.6	0.5	0.7	1.0	1.1	1.2	1.2	1.3	
In Care	69.7	66.1	56.0	30.3	25.7	19.3	15.6	77.5	69.0	50.4	34.3	24.2	17.9	14.2	

Note: These data are limited to cases in which a child spent eight days or more in foster care.

http://cssr.berkeley.edu/ucb_childwelfare/CIM3.aspx

10. Children Exiting From Child Welfare Supervised Foster Care to Emancipation

Interval

Oct 1-Sep 30

*	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
---	------	------	------	------	------	------	------	------	------	------	------

Alameda	196	210	344	256	259	246	213	215	183	85	41
California	4,264	4,229	4,441	4,321	4,533	4,641	4,686	4,683	4,157	2,487	2,006

Point in Time

Time 1: 2008

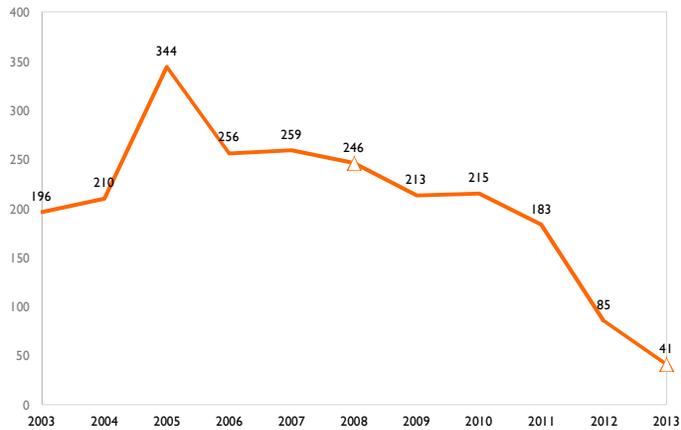
Time 2: 2013

% Change

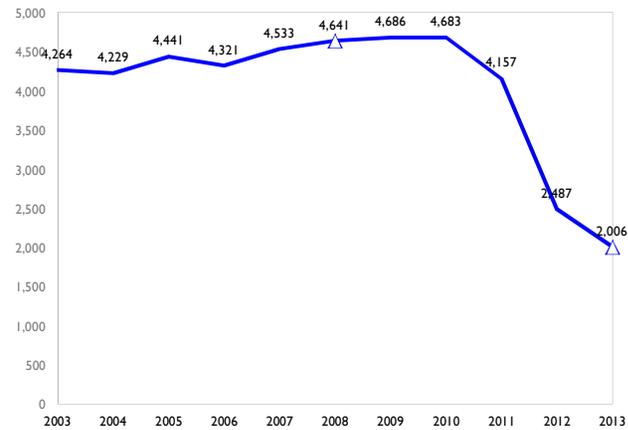
-83.3%

-56.8%

Alameda: Children Exiting From Foster Care to Emancipation



California: Children Exiting From Foster Care to Emancipation



Notes: These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). Children exiting care more than once during the period are counted once. These data include children regardless of length of stay in foster care. See endnotes for additional information.

*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx

Endnotes and Links

1. Children in Family Maintenance (FM) Pre-Placement, Post-Placement, and Total	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/CaseServiceComponents.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CaseServiceComponents
2. Children in Child Welfare Supervised Foster Care	
Data:	http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=PIT
3. Children Entering and Exiting Child Welfare Supervised Foster Care	
Notes:	<p>Children Entering and Exiting are child-level counts. Children entering care more than once during the period are counted once in entries. Similarly, if a child exits foster care more than once during the period he or she is counted once. These analyses can be replicated on the dynamic site using the 'All Children Entering' and 'Children Exiting' options.</p> <p>Note: With the Quarter 1, 2012 CWS/CMS Data Extract, the age range for children entering was extended from 0 to 17 years to 0 to 20 years. The age range for children exiting is 0 to 20 years.</p>
Data:	Entries: http://cssr.berkeley.edu/ucb_childwelfare/Entries.aspx Exits: http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx
Methodology:	Entries: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Entries Exits: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Exits
4. Children in Child Welfare Supervised Foster Care, by Placement Type	
Notes:	<p>Placements are grouped into three categories: placements in family settings, placements in congregate care, and other placements. Family settings include Kin, County, Foster Family Agency (FFA), Guardian Dependent (Guard-Dep.), and Pre-Adopt. Placements in congregate care include Group Home and Shelter. Other placements include Court Specified, Non-Foster-Care, Transitional Housing, Guardian - Other, Runaway, Trial Home Visit, SILP, and Other.</p> <p>Foster Family Agencies (FFAs) are private, nonprofit corporations that certify and provide placements for children in foster family homes. FFAs assign their own social workers to provide services to children and foster parents. For children placed in FFAs, county social workers retain case management responsibilities, including reports and recommendations to the juvenile dependency court. Although counties are required to find placements based on the child's needs, some counties turn to facilities such as FFAs due to a lack of alternative placement resources in other less restrictive facilities.</p>
Data:	http://cssr.berkeley.edu/ucb_childwelfare/PIT.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=PIT

5. In Care Rates, by Race and Ethnicity Number of Children in the Population (For Children Ages 0-17) Number of Children in Child Welfare Supervised Foster Care (For Children Ages 0-17) Number of Children in Child Welfare Supervised Foster Care per 1,000 Children in the Population (For Children Ages 0-17)	
Notes:	Population Data Source: 2003-2009 - CA Dept. of Finance: 2000-2010 - Estimates of Race/Hispanics Population with Age & Gender Detail. 2010-2013 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age, & Gender.
Data:	In Care Rates: http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx Disparity Indices: http://cssr.berkeley.edu/ucb_childwelfare/DisparityIndices.aspx
Methodology:	In Care Rates: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=InCareRates Disparity Indices: http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=DisparityIndices
6. Median Time in Months from Latest Removal to Reunification For Exits to Reunification from Child Welfare Supervised Foster Care	
Notes:	This measure computes the median length of stay for children exiting to reunification. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Children in foster care for less than 8 days were excluded from the median calculation. Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types: <ul style="list-style-type: none"> • Reunited with Parent/Guardian (Court) • Reunited with Parent/Guardian (Non-Court) • Child Released Home If a child is discharged to reunification more than once during the specified year, the latest discharge to reunification is considered.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/CIM2.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CIM2
7. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months For Exits to Reunification from Child Welfare Supervised Foster Care	
Notes:	This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge. The denominator is the total number of children who exited foster care to reunification in a 12 month period; the numerator is the count of these reunified children who then reentered care within 365 days of the reunification discharge date. Discharge to reunification is defined as a discharge to parents or primary caretaker(s) and includes the following CWS/CMS subcategories: <ul style="list-style-type: none"> • Reunited with Parent/Guardian (Court) • Reunited with Parent/Guardian (Non-Court) • Child Released Home If a child is discharged to reunification more than once during the specified year, the first discharge to reunification is considered.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/CIM4.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=CIM4

8. Median Time in Months from Latest Removal to Adoption For Exits to Adoption from Child Welfare Supervised Foster Care	
Notes:	This measure computes the median length of stay for children exiting to adoption. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/C2M2.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=C2M2
9. Percent Exiting Placement to Permanency Over Time by Exit Type For Children Entering Child Welfare Supervised Foster Care for the First Time April 1 to September 30, 2010 Total Relative Placement Non-Relative Placement	
Notes:	Exits are based on end dates for placement episodes. Generally, exits to adoption, guardianship and emancipation coincide with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. The division into exits from relative and non-relative placements corresponds to the following filter options: • Relative Placement = Last Caregiver Relationship: Relative Guardian, Relative Nonguardian • Non-Relative Placement = Last Caregiver Relationship: Nonrelative Guardian, Nonrelative Nonguardian
Data:	http://cssr.berkeley.edu/ucb_childwelfare/C1M3.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=C1M3
10. Children Exiting From Child Welfare Supervised Foster Care to Emancipation	
Notes:	Children Exiting to Emancipation is a child-level count. Children exiting care more than once during the period are counted once. This analyses can be replicated on the dynamic site using the 'Children Exiting' option.
Data:	http://cssr.berkeley.edu/ucb_childwelfare/Exits.aspx
Methodology:	http://cssr.berkeley.edu/cwscmsreports/methodologies/default.aspx?report=Exits

Title IV-E Waiver Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13 Projected	FY 13-14 Projected
Revenues							
Federal	\$13,791,494	\$14,569,869	\$15,610,537	\$16,423,368	\$19,232,393	\$20,122,879	\$20,543,727
State Assistance	\$4,413,263	\$3,456,369	\$3,260,940	\$4,129,086	\$5,128,558	\$5,867,268	\$5,165,935
State Administration	\$184,969	\$208,016	\$218,922	\$363,674	\$2,745,728	\$3,383,827	\$3,787,156
County	\$13,087,316	\$13,242,784	\$13,416,926	\$14,448,182	\$17,553,486	\$18,645,978	\$18,370,085
Sub Total	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,660,165	\$48,019,953	\$47,866,903
Expenditures							
Administration (Base)	\$18,496,857	\$20,801,624	\$21,892,081	\$22,729,622	\$22,996,857	\$22,945,238	22,996,853
Administration (Investments)					\$6,862,274	\$8,514,545	9,905,000
Assistance	\$12,980,185	\$10,675,414	\$10,615,244	\$12,634,688	\$14,801,034	\$16,560,170	14,965,050
Total Probation Department	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,660,165	\$48,019,953	47,866,903
Surplus/Deficit	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Surplus/Deficit		\$0	\$0	\$0	\$0	\$0	\$0

Investments Above Year One Costs (To Include Waiver Investments)

List Programs (Planned investments for the next reporting period not included in FY12 actuals)

Total Investments

Cumulative Available Reinvestment Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
--	-----	-----	-----	-----	-----	-----	-----

The agreement between the Social Services Agency (SSA) and the Probation Department (PD) regarding the use of IV-E Waiver reinvestment funds has evolved over the life of the Waiver. During the first year of the Waiver there was an MOU signed between Probation and SSA that gave Probation authority to spend up to \$18,496,853 in total Waiver funds for administrative costs. They were initially capped at this amount for all 5 years as SSA was agreeing to shoulder all of the risks associated with the uncertainty around placement (assistance) costs. During year 2 of the Waiver, however, Probation assistance costs continued to go down, and the agreement was reevaluated.

An amendment to the MOU was signed which gave Probation the ability to access reinvestment funds while agreeing to take on some of the associated risks in the variability of placement costs. The FY 07-08 allocation was set as the Probation Department "base" admin amount and Probation was able to increase the amount available to them to spend if they had savings in assistance expenditures. Specifically, their allocation increased by the amount of savings in FY 08-09 assistance exps compared to the FY 07-08 level of assistance exps. Their allocation was to be recalculated every year comparing the assistance savings in the most recent fiscal year to FY 07-08. This was the methodology used for FY 08-09 and FY 09-10, but in FY 09-10 they were held harmless for the impact of the Group Home rate increase. The hold harmless approach gave the PD access to \$21,915,767 in FY 09-10. They spent just slightly short of that amount at \$21,892,082. Since there was no agreement to "roll" the small amount of remaining funds, and the allocation methodology was revised for FY 10-11, the FY 09-10 allocation above is set at the actual expenditure amount.

In FY 10-11, the PD was able to direct greater staffing resources towards their juvenile department in an effort to further the goal of preventing and reducing the

length of out of home placements. Given that, the Directors of both the SSA and the PD reevaluated the use of reinvestment funds and attempted to set the FY 10-11 allocation at an amount that would adequately fund the additional juvenile staffing resources. The administrative allocation was set at \$4.5M above the FY 07-08 base administrative amount for a total of \$22,996,857. The current actual claimed amount shows the PD underspending the FY 10-11 allocation by \$267,000.

The FY 11-12 base admin allocation is budgeted at the same FY 10-11 amount. However, an additional amount of \$12M was allocated to Probation to cover new Waiver strategies to be implemented in FY12. Of the \$12M allocated, \$6.4M was spent (listed in the Administration Investments row above). There is an agreement that new strategies above the FY 10-11 administrative allocation amount will be funded at the SSA sharing ratios. While underspending from the FY12 allocated amount of \$12M did not roll into FY13, a new \$12M was allocated to the Probation Department for FY13 to cover strategies implemented in FY 12 in addition to new strategies that will be implemented in FY13.

The FY 12-13 base admin allocation is budgeted at the same FY 11-12 amount. Probation continued to have access to an additional amount of \$12M beyond the base for investments under the Waiver and spent \$8.51M of the available amount.

The FY 13-14 base admin allocation is budgeted at the same FY 12-13 amount. Probation has access to an additional amount of \$9.9M beyond the base for investments under the Waiver and is projecting to spend the full amount.

I

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years)	Budgeted Amount	SFY 13/14 Qtr. 1 Actual	SFY 13/14 Qtr. 2 Estimated Actual	Total Estimated Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use 0 to 10 to rate)	Specify Phase II Status
	Code N or O here for BY2											State Continuing, Decscaled, or Terminated in the initial County Waiver Extension Plan
Reduced First Entries												
Another Road to Safety (ARS)	O	\$1,530,000	\$450,408	\$304,711	\$755,119	\$755,119	\$774,881			\$755,119	6	Continuing
Mobile Response Team (MRT)	O	\$85,000	\$0	\$0	\$0	\$0	\$85,000			\$0	8	Continuing
Voluntary Diversion	O	\$30,600	\$2,372	\$2,557	\$4,929	\$4,929	\$25,671			\$4,929	5	Continuing
Children's Hospital Consultation	O	\$234,804	\$39,773	\$59,010	\$98,783	\$98,783	\$136,021			\$98,783	5	Continuing
Foster Care Hotline	O	\$702,766	\$46,099	\$36,057	\$82,156	\$82,156	\$620,610			\$82,156	5	Continuing
Faith Initiative	O	\$96,008	\$4,471	\$96,008	\$100,479	\$100,479	(\$4,471)			\$100,479	0	Terminated
Screening, Stabilization, and Transition Services (STAT)	O	\$150,000	\$0	\$0	\$0	\$0	\$150,000			\$0	8	Continuing
Family Finding and Engagement (FFE)	O	\$171,568	\$43,001	\$43,001	\$86,002	\$86,002	\$85,566	\$86,002			5	Continuing
Enhanced Kinship Support Services Program (KSSP)	O	\$1,150,950	\$338,201	\$191,172	\$529,373	\$529,373	\$621,577			\$529,373	6	Continuing
Subsidized Child Care	O	\$785,274	\$316,723	\$161,738	\$478,461	\$478,461	\$306,813	\$14,606		\$463,855	7	Continuing
Project Permanence (Wraparound)	O	\$280,800	\$0	\$0	\$0	\$0	\$280,800			\$0	5	Continuing
Additional Family Finding/Transportation Workers	O	\$269,646	\$67,910	\$67,910	\$135,820	\$135,820	\$133,826	\$135,820			5	Continuing

Foster Parent Recruiter	O	\$123,703	\$35,683	\$35,683	\$71,366	\$71,366	\$52,337	\$71,366			5	Continuing
Increased Reunification												
Paths to Success (P2S)	O	\$0	\$154,589	\$0	\$154,589	\$154,589	(\$154,589)			\$154,589	2	Terminated
The Gathering Place (TGP)	O	\$1,106,763	\$0	\$254,937	\$254,937	\$254,937	\$851,826			\$254,937	5	Continuing
Alameda County Children of Incarcerate Parents Partnership and Youth Court (Centerfore)	O	\$0	\$16,189	\$0	\$16,189	\$16,189	(\$16,189)			\$16,189	5	Continuing
CDA Housing Assistance	O	\$850,000	\$46,768	\$95,774	\$142,542	\$142,542	\$707,458			\$142,542	5	Continuing
Services to Enhance Early Development (SEED) Enhancement/Public Health Nurse	O	\$310,395	\$97,434	\$96,097	\$193,531	\$193,531	\$116,864	\$155,418		\$38,113	7	Continuing
Bay Area Collaborative of American Indian Resources	O	\$37,500	\$8,837	\$0	\$8,837	\$8,837	\$28,663			\$8,837	4	Continuing
Parent Advocate Expansion	O	\$1,486,400	\$358,432	\$345,778	\$704,210	\$704,210	\$782,190			\$704,210	8	Continuing
Post-Dependency Services Package	O	\$142,446	\$24,717	\$31,401	\$56,118	\$56,118	\$86,328			\$56,118	5	Continuing
Foster Youth Mentoring Program (FSSB)	O	\$215,800	\$16,896	\$35,397	\$52,293	\$52,293	\$163,507			\$52,293	5	Continuing
West Coast Children's Clinic – Project 1959 /AWOL	O	\$290,534	\$0	\$0	\$0	\$0	\$290,534			\$0	5	Continuing
LGBTQ Services for foster youth (Sunny Hill Services)	O	\$273,845	\$69,006	\$45,640	\$114,646	\$114,646	\$159,199			\$114,646	5	Continuing
Educational and health-related supportive services –(Youth Radio)	O	\$0	\$466,186	\$0	\$466,186	\$466,186	(\$466,186)			\$466,186	5	Continuing
Independent Living Skills Program (ILSP)-education specialist, education mentors, ILSP contract	O	\$910,800	\$172,644	\$179,299	\$351,943	\$351,943	\$558,857			\$351,943	5	Continuing
Youth Fellow Board (i.e., Youth Advocate Panel)	O	\$1,139,769	\$277,993	\$260,086	\$538,079	\$538,079	\$601,690			\$538,079	8	Continuing
Beyond Emancipation Education Specialist	O	\$67,000	\$14,832	\$19,491	\$34,323	\$34,323	\$32,677			\$34,323	5	Continuing
Young Parent Opportunities	O	\$600,000	\$15,359	\$188,868	\$204,227	\$2,422	\$395,773			\$204,227	5	Continuing
Summer Youth Employment Program	O	\$8,543,422	\$2,459,798	\$1,738,951	\$4,198,749	\$4,198,749	\$4,344,673			\$4,198,749	5	Continuing
Alameda County Office of Education Mentors	O	\$217,000	\$47,946	\$71,878	\$119,824	\$119,824	\$97,176			\$119,824	8	Continuing
MISSEY Advocates	O	\$235,152	\$33,469	\$34,277	\$67,746	\$67,746	\$167,406			\$67,746	8	Continuing

Creating entrepreneurship Opportunities (CEO) Youth Program (Lincoln)	O	\$105,000	\$28,598	\$95,979	\$124,577	\$124,577	(\$19,577)			\$124,577	5	Continuing
Paternity Testing (Lab Corp of America)	N	\$100,000	\$0	\$0	\$0	\$0	\$100,000			\$0	5	Continuing
General Goals												
High-End Group Homes	O	\$887,310	\$187,246	\$203,521	\$390,767	\$390,767	\$496,543			\$390,767	8	Continuing
Child Welfare Staff	O	\$0	\$0	\$0	\$0		\$0			\$0	6	Continuing
Additions to County Counsel	O	\$1,520,395	\$0	\$380,098	\$380,098	\$380,098	\$1,140,297			\$380,098	6	Continuing
Medi-Cal Consultant	O	\$88,059	\$23,994	\$23,994	\$47,988	\$47,988	\$40,071	\$47,988			3	Continuing
Research and Evaluation Consultants	O	\$574,106	\$118,747	\$118,747	\$237,494	\$237,494	\$336,612	\$237,494			6	Continuing
Court Appointed Special Advocate (CASA) Program	O	\$357,055	\$0	\$0	\$0	\$0	\$357,055			\$0	6	Continuing
Discretionary Fund	O	\$388,117	\$104,762	\$52,941	\$157,703	\$157,703	\$230,414	\$157,703			6	Continuing
Cultural Competency	O	\$0	\$25,500	\$0	\$25,500	\$25,500	(\$25,500)			\$25,500	6	Continuing
Eligibility Program Specialist	O	\$100,000	\$19,268	\$19,268	\$38,536	\$38,536	\$61,464	\$38,536			6	Continuing
Child Welfare Case Study	O	\$60,488	\$0	\$0	\$0	\$0	\$60,488	\$0			6	Continuing
Employment Counselors in Linkages Program	O	\$279,752	\$47,977	\$47,977	\$95,954	\$95,954	\$183,798	\$95,954			6	Continuing
School Resource Officer	O	\$187,200	\$0	\$40,880	\$40,880	\$40,880	\$146,320			\$40,880	6	Continuing
Youth Crossover (Georgetown)	N	\$67,273	\$0	\$0	\$0	\$0	\$67,273			\$0	5	Continuing
Total Expenditures		\$26,752,700	\$6,181,828	\$5,379,126	\$11,560,954	\$11,359,149	\$15,191,746	\$883,184	\$157,703	\$10,520,067		
Percent of Total Expenditures			53.47%	46.53%	100%			7.64%	1.36%	91%		

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years)	Budgeted Amount	SFY 13/14 Qtr. 1 Actual	SFY 13/14 Qtr. 2 Estimate	Total Actual	Total Amount Claimed to Code 702	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use 0 to 10 to rate)	Specify Phase II Status
	Code N or O here for BY2											State Continuing, Descaled, or Terminated in the initial County Waiver Extension Plan
Family Preservation Unit (FPU)	O					\$603,340					10	CONTINUING
Other Probation Staff Time and Expenses	O	\$2,823,862	\$538,052	\$809,424	\$1,347,476		\$1,476,386	\$1,347,476			9	CONTINUING
PT (Monica L. and L. Henderson)	N	\$80,000	\$0	\$0	\$0		\$80,000				9	N/A-NEW(N)
Evening Reporting Centers (3)	O	\$180,000	\$69,781	0	\$69,781		\$110,219			\$69,781	8	CONTINUING
Additional Probation Investments being planned (250301)	N	\$200,000	\$0	\$0	\$0		\$200,000				9	N/A-N
Public Defender (2FTEs)	O	\$405,068	\$0	\$0	\$0		\$405,068				0	CONTINUING
Delinquency Prevention Network Contracts	O	\$2,000,000	\$281,083	\$731,776	\$1,012,859		\$987,141			\$1,012,859	7	CONTINUING
Juvenile Hall Unit 6 (Mental Health Unit)	O	\$1,300,000	\$193,965	\$246,115	\$440,080		\$859,920	\$440,080			6	CONTINUING
Yoga	N	\$40,000	\$0	\$0	\$0		\$40,000				3	N/A-N
Libraries	O	\$217,577	\$63,946	\$0	\$63,946		\$153,631			\$63,946	7	CONTINUING

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BY2	Budgeted Amount	SFY 13/14 Qtr. 1 Actual	SFY 13/14 Qtr. 2 Estimate	Total Actual	Total Amount Claimed to Code 702	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level <i>(Use 0 to 10 to rate)</i>	Specify Phase II Status State Continuing, Descaled, or Terminated in the initial County Waiver Extension Plan
Emergency Family Support	O	\$435,993	\$93,033	\$29,736	\$122,769		\$313,224		\$14,142	\$108,627	8	CONTINUING
Cross-over Youth (part-time PM (.4))	N	\$40,000	\$0	\$0	\$0		\$40,000				9	N/A-N
Court Notifications – Offender Link	N	\$60,000	\$0	\$0	\$0		\$60,000				7	N/A-N
Interns	N	\$2,500	\$0	\$0	\$0		\$2,500				8	N/A-N
Data Research and Reporting Team (DARRT)	O	\$650,000	\$113,561	\$114,963	\$228,524		\$421,476	\$228,524			8	CONTINUING
Project Reconnect	O	\$75,000	\$6,268	\$15,437	\$21,705		\$53,295			\$21,705	9	CONTINUING
Kevin Grant Consulting	O	\$35,000	\$10,155	\$6,760	\$16,915		\$18,085			\$16,915	9	CONTINUING
Project Permanence – Lincoln Center	N	\$300,000	\$0	\$0	\$0		\$300,000				9	N/A-N
Aftercare Transitional Services (Contract currently on RFP)	N	\$1,000,000	\$0	\$0	\$0		\$1,000,000				9	N/A-N
Expediter (1) and Resource Co-Coordinator	N	\$60,000	\$0	\$0	\$0		\$60,000				8	N/A-N
Total Expenditures		\$9,905,000	\$1,369,844	\$1,954,211	\$3,324,055	\$603,340	\$6,580,945	\$2,016,080	\$14,142	\$1,293,833		
Percent of Total Expenditures			41.20%	58.80%	100.00%			60.65%	.40%	38.95%		

**Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Alameda County Semi-Annual Progress Report
Bridge Year Two, 7/1/13-12/31/13**

In January 2012, the CDSS, with input from Alameda and Los Angeles counties, submitted a formal request to Commissioner Brian Samuels of the Administration for Children and Families seeking a five-year extension of the current CAP. The first bridge extension year expired in June 2013. A second extension has been granted, set to expire in June 2014.

One major success in Alameda County has been the nearly 46% reduction in the number of youth placed in a foster care setting. During this reporting period, Alameda County DCFS has focused on evaluating existing strategies and planning for the extension of the current CAP.

I. Project Updates

DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS)

The current Waiver Executive Team (WET) is comprised of representatives from Alameda County DCFS, Probation Department, Alameda County Social Services Agency Finance Department, Alameda County Social Services Agency Program Evaluation and Research Unit (PERU), Behavioral Health Care Services, and Casey Family Programs (Attachment). The WET meets monthly to discuss new and existing CAP strategies, strategy evaluations and outcomes, progress of CAP goals and objectives, and planning for the Waiver extension.

During the reporting period, the Social Services Agency (SSA) Finance Director & Deputy Finance Director, both members of the WET, left the Agency. A new Finance Director has been hired and started in January 2014.

The WET has continued to examine current CAP strategies, and is deciding which strategies to sustain, modify, or eliminate, based on the following criteria:

- Impact on CAP goals/objectives;
- Synergy with future priorities;
- Concrete benefits to families;
- Impact on practice improvement;
- Blending funding being used or available to pay for program; and
- Cost of services & numbers served.

PERU has continued to evaluate current waiver strategies and present the findings at monthly WET meeting. Results of these evaluations assist the WET in determining which strategies to sustain, modify, or eliminate.

During the reporting period, the following changes to Waiver Strategies occurred:

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

- Modifications to the Subsidized Child Care program, discussed in the previous Waiver report, were implemented beginning July 1, 2014, allowing more families to access child care services.
- DCFS is considering how to better allocate resources currently dedicated to the Family Finding and Engagement (FFE) Unit, while still accomplishing the goals of FFE.
- A new contract for paternity testing has been executed, and supports the waiver goal of increasing the number of children who are reunified safely, permanently, and timely.
- DCFS is developing a request for proposal (RFP) for the Another Road to Safety contract. It is anticipated this RFP will be released in early 2014, with a new contract in place by July 1, 2014.

PROBATION

Alameda County Probation Department (ACPD) has been committed to expanding and building support services aimed to improve system changes that impact youth who are at risk of removal, and their families while achieving the identified Title IV-E goals:

- Reduce the number of youth in out-of-home placements;
- Provide the least restrictive level of placement, when out-of-home placement is necessary; and
- Promote family preservation and family reunification.

Group Home Placement

This report reflects an approach that discloses the number of unique youth in group home placements during the reporting period of July 1, 2013 through December 31, 2013. ACPD placement data reflects 318 unique youth who were in group home placements. There were a total of 155 youth with a new group home placement order while 140 youth exited group home care. The average length of stay was 195 days for youth who exited placement. At the end of the reporting period, there were a total of 178 youth in group home placements. When compared to the same period in 2012, there was a 4.5% decrease in the total number of youth in group home placements and a 14% decrease in the average length of stay. (See Table 1).

**Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13**

Table 1: Probation Placement Data for Alameda County

Table 1	Probation Placement Data for Alameda County	
July 1-December 31	2012	2013
Average Length of Stay	227	195
Youth Who Entered Group Home	173	155
Youth Exited Group Home	161	140
Youth Who Remained in Group Home	172	178
Total Youth in Group Home	333	318

Data Source: ACPD Placement Data

CAP funding is applied to programs and services throughout the services continuum within the Probation Department to support the Title IVE Waiver goals. To address the above identified goals, ACPD has implemented several programs and processes which are funded with Title IV-E funds. Those include ACPD’s Transition Center that engages youth and their families early on to create community linkages for youth exiting detention back to their communities in need of follow up medical care or re-connection to education. ACPD employs a process aimed to reduce the number of out-of-home placements recommended by Probation through the Screening for Out-of-Home Services (SOS) committee. Other efforts aimed at reducing out-of-home placement and providing the Courts with alternative services are collaborative in nature. ACPD funds several contracts with community providers that support our identified goals and strategies by providing various services to youth and their families. Title IV-E Waiver dollars are utilized to enhance services through staffing, collaborative partnerships and operational development.

The ACPD Transition Center is located at the Juvenile Justice Center and aims to provide critical community linkages for youth being released from detention. The Transition Center is a collaborative effort with Oakland Unified School District, Alameda County Behavioral Health Care Services, Public Health, and Probation. The Center engages youth and families with community supports to meet their identified needs. Those linkages may include connections to education, medical appointments, employment related activities or counseling services in their communities. The Transition Center served a total of 801 youth during the reporting period, connecting 371 youth to schools in the Oakland Unified School District. The Transition Center also began piloting a Re-Entry Pilot program in Unit 1, Juvenile Hall in September 2013. This pilot includes additional providers such as the Butler academy, various community based organizations, medical and guidance clinics and public health. Among its innovations, the Transition Center has created a document system to acquire

**Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13**

information between contracted community based providers, and the ability to obtain grades and attendance information from Oakland Unified School District.

The Collaborative Court focuses on providing an alternative disposition for youth with high mental health needs and emphasizes family engagement. Collaborative Court is a team approach involving key stakeholders that include probation officers and intensive case management services delivered by a community provider. Probation officers and clinicians are dedicated to providing community support and services for youth and provide critical input to the Court on a weekly basis. This weekly, dedicated Court docket exists for youth involved in the program. During the reporting period, 39 youth participated in this program with intensive case management services.

The **Screening for Out of home Services Committee (SOS)**, utilizes a review and approval process aimed to reduce the number of out-of-home placement recommendations by probation officers. SOS is a Multi-Disciplinary Team (MDT) comprised of medical, mental health, social services and probation experts who meet twice weekly to review and discuss all youth considered for an out-of-home placement by a probation officer. SOS discusses the youth's circumstances including his/her needs, strengths, services previously provided and resources available in the identified areas of support within the local community and approves a recommendation for the Court. The Court ultimately decides and makes its orders.

During the reporting period, a total of 114 youth were reviewed through the SOS process with 77 requests for some level of removal from the home by the probation officer prior to the SOS committee commencing. This includes requests for the youth to enter Placement, Camp Sweeney, or the Department of Juvenile Justice. SOS ultimately recommended 56 youth to be removed from their homes. Overall, the SOS committee continues to make fewer recommendations for youth to be removed to out-of-home care and the Court continues to make fewer orders for out-of-home care when compared to the probation officers' original recommendations.

The number of out-of-home placement recommendations made by Alameda County Probation has again consistently decreased. During this reporting period, a decrease is reflected in the following three recommendation areas: Out-of-Home Placement by 27.3%; Camp Sweeney Program by 30%; and State Division of Juvenile Justice by 67% (See Table 2).

**Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13**

Table 2
Alameda County Probation

	Pre SOS Initial Recommendation by Probation Officer	Post SOS Actual Recommendation by SOS Committee	Outcome
<i>Goal: To Reduce Out-of-Home Placement whenever possible as well as placement in the least restrictive environment when possible.</i>			
Out-of-Home Placement	44	32	Decrease (27.3%)
In-County Camp Program	30	21	Decrease (30%)
State Division of Juvenile Justice	3	1	Decrease (67%)
Family Preservation	29	34	
Field Supervision in the Community	7	17	
Probation without Wardship	0	3	
Undecided/Data Unavailable	1	6	
Other	N/A	N/A	
Total	114	114	

Family Preservation Services:

The Family Preservation Unit (FPU) served a total of 676 youth during the reporting period with monthly average caseloads of 113 youth among eight probation officers. The overarching goal of FPU is to provide alternative services to out-of-home placement and an effort to keep youth at home and in their community. Participating youth receive Multi-Systemic Therapy (a Seneca Center partnership with Alameda County Probation and Behavioral Health Care Services) for an average of 3-5 months. MST is a service delivery model and successful intervention for youth and their families. This model involves dedicated probation officers teamed with a clinician who provide services and interventions that include family therapy, empowering caregivers to institute structure, family skill building, case management services, and linkages to school and vocational support to each MST clinician maintaining a caseload of approximately 20 to 25 youth. In addition to MST, FPU probation officers provide linkages to outpatient drug treatment, parenting classes and gang prevention services.

Project Permanence utilizes the Wraparound service delivery model to provide intensive youth-centered, family driven services. ACPD began utilizing this service delivery model in late 2012 providing up to 40 slots dedicated to probation youth. During the last reporting period, ACPD, Alameda County Behavioral Health Care Services (BHCS) and Lincoln Child Center (LCC) met to collaborate and define the target population, Probation's referral process and identify outcome data indicators. ACPD shall intentionally utilize the Wraparound model as an alternative to out-of-home placement alternative and as a model for aftercare when appropriate. Leadership from Probation, BHCS and LCC continue to work on identifying indicators and a methodology for quality assurance for program fidelity and to monitor program outcomes. During the reporting period, Project Permanence served a total of 58 youth; 19 of whom completed the program while 39 youth remained active participants. Demographics of youth participating in the program yield the majority of youth are males, at 68%; 12% were

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

females; 53% of youth were African American; and 34% identified as Hispanic, Latino or Mexican American. Of the youth who completed the program during the reporting period, youth remained active in the services for an average 152 days and 47% of youth completed their goals.

Aftercare Transitional Services: ACPD previously had a contract with a local provider to provide placement stabilization and aftercare transitional services. That contract ended in June 2013 and was revised to include more robust and focused services that include family reunification and transitional services for youth in out-of-home care and returning home from out-of-home care. Services will be outcome-driven, aiming to reduce a youth's overall length of stay in placement, improve timely family reunification, reduce recidivistic behaviors, reduce returns to placement, and enhance re-entry services for youth returning home and to their communities or seeking independent living. Additionally, connections with family shall be made to help facilitate and improve youth and family relationships. During the last reporting period, the Request for Proposals (RFP) was revised and the County accepted submittals. The RFP's are currently being rated with an expectation that a contract will be executed within the next reporting period

II. Outcomes and Local Level Evaluation Activities

DCFS

Significant efforts have continued in this reporting period to understand the impacts and efficacy of strategies implemented by DCFS under the CAP. Many strategies were implemented late in Project Year 2 and into Project Year 3 and 4; this fiscal year, evaluation efforts continue for strategies for which it is possible to analyze one to two year cohorts of clients with 12 – 24 follow up data to track outcomes of interest.

The Program Evaluation and Research Unit (PERU) continues to provide the monthly Waiver Dashboard reports (attached) and Progress Reports to DCFS management on aggregate data trends that detail Alameda County's performance on its five year outcome goals (attached):

- Increase number of children who can remain safely in their home; thus, reducing first entries into care.
- Increase number of children and youth in least restrictive settings.
- Increase number of children who safely and permanently reunify with their families within 12 months.
- Increase percent of timely guardianships and adoptions.
- Increase and develop supports for all foster care exits.
- Enhance the safety net for transitional age and emancipating youth.

In addition, PERU is in the process of completing evaluations of individual waiver strategies and continues to provide DCFS management with Project Status updates (attached) and has presented findings for several evaluations to provide timely information to DCFS management for decision-making, including Vertical Case Management and Family Finding and Engagement, though those reports are still being

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

finalized and will be attached in a future progress report to the State. Further, during this reporting period, Program Evaluation and Research staff provided DCFS management final reports on the following strategies (attached):

- Parent Advocate Program
- Paths 2 Success

The following data trends are based on data extracted from the CWS/CMS Dynamic Report System – Key Outcomes Presentation Tool, based on the CWS/CMS 2013 Extract¹ for 2007 – 2013 (October 1, 2007 to October 1, 2013 for point-in-time data), except as noted. As the current Key Outcomes Presentation Tool now provides data for youth ages 0 to 20 to include non-minor dependents, additional data is provided based upon the same measures reported in the Key Outcomes Presentation Tool as reported CWS/CMS Dynamic Report System CWS/CMS 2013 Q3 Extract for youth 0 to 17 in the tab Alameda County Key Outcomes 0 to 17.

Youth placed in out-of-home care:

DCFS has been successful in its efforts to reduce the total population of youth in out-of-home placement and the number of youth in group home placement.

- Between the baseline period (10/1/2007) and the most recent reporting period (10/1/2013), there was a 32.2% reduction in the number of youth ages 0 to 20 in child welfare supervised foster care in Alameda County, from 2,413 to 1,638 children.
 - Between the baseline period (10/1/2007) and the most recent reporting period (10/1/2013), there was a 45.9% reduction in the number of youth ages 0 to 17 in child welfare supervised foster care in Alameda County, from 2,307 to 1,248 children.

Placement in least restrictive settings

DCFS has been successful in its efforts to increase the percentage of children/youth placed in least restrictive settings. Between the baseline period (10/1/07) and the most recent reporting period (10/1/2013):

- There was a 44.2% decrease in the percentage of youth ages 0 to 20 placed in congregate care, from 13.8% to 7.7%.
 - There was a 36.2% decrease in the percentage of youth ages 0 to 17 placed in congregated care, from 13.4% to 8.6%.
- Including all child welfare supervised youth, including non-minor dependents, the percentage of youth in relative placements decreased, from 35.2% to 31.6%. However, the age range for this measure changed to include child welfare supervised youth ages 0 to 20 in the most recent reporting period, the decline in

¹ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Yee, H., Hightower, L., Mason, F., Lou, C., Peng, C., King, B., & Lawson, J. (2014). CCWIP reports. Retrieved 1/10/2014, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

the proportion of youth in relative placements is likely due to shifts in placement type for non-minor dependent youth.

- Among youth ages 0 to 17, there was a 7.5% increase in the percentage of youth placed with relatives, from 35.8% to 38.5%. (See Alameda County Key Outcomes 0 to 17)

Caseload and Service Component

DCFS has been successful in its efforts to increase the percentage of youth served in-home between the baseline period (10/1/07) and the most recent reporting period (10/1/13) (Alameda County Key Outcomes 0 to 17)

- While there has been an overall 30.4% decline in the number of children served in-home via Family Maintenance services, as a percentage of the total number of children served in-home and in child welfare supervised foster care, excluding non-minor dependent youth, there has been a 20.4% increase in the percentage of children being served in Family Maintenance overall between 10/1/2007 and 10/1/2013 (23.8% to 28.6%).

Entries

DCFS has been successful in its efforts to reduce the number of youth entering out-of-care overall:

- Between the baseline period (10/1/06-9/30/07) and the most recent reporting period (10/1/12-9/30/13), there was a 33.7% decline in the number of children who entered foster care for 8 or more days, from 878 to 582 youth.

In addition, DCFS has been successful in its efforts to reduce the number of youth entering out-of-care for the first time:

- Between the baseline period (7/1/06-6/30/07) and FY 12/13, there was a 36.8% decline in the number of children who entered foster care for the first time for 8 or more days, from 627 to 396 youth (See Alameda County Year 6 Progress Report).

First Placement Type

DCFS has been successful in its efforts to increase the number of children placed in relative homes as a first placement (placement episodes of 8 or more days).

Between the baseline period (7/1/06-6/30/07) and FY 12/13:

- The number of children placed with a relative as a first placement increased by 52.8%, from 123 youth to 188 youth. (See Alameda County Year 6 Progress Report):

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

Further, between the baseline period (7/1/06-6/30/07) and the 12-month period ending August 2013, the percentage of first placements with a relative increased by 125.6%, from 15.2% of all first placements to 34.3% of all first placements. (See Alameda County Waiver Dashboard, 10/22/13)

Timely Reunification

The waiver goal adopted for timely reunification was revised on June 28, 2011 at the monthly Waiver Executive Team meeting. The new reunification goal is patterned after the federal entry cohort reunification measure (C1.3), however, while the federal measure reports on a 6-month entry cohort, we have opted to track based on a 12-month cohort to: 1) reduce some of the variation that is seen between 6-month periods, 2) to be consistent with how we track successful reunification (12-month cohorts), and 3) to enable the county to track performance for each of the remaining years of the waiver.

The new goal was based data available on the UCB website, using the June 2012 2012 Quarter 1 extract, with data available through 2009, which was thus selected as baseline period for the revised goal.

- Between the 12-month baseline period ending 12/31/2009 and FY 11/12 the percentage of children exiting foster care to reunification within 12 months of first entry increased by 2.1% from 33.2% to 33.9%. (See Alameda County Year 6 Progress Report)

Successful Reunification

DCFS has been successful in its efforts to decrease the percentage of children who reenter foster care within 12 months of reunification.

- Between the baseline period (4/1/06-3/31/07) and FY 11/12 the percentage of youth reentering foster care within 12 months of reunification following a placement episode of 8 or more days decreased by 11.4% from 18.4% to 16.3%.

Timeliness of Permanence through Adoption or Guardianship

Between the baseline period (7/1/06-6/30/07) and the current reporting period (using the 12-month period of 1/1/12-12/31/12) (See Alameda County Year 6 Progress Report)

- The percentage of youth in the exit cohort exiting to adoption within 24 months increased by 3.8%, from 33.9% to 35.2%
- The percentage of youth in the exit cohort exiting to guardianship (all types) within 24 months increased by 1.5%, from 48.2% to 48.9%

PROBATION

Alameda County Probation Officers will be receiving additional data entry training on the CWS/CMS system for improved data integrity. This training is scheduled to occur in early 2014. ACPD will be providing all Juvenile Probation Officers training on the

Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP) Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13

completion of pre-placement case plans in January 2014. Additionally, revisions are being made to the case plan to consolidate sections specific to pre-placement and placement activities.

III. Waiver Extension Planning and Development

DCFS

DCFS is continuing to plan for the next waiver extension. In addition to the evaluation of current waiver strategies, DCFS and the WET is assessing what evidence based practices to implement during the next waiver phase. One of the target populations DCFS and Probation would like to focus on during the next waiver is cross-over youth, youth who have been touched by both child welfare & probation systems. During the reporting period, DCFS continues to work with Probation on developing a cross-over youth model, which includes attending workshops hosted by the Georgetown University Center for Juvenile Justice Reform.

Alameda County DCFS & Probation attended the County Convening, to plan for the waiver extension, hosted by CDSS and Casey Family Programs in October 2013.

DCFS has undertaken a strategic planning process, and is uniting goals and strategies under the department's strategic plan to the next waiver. Strategies under consideration for inclusion in the next waiver include:

- Improved identification and engagement of fathers & their families;
- Improving timely achievement of permanency for children who have lingered in care; and
- Implement trauma-informed practice.

PROBATION

In October 2013, the Waiver Executive Team, consisting of Children and Family Services, Probation leadership, and fiscal members met to begin discussing its planning steps with CDSS and CDSS Fiscal with the assistance of Casey Family Programs. The Planning Phase begins in January, 2014, with a structure outlined by the Waiver Executive Team. Through these monthly planning sessions, there will be a continued focus on waiver goals, including joint goals amongst Children and Family Services and the Probation Department.

Some of the joint agency/department strategies include implementation of the Crossover Youth Practice Model within the Juvenile Justice System. This model seeks to improve the system's response to dually involved youth and will address system improvements for a pilot target population defined as youth with active probation supervision (non-wardship) and an active dependency case. Additional efforts will be focused on improving youth and family engagement at key decision points within the Juvenile Justice System.

The Probation Department plans to implement practices relative to trauma informed care and positive youth development as part of a juvenile justice initiative, for whom

**Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)
Semi-Annual County Progress Report - Bridge Year Two, 7/1/13-12/31/13**

cross system youth are the target population. Other system improvement efforts are being discussed to include in the next year's waiver project.

IV. Fiscal Reporting & Project Listing

Please see the attached Fiscal Workbook & Project Listing.

V. Appendix

The following documents are provided in the appendix.

DCFS:

1. Waiver Executive Team Listing
2. Alameda County Waiver Dashboard Report, October 2013
3. Alameda County Waiver Goal Progress Report, Year 6
4. Evaluation Progress Status Report
5. Parent Advocate Evaluation Report
6. Paths 2 Success Evaluation Report
7. Alameda County Key Outcomes Presentation Tool, 2013 Quarter 3
8. Alameda County Fiscal Workbook
9. Alameda County Project Listing
10. Documents Submitted to the Alameda County Board of Supervisors:
 - a. Lab Corp of America
 - b. MISSEY Amendment
 - c. Georgetown University

PROBATION:

1. Request for Proposal for Transitional Aftercare Services