

County Welfare Charges to Waiver Code 701 for Project Year 5									
<i>*Actuals listed should correspond to those listed on the Investments worksheet tab</i>									
FUNDED PROGRAM - WAIVER STRATEGY	SFY 11/12 Actuals Quarter 1	Amount Claimed to Code 701	SFY 11/12 Actuals Quarter 2	Amount Claimed to Code 701	SFY 11/12 Actuals Quarter 3	Amount Claimed to Code 701	SFY 11/12 Estimated Quarter 4	Amount Estimated to be Claimed to Code 701	Claiming Notes/Comments
Another Road to Safety (ARS) - Front End CBO Contracts	\$ 337,944	\$ 337,944	\$ 432,761	\$ 432,761	\$ 546,532	\$ 546,532	\$ 337,602	\$ 337,602	
Paths to Success (P2S) Family Maintenance CBO Contracts	\$ 371,724	\$ 371,724	\$ 415,294	\$ 415,294	\$ 424,867	\$ 424,867	\$ 347,335	\$ 347,335	
Children's Hospital and Research Center Contract	\$ -	\$ -	\$ 119,456	\$ 119,456	\$ 54,572	\$ 54,572	\$ 58,472	\$ 58,472	
Voluntary Diversion Program	\$ 1,890	\$ 1,890	\$ 1,790	\$ 1,790	\$ 4,748	\$ 4,748	\$ 6,293	\$ 6,293	
Faith Initiative Contract	\$ 23,894	\$ 23,894	\$ 80,515	\$ 80,515	\$ 63,276	\$ 63,276	\$ 72,898	\$ 72,898	
Resource Parent Recruiter	\$ 31,995	\$ 31,995	\$ 30,725	\$ 30,725	\$ 36,667	\$ 36,667	\$ 36,667	\$ 36,667	
Additional County Counsel Staff Positions - 4 Attorneys, 1 Paralegal, and 1 Secretary	\$ -	\$ -	\$ 372,020	\$ 1,167,962	\$ -	\$ -	\$ 1,116,060	\$ 3,503,883	In FY 10-11, SSA submitted a notice to CDSS stating our intent to direct charge County Counsel costs rather than allocate them generically. The FY 11-12 total to be claimed to the Waiver for County Counsel including the pre-Waiver investment amount is \$4,671,845.
Parent Advocate Expansion/Parent Family Engagement (PEP)	\$ 78,552	\$ 78,552	\$ 205,984	\$ 205,984	\$ 318,148	\$ 318,148	\$ 255,252	\$ 255,252	
ACBHCS/WestCoast - Screening, Stabilization, and Transition (STAT) Services for Non-Medi-Cal Eligible Clients	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	
ACBHCS/Seneca - Mobile Crisis Intervention Response Team	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85,000	\$ 85,000	
Enhanced Kinship Support Services (KSSP) CBO Contracts	\$ 208,537	\$ 208,537	\$ 349,669	\$ 200,458	\$ 312,855	\$ 312,855	\$ 242,595	\$ 242,595	
Additional DCFS Staff Positions for 50 CW/W/9 CW Supervisors	\$ 902,500	\$ 902,500	\$ 593,750	\$ 593,750	\$ 190,000	\$ 190,000	\$ -	\$ -	
Youth Advisory Board Program - WestCoast Children's Clinic Contracted Services	\$ 73,479	\$ 73,479	\$ 315,486	\$ 315,486	\$ 219,395	\$ 219,395	\$ 303,050	\$ 303,050	
A Gathering Place - Family Visitation Ctr	\$ 5,988	\$ 5,988	\$ 25,455	\$ 25,455	\$ -	\$ -	\$ 714,203	\$ 714,203	
ACSSA Staffing for Research and Evaluation -3 Management Analysts	\$ 83,972	\$ 83,972	\$ 76,457	\$ 76,457	\$ 98,294	\$ 98,294	\$ 98,294	\$ 98,294	

SEED Program Staff Expansion - 2.0 Public Health Nurses and .5 PHN Supervisor	\$ 4,716	\$ 4,716	\$ 20,751	\$ 20,751	\$ 55,758	\$ 55,758	\$ 96,817	\$ 96,817	
ACBHCS/Lincoln Child Center - Project Permanence Wraparound Program Services	\$ -	\$ -	\$ -	\$ -	\$ 29,616	\$ 29,616	\$ 299,200	\$ 299,200	
ACSSA DCFS Medi-Cal Consultant Services	\$ 23,730	\$ 23,730	\$ 25,349	\$ 25,349	\$ 29,616	\$ 29,616	\$ 29,616	\$ 29,616	
Subsidized Child Care Option Independent Living Skills Program (ISLP) Expansion	\$ 161,910	\$ 161,910	\$ 142,196	\$ 142,196	\$ 194,652	\$ 194,652	\$ 263,668	\$ 263,668	
Additional Education Specialist - Beyond Emancipation Contract	\$ -	\$ -	\$ -	\$ -	\$ 42,762	\$ 42,762	\$ 16,811	\$ 16,811	
Additional ACOE Education Mentors	\$ -	\$ -	\$ 66,280	\$ 66,280	\$ 33,563	\$ 33,563	\$ 108,017	\$ 108,017	
Flexible Funding Pool - Discretionary Fund for Kinship Emergency Fund, ISLP, and CASA programs	\$ 68,214	\$ 68,214	\$ 70,507	\$ 70,507	\$ 90,722	\$ 90,722	\$ 79,334	\$ 79,334	
CASA Program Coordinator & Program Infrastructure	\$ -	\$ -	\$ 82,197	\$ 82,197	\$ 74,562	\$ 74,562	\$ 156,759	\$ 156,759	
Youth Parent Opportunities (Teen Program Program)	\$ 388,943	\$ 66,352	\$ 229,335	\$ 229,335	\$ 327,581	\$ 327,581	\$ 347,463	\$ 166,656	
Summer Youth Employment Program (SYEP)	\$ 1,370,876	\$ 1,370,876	\$ -	\$ -	\$ 44,760	\$ 44,760	\$ 632,184	\$ 632,184	
Family Finding - Clerical Staff and consultation services for FFE units.	\$ 98,560	\$ 98,560	\$ 90,795	\$ 90,795	\$ 40,732	\$ 40,732	\$ 99,545	\$ 99,545	
Team Decision Making (TDM)- American Indian Child Resource Center (AICRC)	\$ -	\$ -	\$ -	\$ -	\$ 12,855	\$ 12,855	\$ 18,124	\$ 18,124	
Post-Dependency Services Package	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,397	\$ 6,397	
Eligibility Program Specialist WestCoast Children's Clinic - Project 1959/AWOL Contract	\$ 27,087	\$ 27,087	\$ 25,288	\$ 25,288	\$ 33,282	\$ 33,282	\$ 33,282	\$ 33,282	
MISSEY Advocates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,842	\$ 45,842	
Child Welfare Case Study (Summer Research Associates)	\$ 33,574	\$ 33,574	\$ 21,652	\$ 21,652	\$ -	\$ -	\$ -	\$ -	
Employment Counselors in Linkages Program	\$ 160,000	\$ -	\$ 224,918	\$ 224,918	\$ -	\$ -	\$ 224,918	\$ -	
Additional 4 Specialist Clerks for Family Finding and 3 Transportation Workers	\$ 40,399	\$ 40,399	\$ 35,914	\$ 35,914	\$ 49,125	\$ 49,125	\$ 49,125	\$ 49,125	

High End Group Homes - Supplemental Payments	\$ 411,607	\$ 411,607	\$ 246,123	\$ 246,123	\$ 219,016	\$ 219,016	\$ 219,016	\$ 219,016	\$ 219,016
Abner Boles-Consultation & Cultural Competency	\$ 38,700	\$ 38,700	\$ 74,250	\$ 74,250	\$ 69,900	\$ 69,900	\$ 69,300	\$ 69,300	\$ 69,300
School Resource Officer	\$ -	\$ -	\$ -	\$ -	\$ 48,286	\$ 48,286	\$ 110,094	\$ 110,094	\$ 110,094
LGBTQ Services for foster youth	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Foster Youth Mentoring Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 5,228,029	\$ 4,745,438	\$ 4,501,686	\$ 5,148,417	\$ 4,120,714	\$ 3,895,796	\$ 7,138,503	\$ 9,120,601	\$ 9,120,601

Other Probation staff time and expenses	\$ 3,600,000	\$ -	\$ -	\$ 2,628,352	\$ 2,628,352	\$ 2,628,352				Other Probation staff time and expenses that is related to reduction of out-of-home placement, such as: Screening for Out-of-home Services (SOS) committee staff time not charged to Title IVE waiver already. Weekend Training Academy (WETA)		
Delinquency Prevention Network Contracts				\$ 1,854,176	\$ 1,854,176	\$ 1,854,176				The DPN is a specialized, non-profit entity that works with in-custody and non-custody youth described under section 601 and 602 of the welfare and institutions code. The community-based organization in the DPN coordinate with Probation, police, local school districts and one another to serve a specific population of Alameda County youth.		
DARRT Unit				\$ 464,916	\$ 464,916	\$ 464,916				With the DARRT unit, Probation Dept. will become a data-driven, evidence-based Department. To increase Probation efficiency through system evaluation and Maximize resources through continuous quality improvements.		
Mental Health Intensive Day Treatment				\$ 505,111	\$ 505,111	\$ 505,111				Staff in this unit are highly trained and adept at meeting the extensive needs associated with youth who are diagnosed with severe and pervasive mental health issues. These issues impact the youth's ability to adjust to social norms in family, educational, and community settings. Work with these youth is designed to reduce the reliance on the most intensive and most expensive out of home placement environments.		
Juvenile Services - Public Defender Staff				\$ 400,000	\$ 400,000	\$ 400,000				This funding for PD will support the work of reducing both the length and number of out-of-home placements for minors in the Juvenile Justice System. Improves permanency outcomes, timelines and allows PD attorneys to engage with children and their families in a more individualized manner than would be possible under a traditional services delivery model		
TOTAL	\$ 10,469,074	\$ -	\$ 470,497	\$ 393,856	\$ 6,906,164	\$ 7,770,517						

Probation Charges to Waiver Code 702 for Project Year 5

*Actuals listed should correspond to those listed on the Investments worksheet tab

FUNDED PROGRAM - WAIVER STRATEGY	SFY 11/12 Actuals Quarter 1	Amount Claimed to Code 702	SFY 11/12 Actuals Quarter 2	Amount Claimed to Code 702	SFY 10/11 Actuals Quarter 3	Amount Claimed to Code 702	SFY 11/12 Estimate Quarter 4	Amount Claimed to Code 702	Amount Claimed to Code 701	Total FY12 Amount Claimed to Code 702	Total FY12 Amount Claimed to Code 701	Claiming Notes/Comments
Family Preservation unit (FPU)	\$	\$ 470,497	\$ 470,497	\$ 393,856	\$ 393,856	\$ 518,654	\$ 518,654	\$ 518,654	\$	\$ 1,383,007	\$	
Justice Works							\$ 485,193	\$	\$ 485,193		\$ 485,193	
Emergency Family Support							\$ 49,762	\$	\$ 49,762		\$ 49,762	
Other Probation staff time and expenses							\$ 2,628,352	\$	\$ 2,628,352		\$ 2,628,352	
Delinquency Prevention Network Contracts							\$ 1,854,176	\$	\$ 1,854,176		\$ 1,854,176	
DARRT Unit							\$ 464,916	\$	\$ 464,916		\$ 464,916	
Juvenile Hall Unit 3							\$ 505,111	\$	\$ 505,111		\$ 505,111	
Juvenile Services - Public Defender Staff							\$ 400,000	\$	\$ 400,000		\$ 400,000	
**Note	Probation has access to \$12M in reinvestment funds in FY11-12. SSA has agreed to cover the County Share of those investments using the SSA sharing ratios. Probation investments under the \$12M umbrella will be claimed to code 701 (in order to use SSA's sharing ratios) but reported on the Probation tab.											
TOTAL	\$ -	\$ -	\$ 470,497	\$ 470,497	\$ 393,856	\$ 393,856	\$ 6,906,164	\$ 518,654	\$ 6,387,510	\$ 1,383,007	\$ 6,387,510	

Title IV-E Waiver Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12 Projected
Revenues					
Federal	\$13,791,494	\$14,569,869	\$15,610,537	\$16,423,368	\$18,440,161
State Assistance	\$4,413,263	\$3,456,369	\$3,260,940	\$4,129,086	\$5,486,743
State Administration	\$184,969	\$208,016	\$218,922	\$363,674	\$2,735,800
County	\$13,087,316	\$13,242,784	\$13,416,926	\$14,448,182	\$17,522,698
Sub Total	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,185,401

Expenditures					
Administration (Base)	\$18,496,857	\$20,801,624	\$21,892,081	\$22,729,622	\$22,996,857
Administration (Investments)					\$6,387,510
Assistance	\$12,980,185	\$10,675,414	\$10,615,244	\$12,634,688	\$14,801,034
Total Probation Department	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,185,401

Surplus/Deficit	\$0	\$0	\$0	\$0	\$0
Cumulative Surplus/Deficit	\$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)**
 One Expeditor and one Resource co-coordinator
 3 Evening reporting centers
 Family Group conferencing (FGC)
 Diversion Programs
Total Investments

Cumulative Available Reinvestment Funds	\$0	\$0	\$0	\$0	\$0
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To be covered by additional investment funds that will be allocated from the SSA available surplus

	\$260,000
	\$1,500,000
	\$500,000
	\$2,000,000
	\$4,260,000

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 row. 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.

Title IV-E Waiver Capped Allocation Expenditures

<u>Revenues</u>	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12 Projected
Federal	\$35,072,127	\$37,288,082	\$37,850,022	\$37,239,148	\$34,451,394
State Assistance	\$12,288,524	\$12,438,591	\$13,444,708	\$13,451,481	\$12,627,044
State Administration	\$22,429,164	\$23,372,996	\$22,052,469	\$22,145,989	\$20,550,341
County	\$31,698,693	\$30,332,984	\$29,795,374	\$29,252,996	\$27,263,312
Sub Total	\$101,488,508	\$103,432,653	\$103,142,573	\$102,089,614	\$94,892,090
<u>Expenditures</u>					
Administration	\$51,249,191	\$52,744,804	\$57,596,860	\$66,997,817	\$75,620,442
Assistance	\$41,696,248	\$37,126,232	\$31,340,342	\$28,220,261	\$26,635,099
Total Welfare Department	\$92,945,439	\$89,871,036	\$88,937,202	\$95,218,078	\$102,255,541
Surplus/Deficit	\$8,543,069	\$13,561,617	\$14,205,371	\$6,871,536	(\$7,363,451)
Cumulative Surplus/Deficit	\$8,543,069	\$22,104,686	\$36,310,058	\$43,181,593	\$35,818,142

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

LGBTQ foster youth expanded services	\$273,845
Youth Employment program expansion	\$8,473,624
Rapid housing program for reunifying families	\$850,000
Mentoring program	\$460,800
Youth Radio	\$1,300,000
Foster Care Hotline	\$650,000
Total Planned New Investment Expenditures	\$12,008,269
Cumulative Available Reinvestment Funds	\$43,181,593
	\$36,310,058
	\$22,104,686
	\$8,543,069

Data Extracted from CWS/CMS Dynamic Reporting System Key Outcomes Presentation Tool, 2012 Q1

1. Children in Child Welfare Supervised Foster Care

Interval												Point in Time		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007	Time 2: 2012	% Change
Apr 1	4,204	3,878	3,418	3,017	2,797	2,557	2,374	2,181	1,893	1,682	1,515			-40.8%
California	92,353	87,714	83,052	79,894	77,489	75,816	70,185	63,870	58,508	56,964	55,394			-26.9%

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

Interval												Point in Time		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007	Time 2: 2012	% Change
Alameda	487	462	465	391	432	503	507	463	445	391	316			-37.2%
Post-Placement	411	330	312	259	246	242	254	246	239	188	192			-20.7%
FM Total	898	792	777	650	678	745	761	709	684	579	508			-31.8%
California	18,532	17,791	17,271	17,912	18,202	18,837	18,724	15,991	15,373	17,899	17,987			-4.5%
Post-Placement	11,060	10,993	10,785	10,755	10,947	11,721	12,292	11,668	10,550	9,899	9,451			-19.4%
FM Total	29,592	28,784	28,056	28,667	29,149	30,558	31,016	27,659	25,923	27,798	27,438			-10.2%

3A. Child Welfare Caseload: Number of Children served in Family Maintenance and Child Welfare Supervised Foster Care

Interval												Point in Time		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007	Time 2: 2011	% Change
Alameda	5,102	4,670	4,195	3,667	3,475	3,302	3,135	2,890	2,577	2,261	2,023			-38.7%
California	121,945	116,498	111,108	108,561	106,638	106,374	101,201	91,529	84,431	84,762	82,832			-22.1%

3B. Percentage of caseload served by Pre-Placement FM

Interval												Point in Time		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007	Time 2: 2011	% Change
Alameda	9.5%	9.9%	11.1%	10.7%	12.4%	15.2%	16.2%	16.0%	17.3%	17.3%	15.6%			2.5%
California	15.2%	15.3%	15.5%	16.5%	17.1%	17.7%	18.5%	17.5%	18.2%	21.1%	21.7%			22.6%

3C. Percentage of caseload served in Family Maintenance

Interval Oct 1	Point in Time											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007 Time 2: 2011 % Change
Alameda	17.6%	17.0%	18.5%	17.7%	19.5%	22.6%	24.3%	24.5%	26.5%	25.6%	25.1%	11.3%
California	24.3%	24.7%	25.3%	26.4%	27.3%	28.7%	30.6%	30.2%	30.7%	32.8%	33.1%	15.3%

4. Children Entering and Exiting Child Welfare Supervised Foster Care

Interval Apr 1-Mar 31	Yr. Ending*											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Time 1: 2007 Time 2: 2012 % Change
Alameda	1105	970	937	948	906	853	793	752	604	585	534	-37.4%
California	1367	1297	1391	1334	1153	1120	1009	984	903	787	720	-35.7%
Entries	32191	31552	31382	31877	32954	33475	31013	29209	27858	28261	26280	-21.5%
Exits	37278	36584	36510	35479	35907	35519	36787	35757	33591	30076	28458	-19.9%

**5. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months
For Exits to Reunification from Child Welfare Supervised Foster Care**

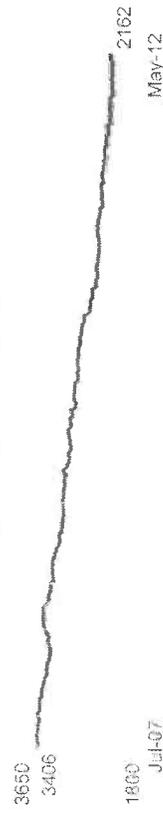
Interval Apr 1-Mar 31	Yr. Ending*											
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Time 1: 2007 Time 2: 2011 % Change
Alameda	16.3	15.1	19.3	16.9	16.9	21.5	18.4	21.4	17.4	15.9	13.6	-26.1%
California	10.1	11.5	11.6	11.5	12.6	12.8	12.3	11.3	12.1	11.8	11.8	-4.1%

Alameda County Title IV-E Waiver Dashboard

Updated June 25, 2012

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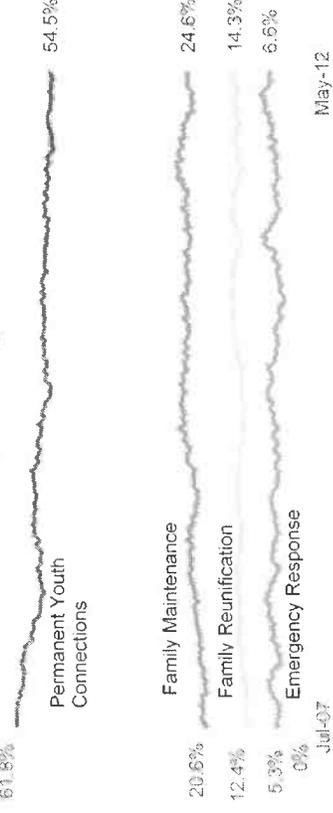
Weekly point-in-time caseload



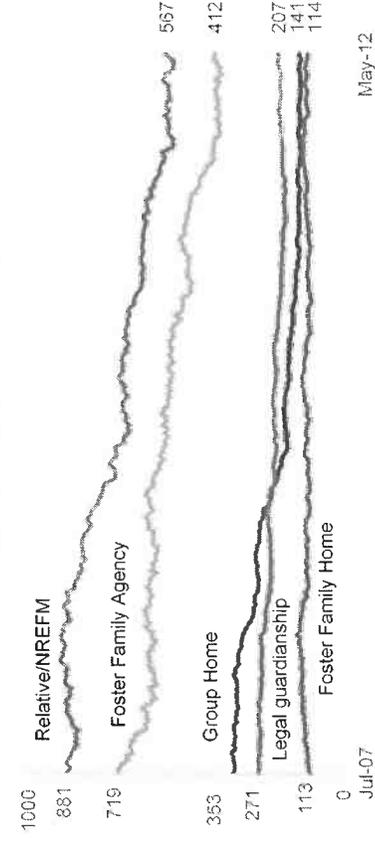
Weekly point-in-time foster care placements



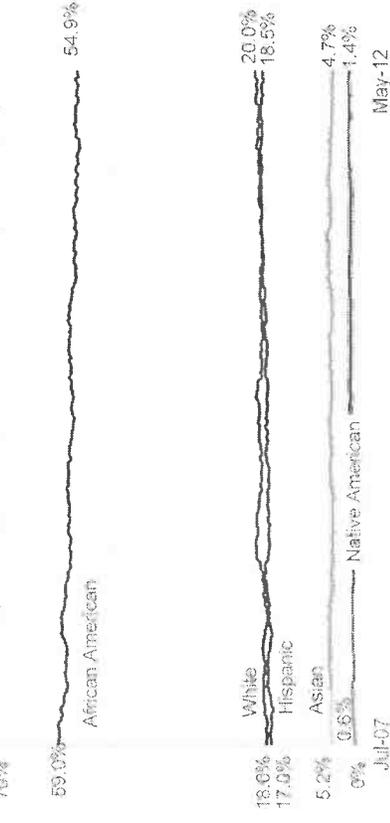
Weekly point-in-time caseload by service component (percentage)



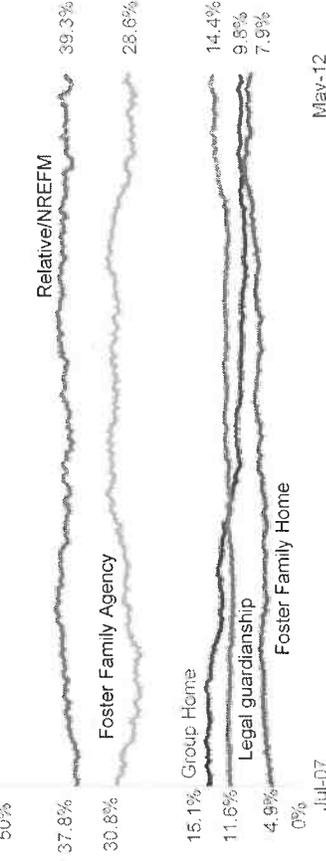
Weekly point-in-time placements by type (number)



Weekly point-in-time caseload by ethnicity (percentage)



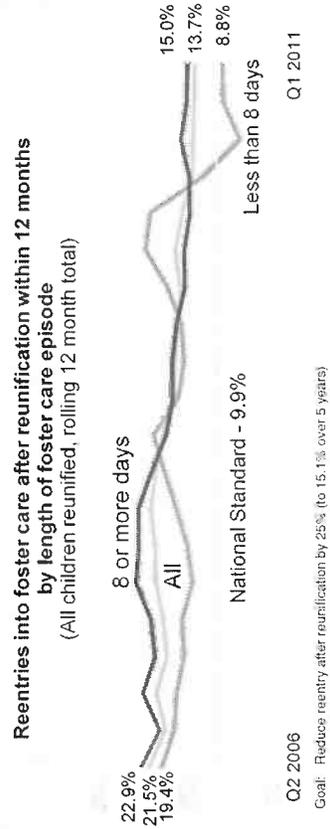
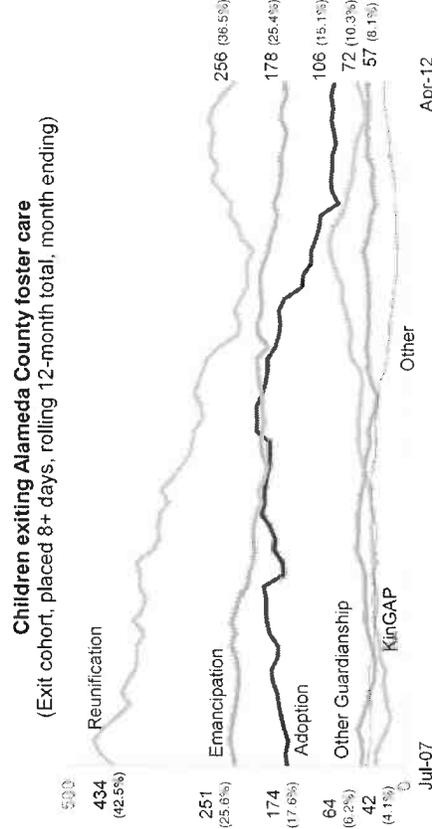
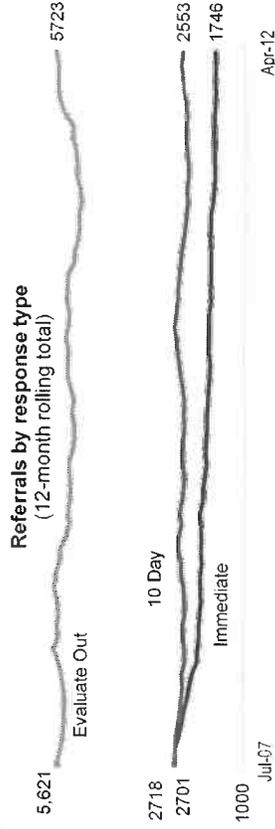
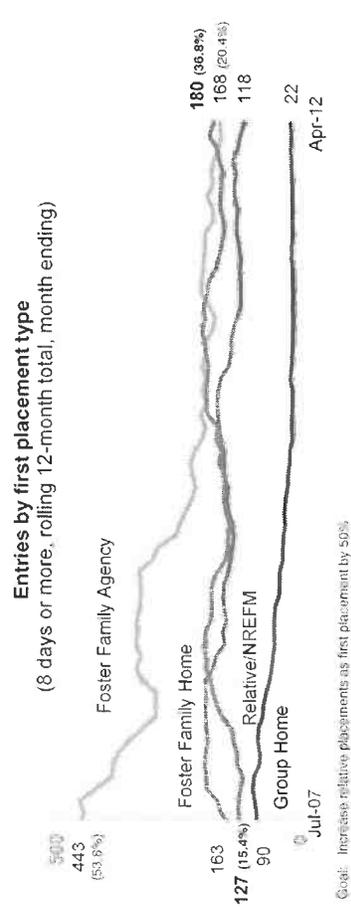
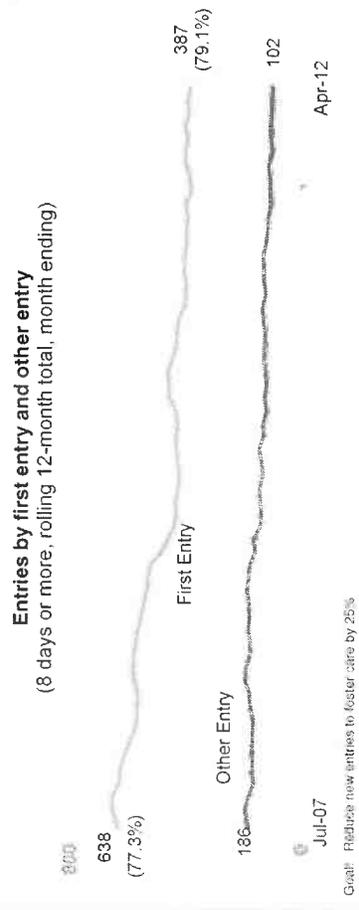
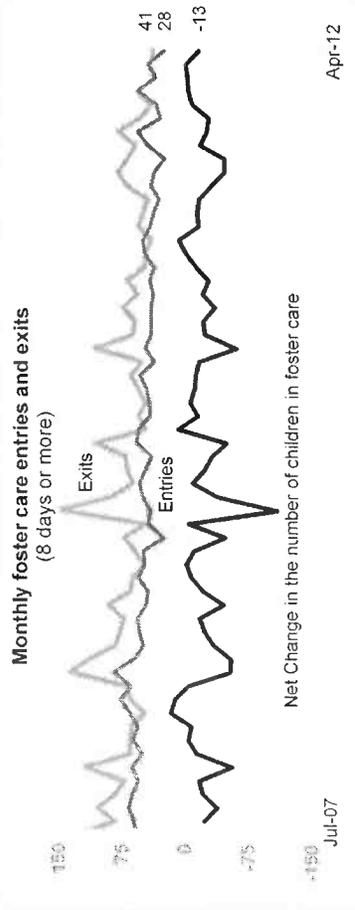
Weekly point-in-time placements by type (percentage)



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 June 25, 2012



Alameda County Title IV-E Waiver Dashboard

Updated June 25, 2012

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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 May 28, 2012

Caseload (number)

- ↓ 36.5% decline in total child welfare cases.

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

- ↓ 11.8% decline in percentage of children with a PYC case
- ↑ 19.4% increase in the percentage of children with an FM case
- ↑ 15.3% increase in the percentage of children with an FR case

Children in out-of-home placement (number)

- ↓ Decreased by 38.2%

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

- ↑ With relatives increased by 4%
- ↑ In county foster homes increased by 71.7%
- ↓ In group homes declined by 35.1%

Referrals

- ↓ Referrals requiring an immediate response have declined by 35.8%

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

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

- ↓ Foster care exits and entries were equal, and 39.8% 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 46.3%

Reentries within 12 months of reunification (compared to 12 month period ending March 2011)

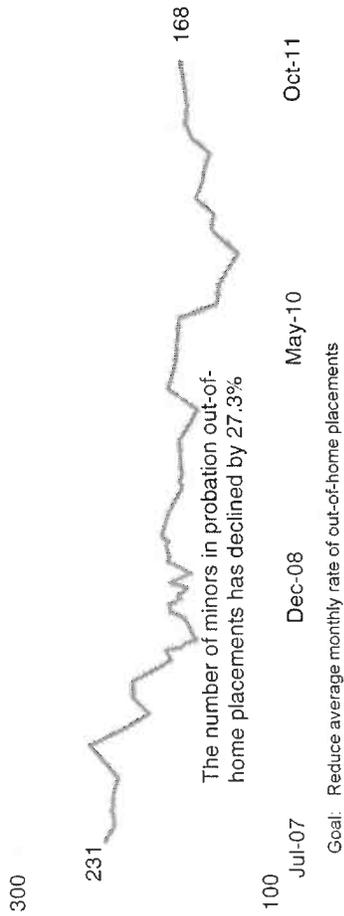
- ↓ After a placement episode of 8 or more days, the percentage of children reentering foster care after reunification has decreased by 29.6%

Source Data: Reentry chart: SafeMeasures 6/1/12 extract; all others: CWS/CMS 6/22/12 extract

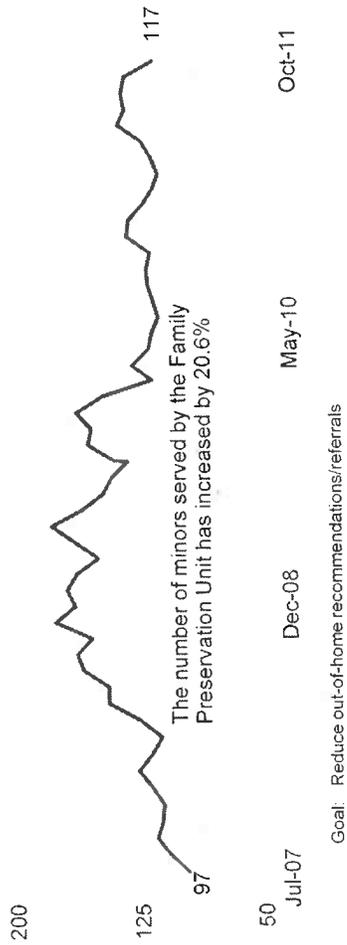
Alameda County Title IV-E Waiver Dashboard

Updated December 29, 2011

Point-in-time Probation Foster Care Placements through 10/15/2011



Monthly Point-in-time Probation Family Preservation Unit caseload

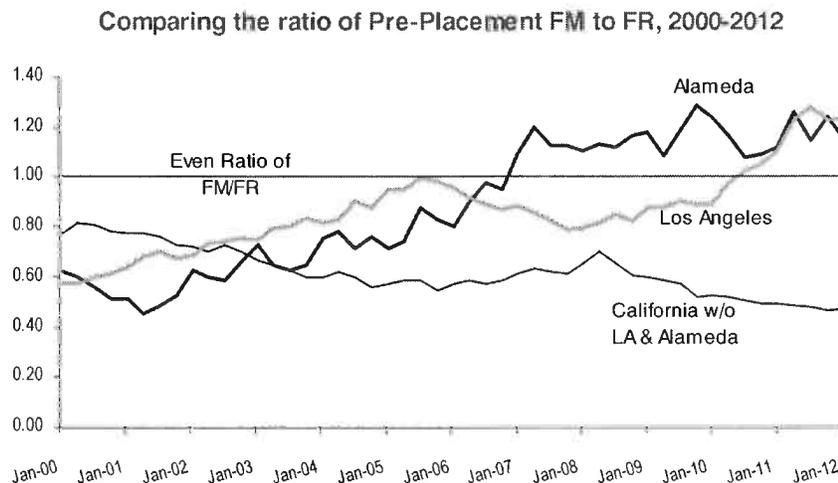


Using a ratio of Pre-Placement Family Maintenance to Family Reunification as a performance measure for the Title IV-E Waiver counties

Prepared by Tom Clancy, MSW
Program Evaluation & Research, Updated March 30, 2012

Providing services for children in-home as opposed to placing them in foster care has been a major goal of recent child welfare systems reforms –particularly the Annie E. Casey Foundation Family to Family Initiative. It's a goal that has not received adequate attention due in part to the fact that the federal outcomes don't include any measure of in-home services, let alone a measure that compares the numbers served in-home versus out-of-home. In California, one convenient measure¹ of system performance in this area is readily available: the ratio of children in pre-placement Family Maintenance (FM) to Family Reunification (FR). Pre-placement FM is the most suitable measure (rather than total FM) because it represents in-home services received in lieu of removal to foster care².

This FM/FR ratio provides an important indicator of how entries are being prioritized at the point of case-opening in a child welfare system. And, it's a very defensible measure if the system is using appropriate decision making and assessment tools at intake and the shift to FM from FR has not resulted in increased rates of reentry. Alameda data shows all of these positive patterns. This combination of factors points to a system that is making efficient use of resources to serve children in a family-friendly and less disruptive manner.



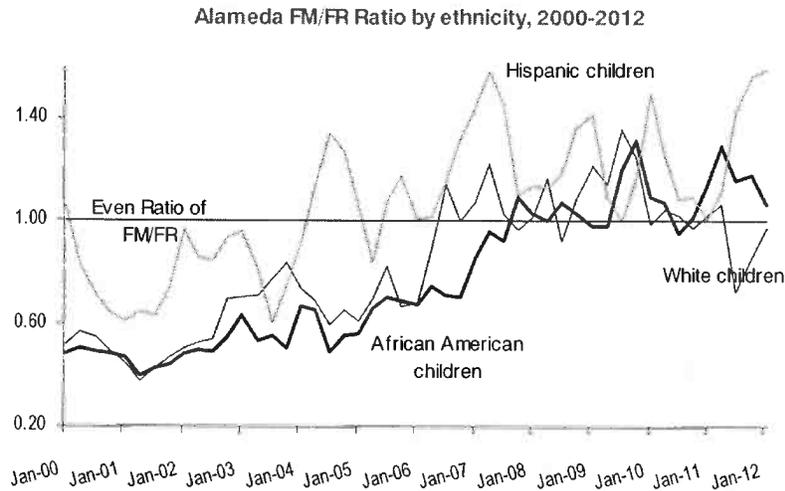
Alameda and LA have achieved a steady increase in this FM/FR ratio in recent years, serving more children in-home as a first option rather than removing them from families. Alameda's ratio rises above one (the tipping point where more children are getting initial FM rather than FR) in 2007. The ratio in Los Angeles County has been above one since late 2009. The state's FM/FR ratio overall (without LA and Alameda) is declining, down to 0.46 in October 2011, meaning that more than twice as many children are served out-of-home compared to in-home. Only two other large counties (San Francisco and Santa

¹ Data for this analysis is drawn from the CWS/CMS Archive at the Child Welfare Resource Center at UC Berkeley. All the quarterly data points extracted from the Caseload Point-in-Time report by Service Component were used to analyze trends over time.

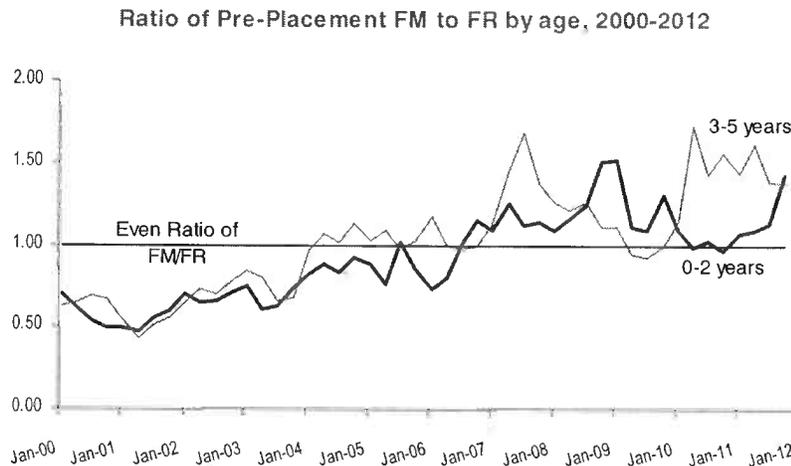
² Family Maintenance case services provided after services in Family Reunification and/or Permanent Placement during the same case opening are classed as Post-Placement Family Maintenance case services. Otherwise Family Maintenance case services are classed as Pre-Placement Family Maintenance services.

Clara) have a similar pattern with this FM/FR ratio for data points in 2011. This is compelling evidence for a significant practice shift unique to the Waiver counties.

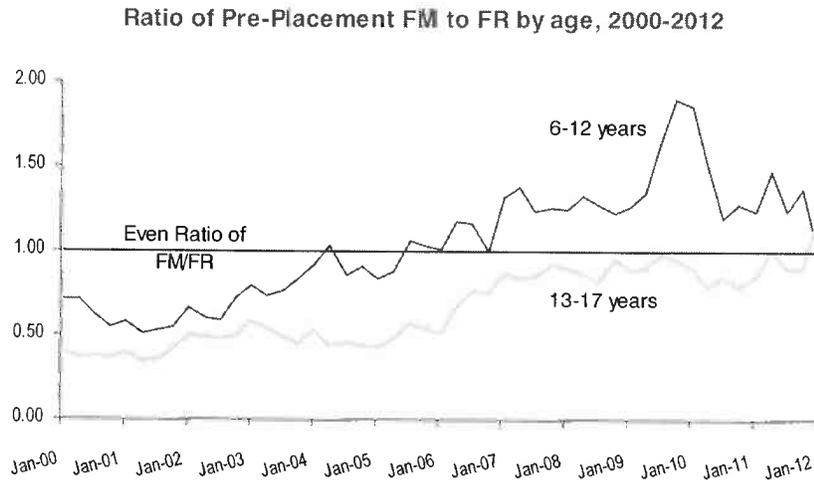
This measure is sufficiently sensitive to reflect important shifts by ethnicity and age. In Alameda, African American children have been more likely to receive in-home services since the Waiver began. The in-home versus out-of-home decision was weighted more towards foster care for African American children before the Waiver timeframe. The change is similar for Hispanic children although they consistently receive in-home services more than foster care. For White children, this FM/FR ratio has declined recently which may be linked to older youth entering care for reasons of parent-child conflict.



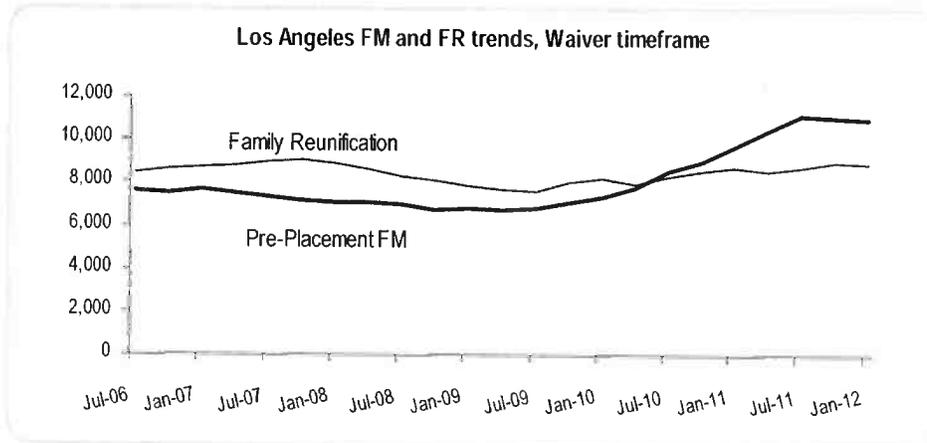
In Alameda, effects by age can also be seen. Younger children are more likely to be served in-home since the start of the Waiver with 0-2 years (the most vulnerable group) staying closer to the break even point for the FM/FR ratio.



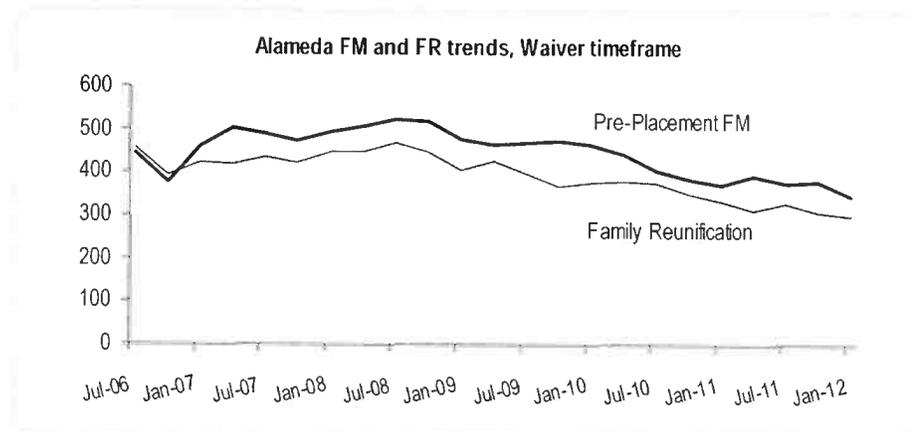
The same pattern holds true for school-age children while older youth are more likely to be placed in foster care but slightly less so than in the pre-Waiver period.



The change in Los Angeles DCFS is driven by a decline in FR early in the Waiver timeframe and large increases in pre-placement FM since late 2009. Los Angeles data shows a 17% increase in the number of “voluntary” FM cases since the start of the Waiver.



Alameda’s FM/FR change began just before the Waiver but has been maintained even as the number of children in each program area continues to decline. One factor in this is the increase in the percent of Alameda’s informal (“voluntary”) FM cases which has gone from 25% of all pre-placement FM cases to 42% during the Waiver timeframe.



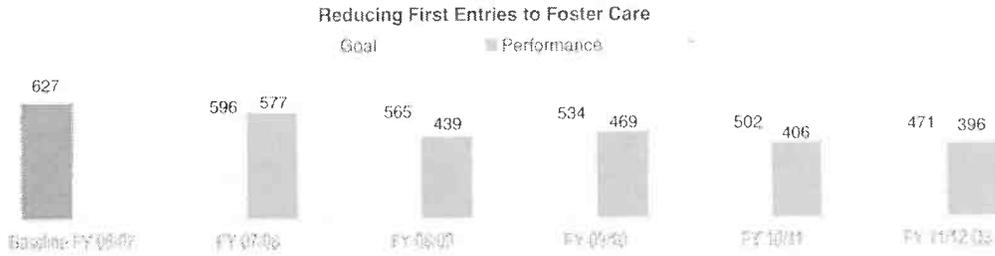
Conclusion

This Pre-placement FM to FR ratio as a new measure of county Child Welfare performance has many positive features. It makes good sense from a child welfare policy and practice perspective. It is readily available in the data for every county and the state, intuitively understandable, and baseline performance and progress can be easily calculated. If counties are making appropriate use of research-based decision making and assessment tools at intake, this is a fair measure of service prioritization decisions. And, if the shift to FM from FR has not produced increased rates of reentry or further substantiated reports of maltreatment, it is a defensible and valuable measure.

Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 5, Quarter 3

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 11/12 Q3 396 first entries in the 12-month period ending March 2012



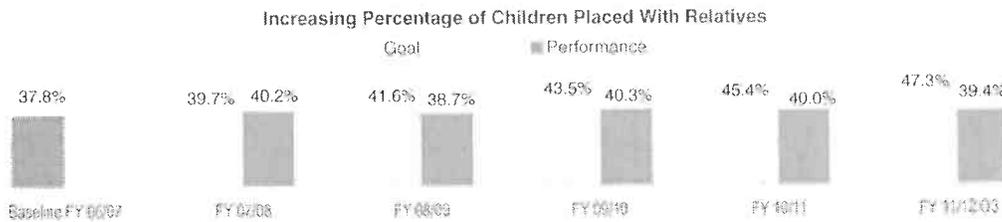
Increase relative placements as first placements by 50% over the next five years

Baseline 123 first placements with relatives in FY 06/07
 Goal 185 first placements with relatives in FY 11/12
 FY 11/12 Q3 188 first placements with relatives in the 12-month period ending September 2011



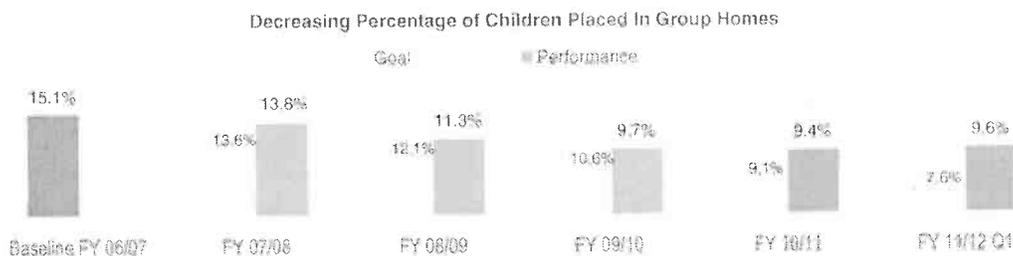
Increase percentage of children in relative placements *at any given time* by 25% over the next five years

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 11/12 Q3 39.4% of children in relative placement on March 5, 2012



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 11/12 Q3 9.6% of children in group home placement on March 5, 2012



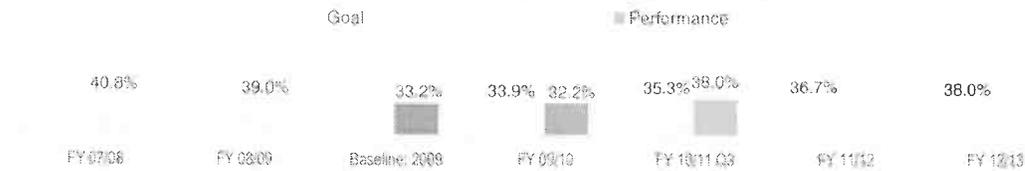
Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 5, Quarter 3

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
FY 10/11 Q3	38.0% of children who entered April 2010 - March 2011 for the first time exited to reunification within 12 months

Increasing Percentage of Children Reunified 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
FY 10/11 Q3	15.0% of children reunified April 2010 - March 2011 reentered foster care within 12 months

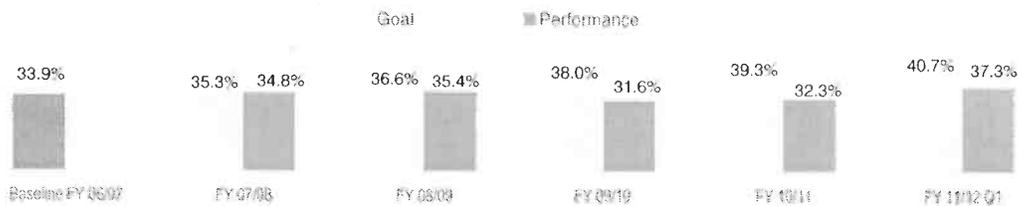
Decreasing Percentage of Children who Reenter Within 12 months of Reunification



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 11/12 Q3	37.3% of children who were adopted in the 12 months ending March 2012 exited foster care within 24 months

Increasing Percentage of Children Adopted 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 11/12 Q3	38.0% of children who exited to guardianship in the 12 months ending March 2012 exited foster care within 24 months

Increasing Percentage of Children With Exits to Guardianship Within 24 Months



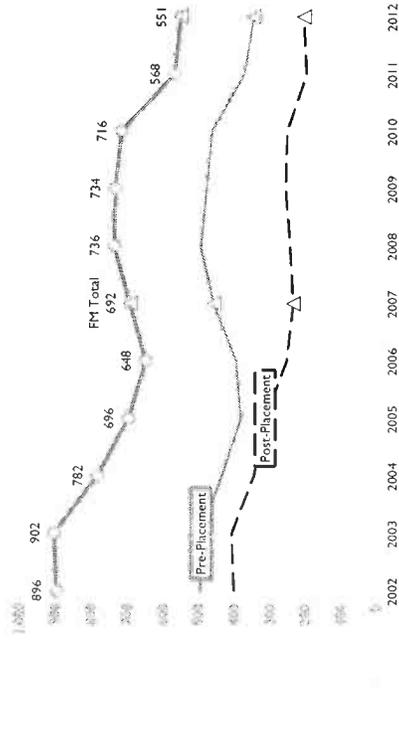
Increase the percent of youth who exit foster care with support services by 50% over the next 5 years

Baseline	to be determined
Goal	to be determined

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

Interval	Jan 1	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Point in Time	% Change
Alameda	Pre-Placement	495	494	436	382	395	458	494	479	464	372	347	2007	-24.2%
	Post-Placement	401	408	346	314	253	234	242	255	252	196	204	2012	-12.8%
	FM Total	896	902	782	696	648	692	736	734	716	568	551		-20.4%
California	Pre-Placement	18,674	17,912	16,691	17,028	17,989	18,567	18,486	16,279	15,109	17,060	18,295	2007	-1.5%
	Post-Placement	11,156	11,199	10,930	11,277	10,979	11,786	12,565	12,001	10,988	9,850	9,672	2012	-17.9%
	FM Total	29,830	29,111	27,621	28,305	28,968	30,353	31,051	28,280	26,097	26,910	27,967		-7.9%

Alameda: Children Served in Family Maintenance



California: Children Served in Family Maintenance

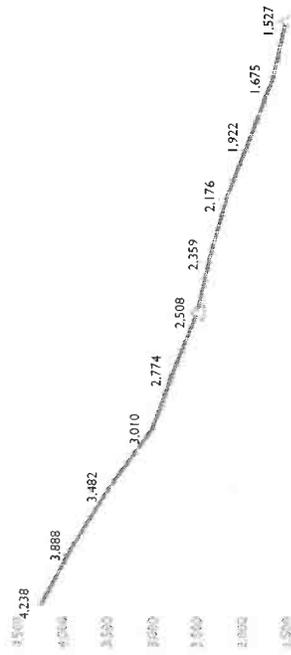


Note: Family Maintenance case services provided after Family Reunification and/or Permanent Placement case services that were provided during the same case opening are classified as Post-Placement Family Maintenance case services. Otherwise Family Maintenance case services are classified as Pre-Placement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

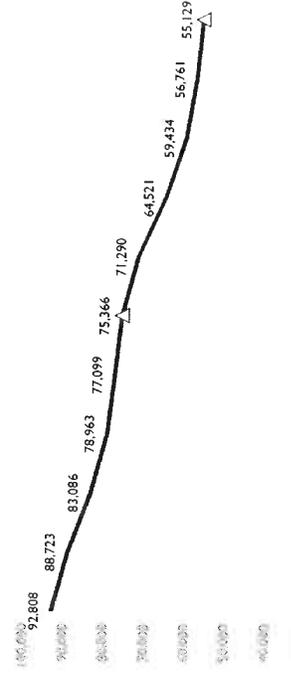
2. Children in Child Welfare Supervised Foster Care

Interval	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Point in Time
Jan 1												2007
												2012
												% Change
Alameda	4,238	3,888	3,482	3,010	2,774	2,508	2,359	2,176	1,922	1,675	1,527	-39.1%
California	92,808	88,723	83,086	78,963	77,099	75,366	71,290	64,521	59,434	56,761	55,129	-28.9%

Alameda Children in Foster Care



California Children in Foster Care

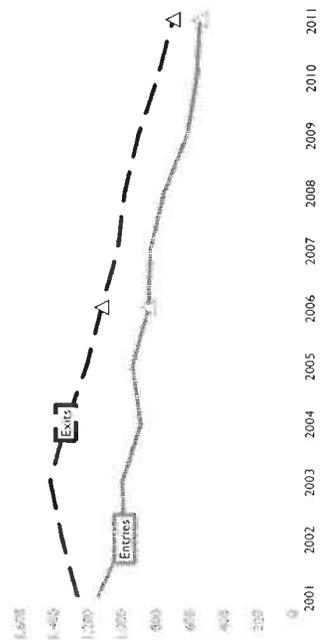


Notes: These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). These data do not include children who are in voluntary foster care. See endnotes for additional information.
http://ssri.berkeley.edu/uch_childwelfare/PFI.aspx

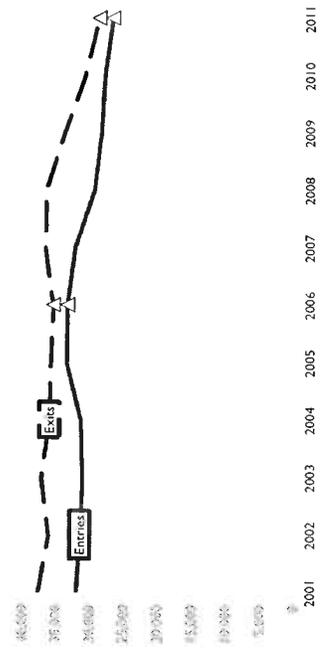
3. Children Entering and Exiting Child Welfare Supervised Foster Care

Interval	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Yr. Ending*
Alameda												
Entries	1,139	985	997	892	940	850	839	762	628	574	556	-34.6%
Exits	1,260	1,351	1,421	1,333	1,209	1,124	1,030	991	914	802	713	-36.6%
California												
Entries	31,953	31,453	31,034	31,303	33,384	33,294	32,197	29,313	28,263	27,773	26,609	-20.1%
Exits	37,588	36,072	37,131	35,977	35,738	35,416	36,562	36,435	33,778	30,705	28,648	-19.1%

Alameda: Children Entering and Exiting Foster Care



California: Children Entering and Exiting Foster Care

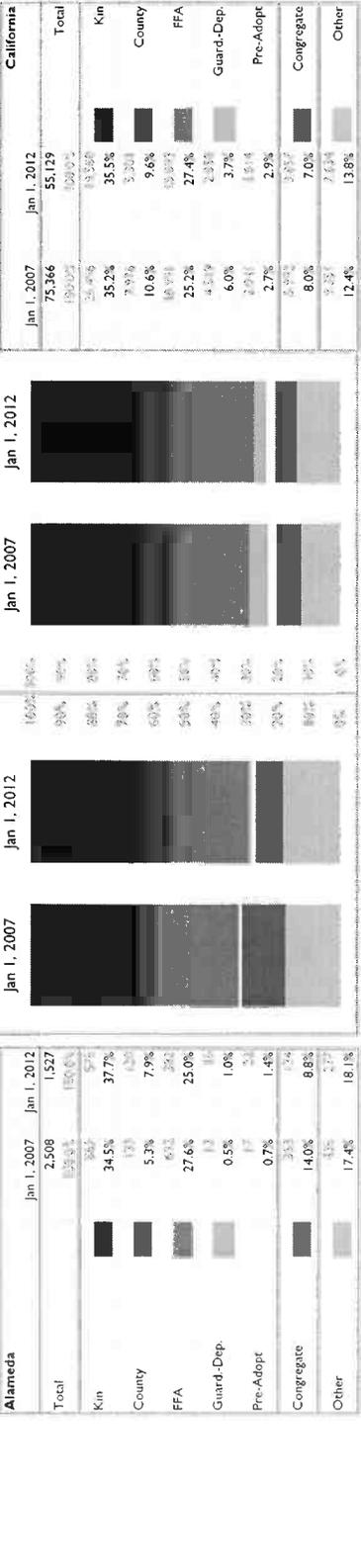


Notes: Data are limited to children in foster care for eight days or more. Children entering or exiting care more than once during the period are counted once. These data include child-welfare-supervised foster children (and exclude those supervised by probation and other agencies). An exit is defined 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://csr.berkeley.edu/ueb_childwelfare/Entries.aspx for Entries
http://csr.berkeley.edu/ueb_childwelfare/Exits.aspx for Exits

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

Interval	Jan 1	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	% Change
Alameda													
Kin	1,571	1,428	1,235	1,027	978	865	874	835	719	644	576	-33.4%	
County	469	362	246	177	148	133	143	123	129	122	120	-9.8%	
FFA	1,000	940	922	838	762	692	586	558	525	476	382	-44.8%	
Guardian-Dep.	61	53	37	28	20	13	13	14	15	13	16	23.1%	
Pre-Adopt	88	99	54	35	15	17	28	45	37	12	22	29.4%	
Congregate Care	478	466	456	426	371	352	331	268	182	137	134	-61.9%	
Other	571	540	532	479	480	436	384	333	315	271	277	-36.5%	
Total	4,238	3,888	3,482	3,010	2,774	2,508	2,359	2,176	1,922	1,675	1,527	-39.1%	
California													
Kin	31,933	29,133	27,242	26,109	26,768	26,496	25,331	21,579	19,210	19,065	19,580	-26.1%	
County	13,686	12,443	11,297	9,801	8,775	7,976	7,087	6,367	5,413	5,552	5,301	-33.5%	
FFA	18,957	19,437	18,894	18,397	18,571	18,991	18,426	17,677	17,439	16,498	15,093	-20.5%	
Guardian-Dep.	5,298	5,443	5,075	4,946	4,817	4,519	4,133	3,587	3,074	2,470	2,050	-54.6%	
Pre-Adopt	2,516	2,734	1,955	2,052	1,928	2,041	2,070	2,178	1,981	1,452	1,614	-20.9%	
Congregate Care	7,307	7,313	7,155	6,910	6,566	5,992	5,413	4,612	3,963	3,933	3,857	-35.6%	
Other	13,110	12,220	11,468	10,748	9,674	9,351	8,820	8,521	8,154	7,791	7,634	-18.4%	
Total	92,807	88,723	83,086	78,963	77,099	75,366	71,290	64,521	59,434	56,781	55,129	-28.9%	



See endnotes for additional information.

Please see important note regarding population data.

Interval	Jul 1	Number of Children in the Population (For Children Ages 0-17)										Time 1: Time 2:	2004 % Change	
		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010			2011
Alameda														
Please see important note regarding population data.														
Black		58,808	57,503	55,758	53,837	51,835	49,850	47,999	46,053	46,053	40,932	40,932	40,932	-14.5%
White		111,917	109,164	105,499	101,763	97,671	94,354	91,734	89,471	89,471	77,673	77,673	77,673	-12.1%
Hispanic		96,359	99,177	101,731	104,159	106,434	109,073	112,126	115,043	115,043	108,716	108,716	108,716	10.4%
Asian / P.I.		75,822	77,690	79,253	80,868	82,306	83,780	85,413	87,946	87,946	85,911	85,911	85,911	8.8%
Native American		1,285	1,267	1,243	1,227	1,192	1,155	1,139	1,118	1,118	848	848	848	-8.8%
Total		344,191	344,801	343,484	341,854	339,438	338,212	338,411	339,631	339,631	314,080	314,080	314,080	-0.7%
California														
Please see important note regarding population data.														
Black		663,611	656,715	647,890	636,016	622,096	605,462	587,740	568,050	568,050	523,525	523,525	523,525	-10.7%
White		3,300,844	3,261,669	3,219,605	3,164,591	3,097,121	3,018,258	2,936,392	2,852,697	2,852,697	2,546,395	2,546,395	2,546,395	-9.9%
Hispanic		4,299,340	4,462,853	4,616,346	4,743,361	4,842,778	4,905,756	4,952,074	4,998,218	4,998,218	4,756,220	4,756,220	4,756,220	5.4%
Asian / P.I.		931,460	945,957	961,496	975,879	988,740	997,279	1,006,986	1,019,056	1,019,056	998,166	998,166	998,166	4.4%
Native American		49,944	49,029	48,548	47,786	46,444	44,872	43,307	41,737	41,737	37,230	37,230	37,230	-12.7%
Total		9,245,199	9,376,223	9,493,885	9,567,633	9,597,179	9,571,627	9,526,499	9,479,758	9,479,758	8,861,536	8,861,536	8,861,536	-0.9%

Please see important note regarding population data.

Interval	Jul 1	Number of Children in Child Welfare Supervised Foster Care (For Children Ages 0-17)										Time 1: Time 2:	2004 % Change	
		2001	2002	2003	2004	2005	2006	2007	2008	2009	2010			2011
Alameda														
Please see important note regarding population data.														
Black		3,009	2,789	2,415	2,132	1,864	1,663	1,499	1,374	1,144	1,011	865	865	-46.3%
White		646	557	464	454	414	352	349	320	264	255	256	256	-41.9%
Hispanic		498	492	503	404	406	417	408	424	373	334	280	280	-7.7%
Asian / P.I.		100	84	84	83	85	78	78	92	72	62	62	62	-13.3%
Native American		24	23	28	17	23	21	20	15	23	15	18	18	35.3%
Total		4,277	3,945	3,494	3,090	2,792	2,531	2,354	2,225	1,876	1,677	1,481	1,481	-39.3%
California														
Please see important note regarding population data.														
Black		31,967	29,195	26,744	24,281	22,223	20,561	18,968	17,084	15,287	13,756	12,822	12,822	-37.0%
White		25,103	23,900	22,352	21,109	20,076	18,993	17,989	15,775	14,260	13,491	13,463	13,463	-32.4%
Hispanic		33,291	32,519	32,117	31,151	31,723	32,046	32,648	29,966	27,473	25,498	25,159	25,159	-11.8%
Asian / P.I.		1,816	1,805	1,668	1,616	1,710	1,711	1,765	1,717	1,597	1,448	1,326	1,326	-1.2%
Native American		1,082	1,004	937	922	922	989	956	859	760	782	808	808	-17.8%
Total		93,259	88,423	83,818	79,079	76,654	74,300	72,326	65,401	59,377	54,975	53,578	53,578	-24.9%

http://csrj.berkeley.edu/web_childwelfare/InCareRates.aspx for In Care Rates
http://csrj.berkeley.edu/web_childwelfare/DisparityIndices.aspx for Disparity Indices

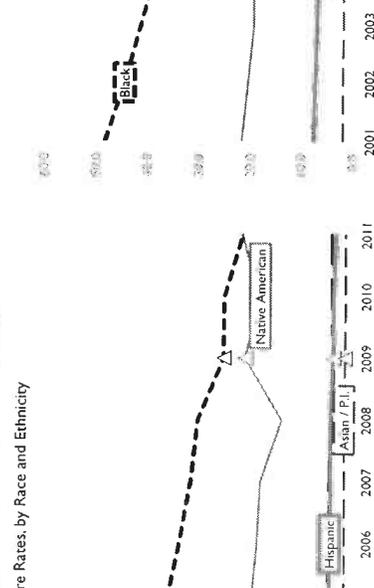
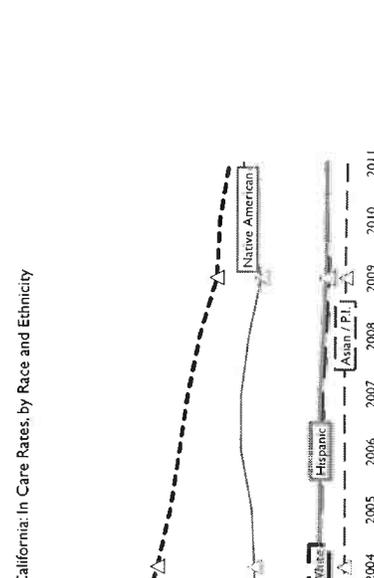
5. (cont'd) In Care Rates, by Race and Ethnicity
 Number of Children in Child Welfare Supervised Foster Care per 1,000 Children in the Population (For Children Ages 0-17)

Please see important note regarding population data.

Internal Jul 1	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2004	2009
Alameda													
Black	51.2	48.5	43.3	39.6	36.0	33.4	31.2	29.8	24.8	24.7	21.1		
White	5.8	5.1	4.4	4.5	4.2	3.7	3.8	3.6	3.0	3.3	3.3		
Hispanic	5.2	5.0	4.9	3.9	3.8	3.8	3.6	3.7	3.2	3.1	2.6		
Asian / P.I.	1.3	1.1	1.1	1.0	1.0	0.9	0.9	1.0	0.8	0.7	0.7		
Native American	18.7	18.2	22.5	13.3	19.3	18.2	17.6	13.4	20.6	17.7	21.2		
California													
Black	48.2	44.5	41.3	38.2	35.7	34.0	32.3	30.1	26.9	26.3	24.5		
White	7.6	7.3	6.9	6.7	6.5	6.3	6.1	5.5	5.0	5.3	5.3		
Hispanic	7.7	7.3	7.0	6.6	6.6	6.5	6.6	6.0	5.5	5.4	5.3		
Asian / P.I.	1.9	1.9	1.7	1.7	1.7	1.7	1.8	1.7	1.6	1.5	1.3		
Native American	21.7	20.5	19.3	19.3	19.9	22.0	22.1	20.6	18.2	21.0	21.7		

Please see important note regarding population data.

Time 1:	Time 2:	2004	2009
			% Change
			-37.4%
			-33.3%
			-17.9%
			-20.0%
			48.2%



http://csr.berkeley.edu/uch_childwelfare/careRates.aspx for In Care Rates
http://csr.berkeley.edu/uch_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	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Yr. Ending*
Alameda	7.0	7.5	6.5	7.6	5.3	6.1	6.0	6.2	8.9	7.1	8.9	45.9%
California	9.7	9.0	9.2	8.7	8.4	7.9	7.9	8.5	8.1	8.5	8.6	8.9%

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.

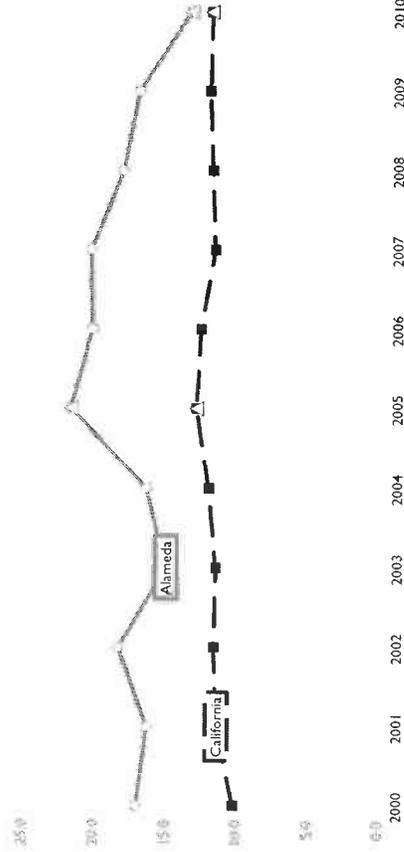
*Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.

http://csw.berkeley.edu/lr/cwb_childwelfare.cfm?asp

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	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Alameda	17.0	16.3	18.3	15.0	16.4	21.7	20.2	20.3	18.1	17.0	13.4
California	10.2	11.4	11.6	11.5	12.0	12.9	12.6	11.6	11.8	12.0	11.9
Yr. Ending* Time 1: 2005 Time 2: 2010 % Change -38.2% -7.8%											

Alameda and California: Percent Reentering in Less than Twelve Months

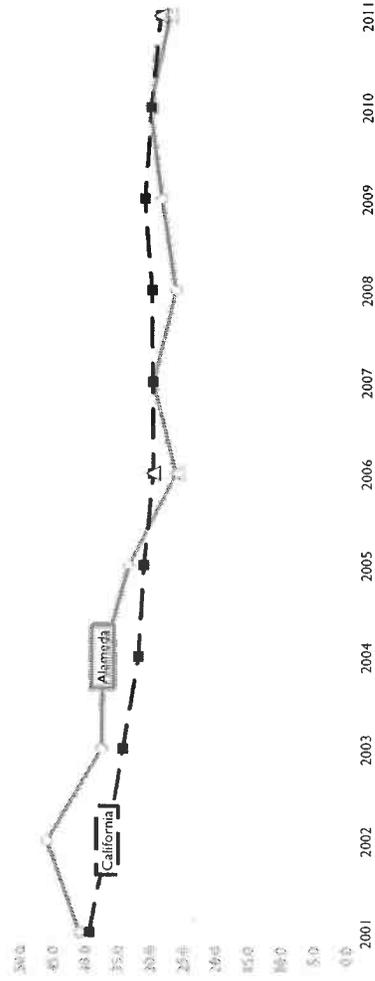


Note: An exit to reunification may or may not correspond with termination of jurisdiction. Exits to reunification remain as open court cases if families are receiving court ordered post-placement family maintenance services. See endnotes for additional information.
 *Listed years represent end year of interval. For example, interval Jul 1-Jun 30 and year 2006 represents data from Jul 1, 2005-Jun 30, 2006.
http://cssr.berkeley.edu/acb_childwelfare-clm4.aspx

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

Interval	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Yr. Ending*
Jan 1-Dec 31	40.9	46.0	37.6	37.5	33.5	26.3	29.8	26.4	28.6	30.5	27.5	2011
Alameda	39.4	36.7	34.3	32.0	31.2	29.8	29.9	30.1	31.2	30.3	28.9	% Change
California												4.6%
												-3.0%

Alameda and California: Median Months to Adoption

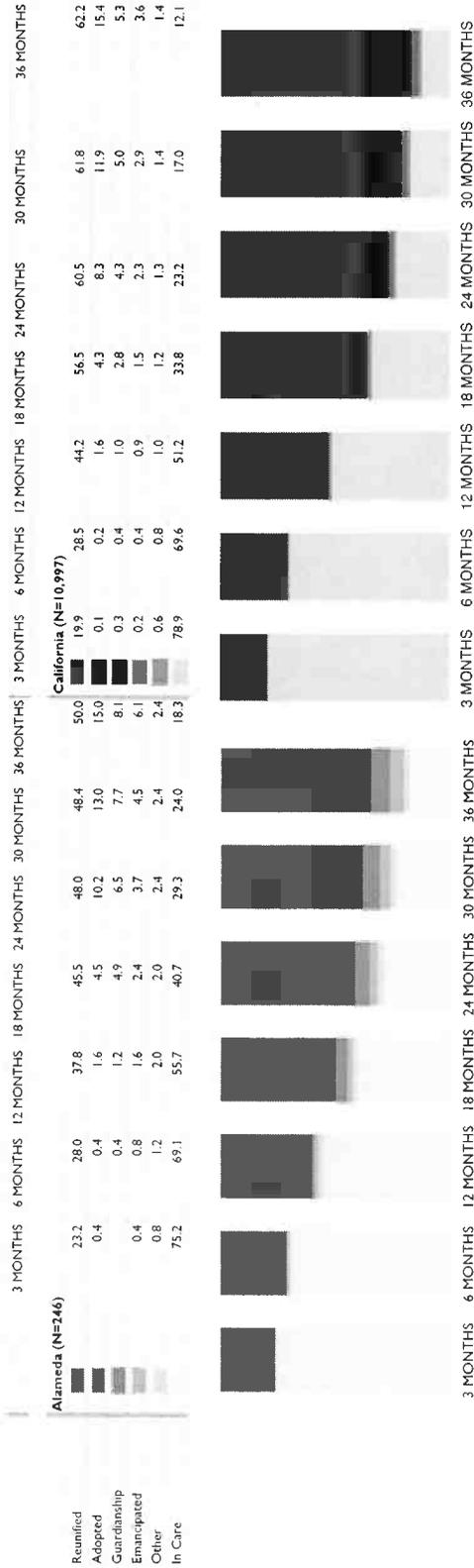


See endnotes for additional information.

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

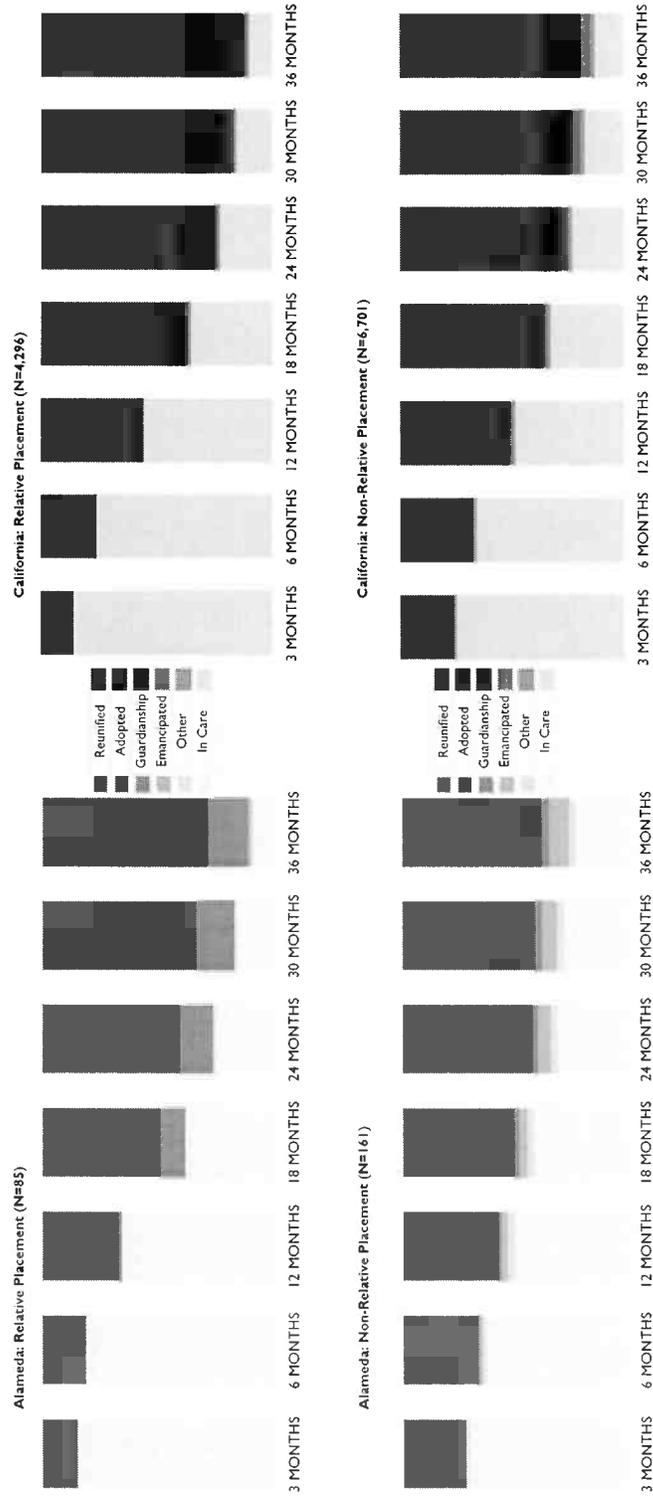
http://ssr.berkeley.edu/web_childwelfare/C2M2.aspx

9. Percent Exiting Placement to Permanency Over Time by Exit Type
For Children Entering Child Welfare Supervised Foster Care for the First Time July 1, 2008 to December 31, 2008



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

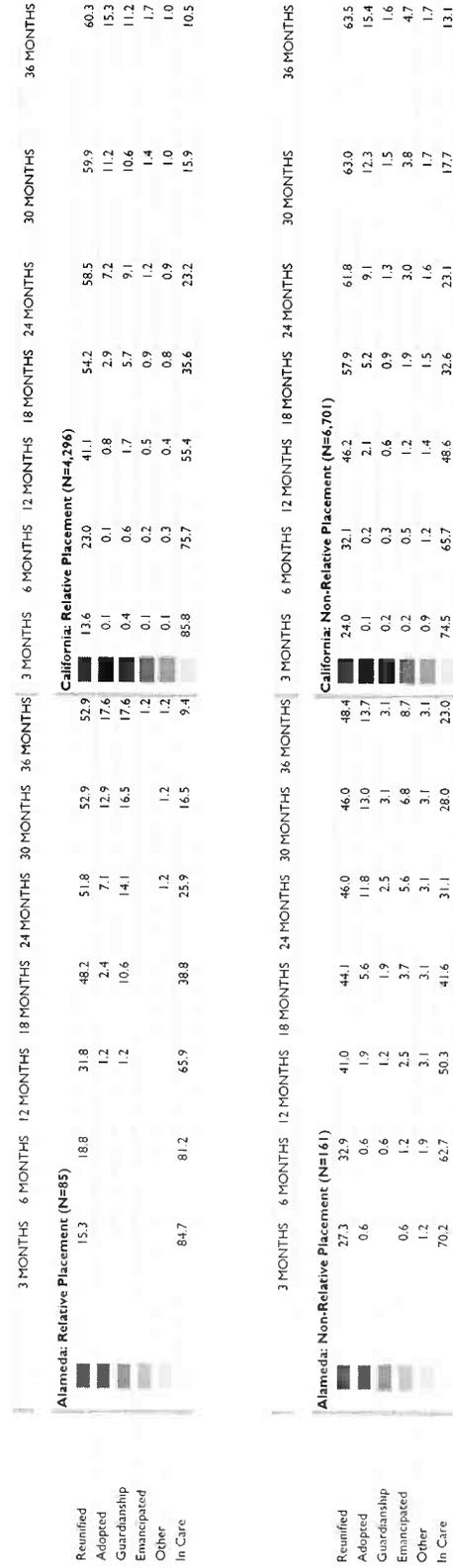
9. (cont'd) Percent Exiting Placement to Permanency Over Time by Exit Type
 For Children Entering Child Welfare Supervised Foster Care for the First Time July 1, 2008 to December 31, 2008



http://csw.bertelby.edu/web_childwelfare/113.aspx

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

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 July 1, 2008 to December 31, 2008



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

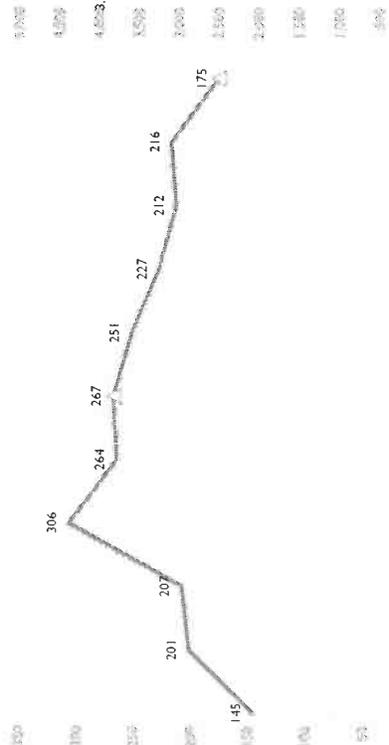
http://sssr.berkeley.edu/urcb_childwelfare/M3.aspx

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

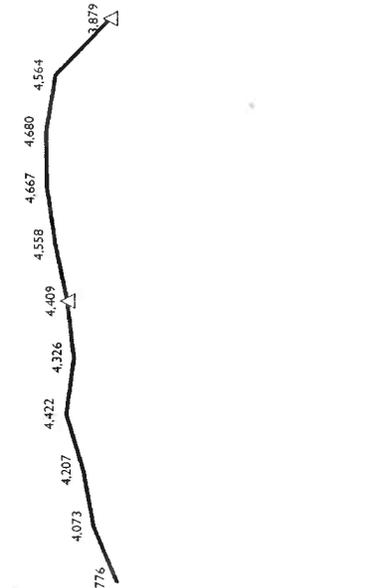
Interval	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alameda	145	201	207	306	264	267	251	227	212	216	175
California	3,776	4,073	4,207	4,422	4,326	4,409	4,558	4,667	4,680	4,564	3,879

Point in Time	2006	2011
% Change		-34.5%
		-12.0%

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://csrcfosterberkeley.edu/lib_childwelfare/Exit.aspx

Endnotes and Links

<p>1. Children in Family Maintenance (FM) Pre-Placement, Post-Placement, and Total</p> <p>Data: http://cswr.berkeley.edu/edlucb_childwelfare/CaseworkerComponents.aspx http://cswr.berkeley.edu/cswm/reports/methodologies/default.aspx?report=CaseworkerComponents</p> <p>Methodology:</p>
<p>2. Children in Child Welfare Supervised Foster Care</p> <p>Data: http://cswr.berkeley.edu/edlucb_childwelfare/PIT.aspx http://cswr.berkeley.edu/cswm/reports/methodologies/default.aspx?report=PT</p> <p>Methodology:</p>
<p>3. Children Entering and Exiting Child Welfare Supervised Foster Care</p> <p>Notes: 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>Data: Entries: http://cswr.berkeley.edu/edlucb_childwelfare/Entries.aspx Exits: http://cswr.berkeley.edu/edlucb_childwelfare/Exits.aspx Methodology: Entries: http://cswr.berkeley.edu/cswm/reports/methodologies/default.aspx?report=Entries Exits: http://cswr.berkeley.edu/cswm/reports/methodologies/default.aspx?report=Exits</p>
<p>4. Children in Child Welfare Supervised Foster Care, by Placement Type</p> <p>Notes: 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, 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> <p>Data: http://cswr.berkeley.edu/edlucb_childwelfare/PIT.aspx Methodology: http://cswr.berkeley.edu/cswm/reports/methodologies/default.aspx?report=PT</p>

<p>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)</p> <p>Notes: Population Data Source: 2000-2008 Data Based on California Department of Finance, E-3 Race / Ethnic Population Estimates with Age and Sex Detail, 2000-2008. 2009 Data Based on California Department of Finance, E-3 Race / Ethnic Population Estimates with Age and Sex Detail, 2000-2008. *2008 DATA UTILIZED* 2010 Data Based on 2010 Census - Detailed Age by Race/Hispanic Origin by Gender. 2011 Data Based on 2010 Census - Detailed Age by Race/Hispanic Origin by Gender. *2010 DATA UTILIZED* Due to rounding, the sum of categories may not equal the total. Important Note: Although the California Department of Finance (DOF) has released the state's 2010 U.S. Census Summary file, the Department's 2000-2010 annual population projections have not yet been revised to reflect these data. The department has released updated estimates for the years 2000-2008 which adjust for fertility and migration patterns, however these are not based on the 2010 Census. The 2010 Census shows a reduction in total child population which is not reflected in earlier data. Additionally, revised data are not available for the years 2009 and 2011. In order to utilize these most recent data sources, we have chosen to substitute prior year's data for the missing years 2009 and 2011. Specifically, 2008 data is utilized for 2009 and 2010 data is utilized for 2011. Given this methodology, analysis of trends that span 2009/2010 is not recommended. The California Department of Finance (DOF) anticipates release of revised Race / Ethnic Population Estimates with Age and Sex Detail in early 2013.</p> <p>Data: In-Care Rates: http://cswr.berkeley.edu/childwelfare/inCareRates.aspx Disparity Indices: http://cswr.berkeley.edu/childwelfare/DisparityIndices.aspx In-Care Rates: http://cswr.berkeley.edu/cswsreports/methodologies/default.aspx?report=CIM2 Disparity Indices: http://cswr.berkeley.edu/cswsreports/methodologies/default.aspx?report=DisparityIndices</p>	<p>6. Median Time in Months from Latest Removal to Reunification For Exits to Reunification from Child Welfare Supervised Foster Care</p> <p>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:</p> <ul style="list-style-type: none"> • Reunified with Parent/Guardian (Court) • Reunified with Parent/Guardian (Non-Court) • Child Released Home <p>If a child is discharged to reunification more than once during the specified year, the latest discharge to reunification is considered.</p> <p>Data: http://cswr.berkeley.edu/childwelfare/CIM2.aspx http://cswr.berkeley.edu/cswsreports/methodologies/default.aspx?report=CIM2</p>	<p>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</p> <p>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:</p> <ul style="list-style-type: none"> • Reunified with Parent/Guardian (Court) • Reunified with Parent/Guardian (Non-Court) • Child Released Home <p>If a child is discharged to reunification more than once during the specified year, the first discharge to reunification is considered.</p> <p>Data: http://cswr.berkeley.edu/childwelfare/CIM4.aspx http://cswr.berkeley.edu/cswsreports/methodologies/default.aspx?report=CIM4</p>
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<p>8. Median Time in Months from Latest Removal to Adoption For Exits to Adoption from Child Welfare Supervised Foster Care</p> <p>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.</p> <p>Data: http://cswr.berkeley.edu/uch_childwelfare/CM2.aspx</p> <p>Methodology: http://cswr.berkeley.edu/cwsmrreports/methodologies/default.aspx?report=C2M2</p>	<p>9. Percent Exiting Placement to Permanency Over Time by Exit Type For Children Entering Child Welfare Supervised Foster Care for the First Time July 1, 2008 to December 31, 2008</p> <p>Total Relative Placement Non-Relative Placement</p> <p>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.</p> <p>The division into exits from relative and non-relative placements corresponds to the following filter options:</p> <ul style="list-style-type: none"> • Relative Placement = Last Caregiver Relationship: Relative, Guardian, Relative Nonguardian • Non-Relative Placement = Last Caregiver Relationship: Nonrelative, Guardian, Nonrelative Nonguardian <p>Data: http://cswr.berkeley.edu/uch_childwelfare/CM3.aspx</p> <p>Methodology: http://cswr.berkeley.edu/cwsmrreports/methodologies/default.aspx?report=CM3</p>	<p>10. Children Exiting From Child Welfare Supervised Foster Care to Emancipation</p> <p>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.</p> <p>Data: http://cswr.berkeley.edu/uch_childwelfare/Exits.aspx</p> <p>Methodology: http://cswr.berkeley.edu/cwsmrreports/methodologies/default.aspx?report=Exits</p>
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SUMMER YOUTH EMPLOYMENT PROGRAM EVALUATION REPORT

EXECUTIVE SUMMARY

In May 2011 the Summer Youth Employment Program (SYEP) was instituted to provide paid work experience and job readiness workshops for foster and at-risk probation youth. The contractors chosen, Youth Employment Partnership (YEP) and Youth Uprising (YU), signed Memoranda of Understanding, and began receiving lists of eligible youth with contact information on June 1. The lists contained a large quantity of inaccurate and incomplete information which made it difficult to contact youth and contributed to the late start-up of the programs. Of the 1,466 youth identified as eligible, only 397 actually began work. A large portion of the allocated funds were not expended due to low participation. As a result SSA extended the program through the school year.

Both programs provided job readiness workshops as well as paid work experience. YEP's program permitted up to 150 hours of work; YU's permitted up to 56 hours of work along with an equal amount of time in academic activities, for which bonuses were paid. The primary outcomes expected were increases in soft skills as rated by employers in Worksite Evaluations performed at the beginning and end of the work period. Youth at YU were further expected to complete summer school and earn at least one high school credit or to make up a class.

Evaluation results indicated that SYEP was generally successful in increasing youths' soft skills and, for YU, in supporting youth in completing summer school. The program proved especially helpful for youth whose initial soft skills evaluations were low, suggesting the program may be particularly effective for those who are least prepared to work. The contractors did not perform equally in increasing soft skills. Youth served by YEP and its subcontractor East Bay Asian Youth Center showed statistically significant improvements in soft skills scores, while YEP's other subcontractors and YU did not. However, 49% of YU youth completed summer school and 39% earned at least one high school credit as part of the program.

Initial and Final Worksite Evaluation Scores Across Contractors

	YEP		YU		All Combined	
	n=139		n=44		n=183	
Average Initial Worksite Evaluation Score **	20.84	83%	17.19	69%	19.96	80%
Average Final Worksite Evaluation Score **	22.28	89%	17.22	69%	21.06	84%
Average Change in Worksite Evaluation Score *	3.09		.76		2.30	

* Statistically significant difference between contractors at p<.01

** Statistically significant difference between contractors at p<.001

The most potent predictor of high final soft skills scores and greater gains in soft skills was the percentage of available hours worked. However, for YU, even those who worked 100% of available hours worked fewer hours on average than YEP youth. As a consequence, it appears that the percent of available hours worked does not predict greater gains for YU.

Factors Associated with a Greater Gain between Initial and Final Worksite Soft Skills Evaluations

	YEP N=64		YU n=32		All Combined n=96
Foster care or probation	--		--		--
Gender	--		--		--
Age	--		--		--
Workshops Attended	--		--		--
Initial Worksite Evaluation Score	Lower*		Lower**		--
% of Available Hours Worked	Higher****		--		Higher***

* Approaches significance at p=.051

** Statistically significant at p<.05

*** Statistically significant at p<.01

**** Statistically significant at p<.001

Recommendations

- The performance of contractors and subcontractors in the summer program should be considered in awarding future contracts.
- Contracts and confidentiality MOUs should be in place early enough that contractors have eight weeks for recruitment of youth, arranging placements, and preparing workshops.
- Probation and SSA social workers should update addresses and phone numbers in data systems so that accurate lists can be provided to contractors early, preferably before the school year ends.
- Given sufficient lead time and accurate contact information for youth, contracts should include an outcome measure for the percentage of referred youth recruited to the program.
- Given sufficient lead time to put their programs into place, contractors should be required to offer at least eight weeks of employment to give youth adequate time to work the full complement of hours provided for in the contract and to attend at least five workshops.
- The cap on weekly hours worked should be raised from 20 to 25 or 30 to permit youth to attend to other activities and still work the full complement of available hours.
- A uniform Worksite Evaluation form should be used by all contractors, and contractors should be required to provide scores for 85% of youth served.
- SSA and contractors should work together to design a strategy for obtaining back-to-school and attendance documentation for youth, which might include executing data-sharing agreements with school districts or requiring youth to provide documentation before releasing their final paycheck.
- If the primary objective of the program is to be soft skills attainment, contractors should be chosen who will maximize the number of hours worked to achieve the best soft skills outcomes. Alternatively, SSA may choose to give equal weight to academic attainment.

SUMMER YOUTH EMPLOYMENT PROGRAM

INTRODUCTION

In May 2011 Alameda County Social Services Agency instituted the Summer Youth Employment Program (SYEP) to provide paid work experience and job readiness workshops to foster and at-risk probation youth. The program is a new effort on the part of SSA that responds to Title IV-E Waiver Goal 6, "to enhance the 'safety net' for transitional age and emancipating youth." This goal is to be accomplished by providing appropriate emancipation services to all emancipating youth so that they will achieve higher levels of self-sufficiency and well-being.

The budgeted amount for the SYEP is \$2,675,000 for FY 11-12. Due to lower than expected participation, not all funds were expended during the summer program (see Implementation section). In response, the program has been extended as an after-school program through June 30, 2012. The program is not expected to garner savings for the County compared to business as usual; it represents an addition to current services to help meet the County's obligation to prepare foster youth for successful lives as independent, self-supporting adults.

PROBLEM STATEMENT/LITERATURE REVIEW

Youth who emancipate from foster care and juvenile probation are at risk of many negative outcomes, among which are unemployment and other problems that stem from a lack of sufficient income, such as poverty, receipt of public assistance, justice system involvement, and homelessness.^{1,2,3,4,5,6} Numerous studies of former foster youth have found that such youth experience troubling patterns of employment after emancipation.

A 2008 study conducted in three states, including California, found that compared to youth nationally, including in comparison to a subset of low-income youth, emancipated youth had higher rates of unemployment and unstable employment at age 24.⁷ A 2002 study found that 77% of former California foster youth had been employed during a 13-month period after emancipation.⁸ A 2005 study of 19-year-old emancipated youth in the Midwest found a similar rate of employment (72%) during a one-year study period; however, only 47% of the youth were employed at the time they were surveyed.⁹ This suggests that although a large proportion of California's former foster youth worked during the 13-month period of the 2002 California study, many of them may, as in the Midwest study, have experienced significant periods of unemployment. Other studies show similar results; for example, the Northwest Foster Care Alumni Study found that 80% of study youth were employed, but noted that the employment of the general population of the same age was 95%.¹⁰

In addition, a substantial proportion of working emancipated youth have earnings below the poverty line, and many receive public assistance such as Food Stamps or TANF (welfare).^{11,12,13} One study found that former foster youth had earnings less than half those of youth nationally.¹⁴ For probation youth, earnings lag substantially behind even former foster

youth.^{15,16} These studies make a convincing case that many if not most foster and probation youth are not well prepared to find work that provides a living wage.

Experience working before emancipation is a powerful predictor of employment at a rate and wage comparable to the general population; research has shown a strong association between connecting to the workforce between the ages of 16 and 18 and positive employment outcomes at age 24.¹⁷ Additionally, a study consisting of interviews of 400 employers indicated that employers found job entrants ill-prepared to join the workforce; they suggested that one way to address young workers' deficiencies was to provide real-world work or work-like experiences.¹⁸

At the same time as the need for foster youth to gain work experience while in care has become increasingly evident, the teen employment rate has declined over several years, and in 2008, even before the economic downturn, the summer teen employment rate fell to lows not seen in post-World War II history.¹⁹ This has made it insurmountably difficult for many foster and probation youth to find summer jobs to obtain crucially needed work experience. Probation youth are further hampered by stigmatization because of their probation status.²⁰ Programs offering paid work experience to disadvantaged youth typically experience high rates of participation and the successful attainment of skills that make youth more employable.^{21,22,23} This supports the efficacy of providing programs that give foster and probation youth paid work experience to build their skills, enhance their resumes, and prepare them to be self-sufficient adults.

PROGRAM MODELS

At its core, SYEP was to provide paid work experience and job skills workshops to foster and probation youth during summer, 2011. SYEP services were contracted to two community-based agencies, Youth Employment Partnership (YEP) and Youth Uprising (YU). YU's service area was designated to specific zip codes in East Oakland, and YEP was responsible for providing services in the rest of Alameda County. SYEP was contracted to two agencies because the two chosen are built on different, incongruent models, and to only two agencies because the lead-up time was insufficient to arrange contracts with more agencies. YEP worked with six subcontractors (Berkeley Youth Alternatives, East Bay Asian Youth Center, Hayward Adult School, Soulciety, The Mentoring Center and Tri-Valley Community Foundation), enabling it to take advantage of those agencies' familiarity with their youth population and their knowledge of and contacts in their local communities. Except where explicitly discussed separately, YEP's outcomes include its subcontractors' outcomes, since all were included under YEP's contract.

YEP's program is built on the model of summer youth employment programs provided under the federal Workforce Investment Act (WIA). Summer WIA programs include job preparation and substantial paid work experience. YEP's contract provides for SYEP youth to work up to 150 hours over the course of the program. YEP also performed assessments of basic skills (math and reading), although this was not required by their contract.

YU's program is built on a youth empowerment model and includes a significant educational component. In addition to work-specific activities, youth in YU's program were expected to spend an equivalent amount of time in educational activities such as summer school, cyber high, GED preparation, or, for those who had completed high school and would be attending college in the fall, a summer bridge program. YU youth could work on average 9 hours per week.

The common components of both programs are (1) recruitment and employment orientation, (2) work experience and ongoing job competency workshops, (3) case management, and (4) follow-up to document the school status of participants at the completion of SYEP. YU had the additional component of academic and education skill development. The goals for both programs were:

- 75% of participants will complete 85% of available hours for summer jobs
- 75% of participants will complete five on-the-job soft skill workshops through the summer
- 70% of participants will add a positive reference to their resume
- 70% of participants will receive a positive evaluation from their supervisor
- 70% of school age participants will provide return to school documentation

In addition, 75% of YU's participants were to complete 61 hours of academic credit recovery or enrichment, and 50% were to pass summer school and/or cyber high and make up at least one high school credit or class. Thus, programs were to offer at least five job-related workshops and to provide appropriate work placements with wages at \$8.00 per hour paid for through the contract. Workshops covered such topics as money management, how to find and keep a job, interviewing and resume writing, professional communication, and career planning. Youth were paid \$25 for each three-hour workshop attended. In addition, YU youth could receive a \$72 bonus each week based on attendance, focus, and effort in academic activities.

Work placements included both public and private employers, and youth were employed in a range of work opportunities such as food service, day care, office work, recreation, landscaping, health care, and community projects.

IMPLEMENTATION

On May 2, 2011, the Contracts Office of the Social Services Agency was requested to prepare and implement an FY 2011-2012 SYEP program to serve approximately 800 16- to 18-year-old foster and at-risk probation youth, funded through the Title IV-E Waiver. The contractors chosen, YEP and YU, signed Memoranda of Understanding regarding confidentiality on May 24, 2011, and received lists of eligible youth with contact information on June 1 and 2, 2011. Contracts were not signed until June 20, 2011. YEP's contract was for a maximum of \$2,075,000 to serve up to 600 youth, and YU's contract was for a maximum of \$600,000, to serve up to 200 youth.

Both contractors encountered significant challenges in recruiting youth due to inaccurate or incomplete contact information. The first list provided to the contractors did not provide phone numbers. Even among those who were successfully contacted, far fewer youth than anticipated chose to participate. In response, SSA expanded the pool of eligible youth to include 15-year-olds and provided new lists with phone numbers to the contractors on June 14, 2011. Further difficulties arose because some youth were on both contractors' lists, causing confusion to youth when they were contacted by multiple programs. The contractors also received and in some cases solicited numerous individual referrals from probation officers and group homes requiring verification of eligibility, causing significant delays; while many of the youth so referred turned out to be ineligible, it was difficult for contractors to maintain an eligible youth's interest while waiting for verification. Contractors mailed flyers and made phone calls and in some cases home visits to recruit youth but were unable to meet the target numbers.

A total of 1,466 youth were referred to the program, 1,059 to YEP with a maximum of 600 participants and 407 to YU with a maximum of 200 participants. Due to the abbreviated time period available for recruitment and the difficulties experienced in contacting and engaging youth, the number of youth who eventually participated in the program was only 397, 330 at YEP (31% of the total referred to YEP and 55% of their contract allowance) and 67 at YU (16% of those referred to YU and 33.5% of their contract allowance). The period available for program services for some youth was also reduced from eight weeks to five or six weeks due to the late finalization of contracts, the late start-up of the program, and the extended time needed to recruit participants. Beyond that, some youth began the program late due to late recruitment or difficulties in providing the required documentation (identification, work permit, etc.).

Contractors were to obtain documentation of re-enrollment and attendance, but in the absence of a data sharing agreement with the schools, such documentation could be difficult to acquire. YEP addressed this with some youth by having the youth provide the documentation, but not all youth did so in the absence of a requirement with consequences to compel compliance.

Because only a portion of the contract funds were expended due to low enrollment numbers, the program was extended to provide an after-school employment program during the school year. Contracts were executed in late November, 2011, retroactive to October 1, 2011, and continuing through June 30, 2012.

METHODOLOGY

Data on program participants were collected and entered by the programs, with YEP providing the data collected by its subcontractors. Youth were considered to be "participants" if they attended at least one workshop or worked at least 5 hours. Using this definition, there were 397 participants. Twenty-five youth signed up for the program but neither attended any workshops nor worked any hours.

YU and YEP provided fairly clean and thorough data in Excel, but the data from some of YEP's subcontractors required some work and was not always complete. Each program provided data in a spreadsheet of its own design, necessitating a fair amount of work to combine the two. In addition, YEP provided two spreadsheets, one for its own participants and one for its subcontractors. For future data pulls, Program Evaluation and Research will provide the spreadsheet format so that combining data from both programs will be easier.

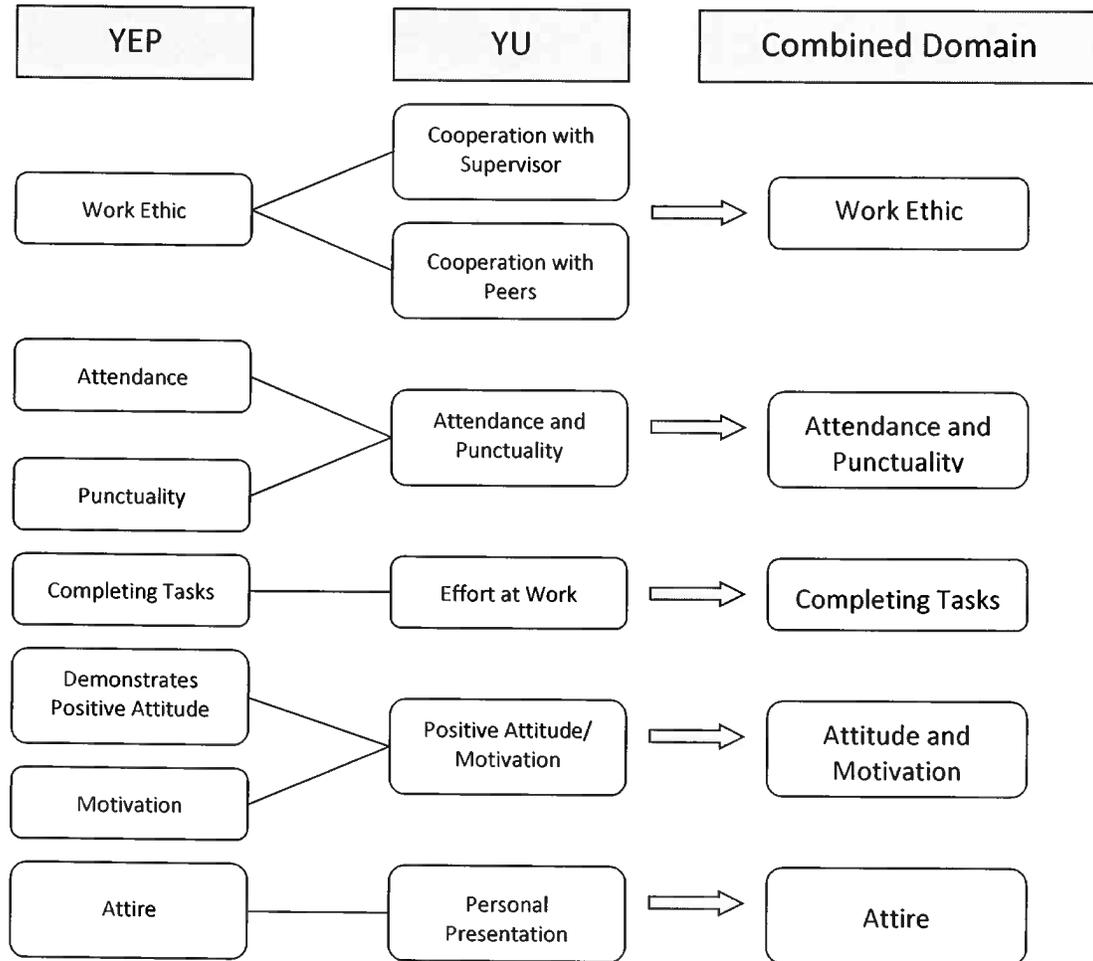
Data collected by the programs were: (1) demographics and foster care or probation status, (2) number of hours worked, (3) name and number of workshops attended, (4) total amount earned, and (5) scores on Worksite Evaluations. Scores on the Worksite Evaluations were broken down by components.

Programs provided both initial and final Worksite Evaluation scores for only 183 youth, 46% of the total. For the rest, no scores at all were provided, or only the initial or final score was provided. YU provided both scores for significantly more youth (66%) than did YEP (42%). This is due in part to some of YEP's subcontractors failing to provide most or all of the scores, although some provided a high percentage of scores. However, YEP itself provided scores for only 48% of participants. Scores may have been because the employer did not complete the forms; one employer, for example, explicitly chose not to complete the forms because youth rotated among supervisors so there was no one person who could fairly evaluate their performance. In other cases, youth may have failed to turn in their forms. Youth may have had only a final score if they began the program late, or only an initial score because they did not finish the program. However, it is incumbent on the programs to be diligent about collecting Worksite Evaluations. This is an area that requires considerable improvement in the future.

The primary outcome of interest was the improvement of "soft skills," the attitudinal, social, and behavioral skills necessary for successful employment. These were measured by the completion of a Worksite Evaluation by the youth's work supervisor at the beginning and at the end of the youth's employment. YEP and YU used slightly different evaluation forms: YEP's utilized seven domains, while YU's utilized six. Both programs' forms, however, covered the same domains. Both programs required the evaluator to assign a score between 1 and 5 for each domain. Due to the differing number of domains, YEP's evaluation forms used a 35-point scale, while YU's used a 30-point scale.

In order to compare evaluations across programs, domains were combined based on the description of the domain on each agency's Worksite Evaluation form. When combining scores for domains, scores for two domains were averaged and used as the equivalent of the other program's single domain. For example, as shown in Figure 1, scores for YEP's "Demonstrates Positive Attitude" and "Motivation" were averaged, used as the equivalent of scores for YU's "Positive Attitude/Motivation," and expressed as the score for a new domain, "Attitude and Motivation." This resulted in the scoring protocol with a 25-point scale shown in Figure 1.

Figure 1. Scoring Protocol Across Programs



The evaluation score thus created was used as the outcome measure for all comparisons.

Statistical analyses were performed to compare demographics, hours worked, workshops attended, and Worksite Evaluation scores. In addition, the two programs were compared on outcomes. Analyses were also performed to determine any factors predicting greater or lesser achievement in the program. Because the two program models are so different, especially as to the number of hours available to work, much of the analysis was divided by program.

RESULTS

Demographics

A total of 1,466 youth were referred to SYEP. Of these, 550 (37.5%) were foster youth and 916 (62.5%) were probation youth. Of these, 397 were recruited to the program. Participants

consisted of 149 foster youth (37.5%) and 248 probation youth (62.5%), exactly mirroring the proportions of the referrals. Their demographics are shown below in Table 1.

The largest proportion of youth, 36%, were 17 years old, with 86% of participants falling within the initial target ages of 16 to 18. Thirteen percent more males were served than females. The vast majority of participants, 69%, were African-American. On average, foster youth were six months older than probation youth. Overall, more youth were male than female, but while 70% of probation youth were male, 67% of foster youth were female. Compared to probation youth, a much larger proportion of foster youth were African-American, 82% of foster youth compared to 61% of probation youth. All of these differences are statistically significant.

Table 1. Demographics for Foster Care and Probation Youth

	Foster Care		Probation		Total	
	n=149		n=248		n=397	
Age*						
Average age	17.3		16.8		17.0	
15	7	4.7%	25	10.1%	32	8.0%
16	27	18.1%	62	25.0%	89	22.4%
17	45	30.2%	98	39.5%	143	36.0%
18	52	34.9%	58	23.4%	110	27.7%
19	18	12.1%	5	2.0%	23	5.8%
Gender*						
Male	49	33.1%	174	70.2%	223	56.2%
Female	99	66.9%	74	29.8%	173	43.6%
Ethnicity*						
African-American	122	81.9%	152	61.3%	274	69.0%
Asian/Pacific Islander	3	2.0%	14	5.6%	17	4.3%
Caucasian	10	6.7%	13	5.2%	23	5.8%
Hispanic	12	8.1%	54	21.8%	66	16.6%
Other	2	1.3%	14	5.6%	16	4.0%
Missing	0	0.0%	1	0.4%	1	0.3%

* Differences significant at $p < .001$

The two programs had similar proportions of foster and probation youth, and there were no statistically significant differences between the programs in the age, gender, or ethnicity of youth served.

Process Measures

Hours Worked

Under the contract, 75% of program participants were to complete 85% of the hours of work available to them, a maximum of 56 for YU and 150 for YEP. Neither program approached this percentage; 34% of YEP participants and 43% of YU participants worked 85% or more of available hours. In fact, neither program achieved 75% of participants working even 60% of available hours. This may have been due in part to the late start of the programs and/or delays

while youth acquired documentation needed before they could begin work. For example, YEP subcontractor Tri-Valley Community Foundation did not begin their program until the third week of July and thus was only able to offer a five-week program. YEP participants' hours were capped at 20 hours per week, so when youth were unable to work for at least 7½ weeks, they were also unable to meet the 127.5-hour benchmark equaling 85% of available hours.

While YU participants worked 7% more of available hours, YU also offered only 56 hours of work. YEP youth worked on average 97 hours, more than twice as much as the average of 40 worked by YU youth. This suggests that many youth may have been willing to work far more than the 56 hours of work offered by YU, even if they did not work the full 150 hours. The higher percentage shown by YU may therefore reflect the overall lesser number of hours available rather than the program's ability to engage youth in completing more hours of work. On the other hand, 18% of YEP participants worked the full complement of available hours, compared to only 10% of YU participants.

Table 2. Hours Worked by Program

	YEP		YU		Total	
	n=330		n=67		n=397	
Hours available for work	150		56			
Average number of hours worked	96.9		40.2			
Average percentage of available hours worked*	64.6%		71.9%		65.8%	
Worked 100% of available hours	58	17.6%	7	10.4%	65	16.4%
Worked 85% of available hours	111	33.6%	29	43.3%	140	35.3%
Worked 75% of available hours	150	45.5%	37	55.2%	187	47.1%
Worked 60% of available hrs**	200	60.6%	49	73.1%	249	62.7%

* Difference approaches significance, p=.059

** Difference approaches significance, p=.051

Workshops Attended

The contract provided that 75% of youth would attend at least five job skills workshops. YEP participants averaged 4.2 workshops, and YU participants averaged 4.6 workshops. Neither program met the benchmark for attending five workshops; 52% of YEP participants and 66% of YU participants attended at least five workshops. Again, the late start of programs may have diminished many participants' opportunities to attend workshops. YEP subcontractor Tri-Valley Community Foundation started its program so late that it was only able to offer four workshops; consequently, all youth in that program were unable to attend five workshops.

Table 3. Workshop Attendance by Program

	YEP		YU		Total	
	n=330		n=67		n=397	
Average number of workshops attended	4.25		4.61		4.31	
Attended at least 5 workshops	170	51.8%	44	65.7%	214	54.2%
Number of workshops attended						
0	7	2.1%	4	6.0%	11	2.8%
1	17	5.2%	3	4.5%	20	5.0%
2	31	9.4%	4	6.0%	35	8.8%
3	40	12.1%	7	10.4%	47	11.8%
4	65	19.7%	5	7.5%	70	17.6%
5	75	22.7%	7	10.4%	82	20.7%
6	95	28.8%	37	55.2%	132	33.2%

None of the differences observed between programs in workshop attendance are statistically significant.

Academic Attendance (YU Only)

In addition to work objectives, YU's outcomes also included that 75% of participants would complete 61 hours of academic credit recovery or enrichment.

- On average, YU participants spent 27.4 hours in academic activities
- Only 7.5% attended 61 or more hours.

Earnings

Earnings were calculated for each youth at \$8.00 per hour for each hour worked plus \$25 for each workshop attended. YEP youth, who could work a maximum of 150 hours, earned on average \$882. YU youth, who could work a maximum of 56 hours plus earn academic bonuses, earned on average \$678.

Outcome Measures

Positive Evaluations

The contract specified a goal that 70% of all youth would receive a positive evaluation from their employers. Worksite Evaluations were scored on a 25-point scale, with scores of 1-5 assigned in each of five domains: Work Ethic, Attendance and Punctuality, Completion of Tasks, Attitude and Motivation, and Attire. The range of possible scores was thus a minimum of 5 points to a maximum of 25 points. On the final Worksite Evaluation, the lowest score received was 10 points, the highest was 25 points, and the average was 21.1 points. A positive evaluation was defined as one where the youth's score was greater than or equal to 65%, using

the youth’s score as the numerator and 25 as the denominator. Almost all YEP youth, 93.5%, received a positive evaluation, compared to 56.8% of YU youth.

Table 4. Final Worksite Evaluation Scores

	YEP	YU	Total
Low score	13.5	10.0	10.0
High score	25.0	25.0	25.0
Average final score, points *	22.3	17.2	21.1
Average final score, percent *	89%	69%	84%
Percent receiving a positive final evaluation *	93.5%	56.8%	84.7%

* Differences significant at $p < .001$

However, these numbers must be put into context. YU youth’s initial scores were on average 3.65 points lower than YEP youth at the beginning of the program. If the YU youth had begun at the same level, 3.65 points higher, and made the same gains, 84% would have received a positive evaluation. Given that YU youth began at a significantly lower level, it is reasonable that their final scores would also be lower, even if they made significant gains during the program.

Of further interest is the number of all youth who scored in the high and low ranges on the initial and final Worksite Evaluations. At the beginning, 46% of all youth scored 20 points on the Worksite Evaluation (80% of the total possible) or better, with 19% scoring 100%, while 19% began with scores under 16 (65%). At the end of the program, 59% scored 20 or better, with 30% scoring 100 and only 14% scoring under 16.

Subcontractor Comparisons

YEP had six subcontractors. Comparisons were made to determine how each subcontractor performed in comparison to YEP itself and YU, shown in Table 5. Performance differed substantially across program providers. Youth participating at East Bay Asian Youth Center, Hayward Adult School, Soulciety and Youth Uprising attended a greater number of workshops, and a higher percentage completed at least five workshops, while youth at The Mentoring Center and Tri-Valley Community Foundation attended very few workshops. Youth at East Bay Asian Youth Center and Soulciety worked the highest average number of hours, 132 and 126 respectively, while youth at Berkeley Youth Alternatives and The Mentoring Center worked the lowest average number of hours, 69 and 73 respectively. While all programs that reported Worksite Evaluation scores showed improvements from the initial to the final scores, East Bay Asian Youth Center’s scores showed dramatic improvement over the course of the summer, with an average of 6.46 points gained on the final score, on a scale of 5 to 25, and YEP youth also made statistically significant gains. Soulciety, The Mentoring Center and Tri-Valley

Community Foundation did not provide enough Worksite Evaluation scores to calculate meaningful averages.

Table 5. Performance of Contractors and Subcontractors

	Berkeley Youth Alternatives	East Bay Asian Youth Center	Hayward Adult School	Souciety	The Mentoring Center	Tri-Valley Community Foundation	Youth Employment Partnership	Youth Uprising
Youth Served	21	15	49	58	5	18	163	67
Average Workshops Attended	3.67	5.27	4.92	4.84	1.20	2.06	4.16	4.61
Average Hours Worked	69	132	98	126	73	104	87	40.2**
Average Percent of Available Hours Worked	46%	88%	65%	84%	49%	70%	58%	72%
Average Earnings	\$642	\$1,189	\$909	\$1,127	\$616	\$884	\$797	\$678**
Average Initial Worksite Evaluation Score	16.2	16.3	21.2	*	*	*	21.6	17.2
Average Final Worksite Evaluation Score	17.9	22.7	21.9	*	*	*	22.6	17.2
Average Worksite Evaluation Score Change, Initial vs. Final	1.75	6.46***	.68	*	*	*	1.04***	.02
Attended at Least 5 Workshops	33%	80%	65%	64%	0%	0%	50%	66%
Percent Who Worked at Least 85% of Available Hours	5%	80%	31%	60%	0%	44%	24%	43%

* An insufficient number of Worksite Evaluation scores were reported to calculate a meaningful average

** Youth Uprising's youth could work up to 56 hours plus could receive academic bonuses

*** Statistically significant change in scores at $p < .001$

Some differences observed in the number of workshops attended and the number of hours worked may reflect in part the late start-up of some programs due to the time needed to contact and recruit eligible youth, identify employers and arrange jobs on very short notice, and design and implement workshops.

Passing Summer School (YU Only)

In addition to work-related outcomes, YU's outcomes also included that 50% of school age participants would pass summer school and make up at least one high school credit.

- 49.3% of YU participants passed summer school
- 38.8% of YU participants earned at least one high school credit

Outcome Analysis

For this study, the prime outcome of interest is the final Worksite Evaluation score, which indicates whether a youth has benefited from their experience and whether they are likely to have gained a positive reference to add to their resume. Of even greater importance is determining the change in the Worksite Evaluation score between the initial evaluation and the final evaluation and developing an understanding of what factors influenced changes observed.

Provision of Worksite Evaluations was uneven across contractors and subcontractors, with some providing most and others none or only a few. Shown below in Table 6 are the numbers of Worksite Evaluation scores provided, by agency.

Table 6. Provision of Worksite Evaluation Scores by Agency

	Youth served	Number for whom both initial and final Worksite Evaluation scores were reported	
Berkeley Youth Alternatives	21	6	29%
East Bay Asian Youth Center	15	13	87%
Hayward Adult School	49	43	88%
Soulciety	58	2	3%
The Mentoring Center	5	0	0%
Tri-Valley Community Foundation	18	2	11%
Youth Employment Partnership	163	73	45%
Youth Uprising	67	44	66%
Total for all agencies combined	397	183	46%

These numbers point out the need for most agencies serving as contractors or subcontractors to be more thorough in collecting and providing Worksite Evaluation scores.

To provide an accurate depiction of youths' achievement, scores were only included in the analysis for youth who had both an initial and a final Worksite Evaluation. As both initial and final Worksite Evaluation scores were reported for less than half of participants, outcomes observed may not be accurate for all program youth. For purposes of further analysis, Worksite Evaluation scores were divided into YEP scores and YU scores, since YEP is ultimately responsible for their subcontractors' performance.

Final Worksite Evaluation Scores

In analyzing Worksite Evaluation scores, we first looked at the initial scores youth received. As shown in Table 7, YEP youth scored on average 3.65 points, or 14 percentage points, higher than YU youth on the initial Worksite Evaluation.

Table 7. Initial and Final Worksite Evaluation Scores Across Contractors

	YEP		YU		All Combined	
	n=139		n=44		n=183	
Average Initial Worksite Evaluation Score *	20.84	83%	17.19	69%	19.96	80%
Average Final Worksite Evaluation Score *	22.28	89%	17.22	69%	21.06	84%

* Statistically significant difference between contractors at $p < .001$

This means that YU youth needed to improve far more than YEP youth to meet the contract targets. This should also be taken into account in making comparisons between the contractors.

Analysis showed that foster care or probation status, gender, ethnicity, and number of workshops attended did not affect youths' performance as measured on the final Worksite Evaluation. For YEP, youth with higher initial scores and youth who worked more hours had higher final evaluation scores. For YU, older youth had higher final evaluation scores, but number of hours worked did not affect final scores. These results are displayed below in Table 8. Using percentage of available hours worked instead of number of hours worked did not affect these outcomes.

Table 8. Factors Associated with a Higher Final Evaluation Score

	YEP	YU
	n=139	n=43
Foster Care or Probation Status	--	--
Gender	--	--
Age	--	Older *
Ethnicity	--	--
Workshops Attended	--	--
Initial Worksite Evaluation Score	Higher **	--
Number of Hours Worked or Percentage of Available Hours Worked	Higher **	--

* Statistically significant at $p < .05$

** Statistically significant at $p < .001$

The difference in number of hours available to work between programs is substantial. These outcomes suggest that having a greater number of hours available to work may lead to higher Worksite Evaluation scores at the end of the program.

Change in Worksite Evaluation Scores

The change in score between the initial and final Worksite Evaluation scores is a measure of the benefit youth received from participating in the program in terms of their “soft skills,” the attitudinal, social, and behavioral skills necessary for successful employment.

In analyzing the change in Worksite Evaluation scores, only scores for those scoring less than 21 were included. This is because those scoring 21 and above could not do much better, and those who received perfect scores could not improve at all. Thus, including only those who scored under 21 means that the change in scores reflects gains by youth who could improve their Worksite Evaluation scores by at least 5 points. This may still underestimate outcomes because youth who scored close to 21 could potentially decrease their scores by far more than 5 points, but this could not be offset by high-scoring youth because some youth included in this analysis could not gain more than 5 points. For example, a youth who scored 20 on the initial Worksite Evaluation could lose as much as 15 points on the final evaluation, but could only improve by a maximum of 5 points.

As shown in Table 9, program youth as a whole increased their Worksite Evaluation scores by 2.30 points on average. YEP youth made significantly greater gains than YU youth, increasing their Worksite Evaluation scores by 3.09 points compared to YU’s .76 points.

Table 9. Change between Initial and Final Worksite Evaluation Scores for Youth Who Scored Less than 21 on the Initial Evaluation

	YEP		YU		All Combined
	n=64		n=32		n=96
Change in Worksite Evaluation Scores between Initial and Final *	3.09		.76		2.30

* Statistically significant difference between contractors at $p < .01$

For youth who scored less than 16 on the initial Worksite Evaluation, the change was more marked for both providers. YEP’s low-scoring youth gained on average more than 5 points on the final Worksite Evaluation, while YU’s gained 1.4 points. These results, shown in Table 10, suggest that an employment program may be particularly effective for those youth who are the least prepared for employment.

Table 10. Change between Initial and Final Worksite Evaluation Scores for Low-Scoring Youth (Scored Less than 16 on the Initial Evaluation)

	YEP		YU		All Combined
	n=14		n=20		n=34
Change in Worksite Evaluation Scores between Initial and Final *	5.36		1.40		3.03

* Statistically significant difference between contractors at $p < .001$

Analysis showed that foster care or probation status, gender, age, and number of workshops attended did not affect youths' gains on Worksite Evaluations. For both YEP and YU, youth who scored lower on the initial Worksite Evaluation made greater gains, although this finding fell just short of statistical significance for YEP. For YEP, youth who worked more hours also made greater gains in Worksite Evaluation scores. These results are displayed below in Table 11. Using a percentage of available hours worked instead of number of hours worked did not affect these statistical outcomes.

Table 11. Factors Associated with a Greater Gain between Initial and Final Worksite Evaluations for Youth Who Scored Less than 21 on the Initial Evaluation

	YEP N=64		YU n=32
Foster care or probation status	--		--
Gender	--		--
Age	--		--
Workshops Attended	--		--
Initial Worksite Evaluation Score	Lower*		Lower**
Number of Hours Worked or Percent of Available Hours Worked	Higher***		--

* Approaches significance at p=.051

** Statistically significant at p<.05

*** Statistically significant at p<.001

These results suggest that having a larger number of hours available to work may be helpful in increasing youths' soft skills. Another possible interpretation is that youth work more hours and make greater gains when they are more motivated to work and to become good employees.

Percentage of Available Hours Worked

Because the number of hours worked was a highly significant factor in predicting higher gains in Worksite Evaluation scores from the beginning to the end of the program, we also considered what factors were associated with working a higher percentage of hours. We used percentage of available hours worked rather than the number of hours worked because it can be compared across agencies.

Factors examined for association with the percentage of available hours worked are shown in Table 12. For both contractors, the number of workshops attended was strongly associated with working a great percentage of available hours. YEP youth who attended at least four

workshops worked 36 more percentage points of available hours than those who attended fewer workshops. For YU youth, the effect was even greater; those who attended at least three workshops worked more than twice as high a percentage of available hours than those who attended fewer. For YEP, 16-, 18- and 19-year-old youths worked a greater percentage of available hours; this fell just short of being a statistically significant difference. For YU, probation youth worked 15 percentage points more of available hours than foster youth.

Table 12. Factors Associated with Working a Higher Percentage of Available Hours

	YEP n=330		YU n=67		All Combined n=397
Foster Care or Probation Status	--		Probation**		--
Gender	--		--		--
Age	16, 18 or 19*				--
Ethnicity	--		--		--
Workshops Attended	More***		More***		More***
Initial Worksite Evaluation Score	--		--		--

* Approaches statistical significance at p=.064

** Statistically significant at p<.05

*** Statistically significant at p<.001

Assessing the influence of workshops on the percentage of available hours worked should be done with care. Because the number of workshops attended is not significant when combined with hours worked, it is likely that these two variables are measuring the same thing, possibly motivation. Youth who are more motivated to work may also be more motivated to take workshops that may help them be better workers. The opportunity to earn more may also play a part in both the percentage of available hours youth work and the number of workshops they attend.

DISCUSSION

Both contractors experienced considerable difficulty as a result of the abbreviated time available to contact and recruit youth and set up their programs and as a result of receiving inaccurate and incomplete lists of eligible youth. The deficiencies of the lists provided severely compromised the contractors' ability to reach eligible youth. The shortage of time reduced the number of youth served, the number of hours available for youth to work, and opportunities for youth to attend workshops. Some of YEP's subcontractors could not offer programs of sufficient duration to allow them to meet the contract targets for hours worked, and in one case a subcontractor was only able to offer four workshops, so that it was not possible for youth it served to meet the contract target of attending at least five workshops. For the

employment program to successfully serve the greatest possible number of youth, contractors must have sufficient time for recruitment, organizing their programs and workshops, and engaging employers. The failure of both contractors to meet contract benchmarks is likely due in large part to the short duration of start-up time allowed and the provision of poor quality lists.

Analysis and evaluation of the program was significantly hampered by the use of different Worksite Evaluation forms by contractors. This necessitated a considerable amount of work to adjust Worksite Evaluation scores to be reasonably comparable across contractors and leaves some doubt as to the total accuracy of the combined scores. In the future, all contractors should be required to use the same Worksite Evaluation form. In addition, less than half of all Worksite Evaluation scores were provided for analysis or, presumably, provided to contractors. This makes the outcomes observed less reliable, since scores that were not collected or not provided may differ in important ways from those that were. It also reduced the number and types of analyses that could be performed due to insufficient numbers. It would have been possible, for example, to do more analysis on the achievements of youth who scored low (under 16) on the initial Worksite Evaluation if there had been a greater number of Worksite Evaluation scores provided for this group. Greater diligence in collecting Worksite Evaluations from employers for all youth is needed.

Performance on outcome measures varied widely across contractors and subcontractors, with some meeting or nearly meeting contract targets and others falling far short. Performance also varied as to the provision of Worksite Evaluation data, although no target for contractors as to obtaining Worksite Evaluation scores was indicated in the contract. One subcontractor, Soulciety, served 58 youth and had the second best performance on outcome measures related to workshop attendance and hours worked, but returned Worksite Evaluation scores for only 3% of participants; thus, its performance as to positive evaluations could not be measured. In its defense, this agency was a newcomer to employment programs and, based on the outcome measures for which it provided data, it shows great promise as a future employment program provider.

YEP reported that one cause of the difficulty in meeting outcome targets for hours worked was the cap of 20 hours per week. YEP youth could work a maximum of 150 hours, requiring a program of 7½ weeks to work all available hours. Some youth are not able to devote a full 7½ weeks to the program, or their availability for part of that time is limited by attending summer school. For some youth attending summer school, 20 hours a week may be too much, but once summer school is over, they can work more than 20 hours per week. Others may start the program late, perhaps due to a vacation trip, but with a higher cap on hours per week could make up the time. YEP suggested that capping the hours at 25 or 30 per week would allow youth to balance work with school and personal activities.

A theme throughout the analysis of Worksite Evaluation outcomes for YEP was the number of hours worked, which was highly significant in predicting both higher evaluation scores and greater gains in evaluation scores. This same influence was not shown for YU. YU offered a

maximum of 56 hours of employment, compared to 150 for YEP; YU's youth averaged 40 hours, while YEP's youth averaged 97. The lack of influence of hours worked observed for YU youth may be a reflection on the number of hours available to work. It may be that the tipping point for making a significant gain in soft skills attainment is some number substantially greater than 56 hours. However, approximately half of YU's youth also completed summer school and more than a third earned at least one high school credit as part of the employment program.

Of note is that YU was able to recruit only 33.5% of their contract allowance of youth, while YEP recruited 55%. The reasons for this discrepancy are not known. One possibility is that the population YU was to serve was a more difficult population to recruit by its nature. Another possibility is that the lists provided to YU were less complete or accurate than those provided to YEP. Yet another possibility is that, for youth contacted by YU, work might serve as an incentive to attend school during the summer, or it might instead be that the requirement to attend school was a disincentive to join the work program.

Combined with the lack of influence of number of hours worked, YU's model may be less effective in increasing youths' soft skills. SSA will need to weigh whether the Summer Youth Employment Program's goals should be targeted to maximize soft skills attainment or whether it is willing to have soft skills attainment diluted by an equal focus on academic attainment.

The impact of workshop attendance on the percentage of hours worked also bears note. This was highly significant for both contractors. This points to the importance of both offering engaging workshop topics and inducing youth to attend the maximum number of workshops.

Recommendations

- The performance of contractors and subcontractors in the summer program should be considered in awarding future contracts.
- Contracts and confidentiality MOUs should be in place early enough that contractors have eight weeks for recruitment of youth, arranging placements, and preparing workshops.
- Probation and SSA social workers should update addresses and phone numbers in data systems so that accurate lists can be provided to contractors early, preferably before the school year ends.
- Given sufficient lead time and accurate contact information for youth, contracts should include an outcome measure for the percentage of referred youth recruited to the program.
- Given sufficient lead time to put their programs into place, contractors should be required to offer at least eight weeks of employment to give youth adequate time to work the full complement of hours provided for in the contract and to attend at least five workshops.
- The cap on weekly hours worked should be raised from 20 to 25 or 30 to permit youth to attend to other activities and still work the full complement of available hours.

- A uniform Worksite Evaluation form should be used by all contractors, and contractors should be required to provide scores for 85% of youth served.
- SSA and contractors should work together to design a strategy for obtaining back-to-school and attendance documentation for youth, which might include executing data-sharing agreements with school districts or requiring youth to provide documentation before releasing their final paycheck.
- If the primary objective of the program is to be soft skills attainment, contractors should be chosen who will maximize the number of hours worked to achieve the best soft skills outcomes. Alternatively, SSA may choose to give equal weight to academic attainment.

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A Study of Group Homes Cases Served by Project Permanence

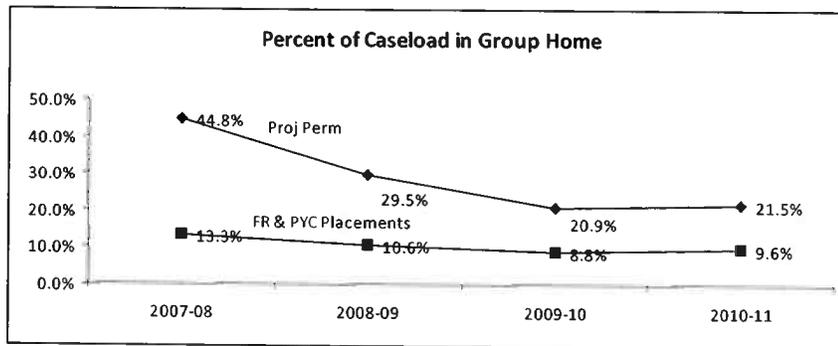
The intent of Project Permanence (P2) is to increase access to less restrictive permanent placements (family or family-like settings) for youth with diagnosed mental health disorders, and promote emotional and, when possible, legal permanence within these least restrictive placements.

P2's time-limited wraparound services last up to 12 months. Each wrap team consists of four staff members and one team leader. Together they define needs with family, link to resources in community, and increase social support. P2 has served approximately 260 youth. Key program dates include:

- Started in 2008 with exclusive EPSDT funding.
- In 2009, begin annual IV-E Waiver supplement of \$250,000 for non-MediCal billable expenses.
- Mid-2009 expanded eligibility criteria to cover adoptions and post-adopt cases for children at risk of removal.
- Length of time it took open a referral increased significantly over time from 2009 and into 2010. Program is addressing.

Group Home Caseload

As a percentage of Project Permanence caseload, services to group home youth have significantly declined over the past three years. (44.8% in 2007-08 to 21.5% in 2010-11) Of 222 total cases, 59 were from group home care.



- Project Permanence youth represented significantly higher risk demographic characteristics than 2007 group home youth who stepped down without wrap services. High risk factors predicted poor placement outcomes (see Table 1).

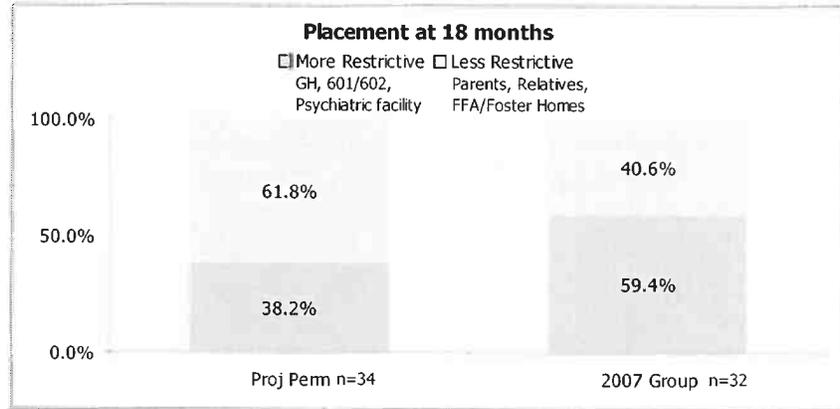
Table 1. Demographics of Group Home Youth who Stepped Down

(High risk factors in grey)	Project Perm Step Down n=34		2007 Step Down n=144	
Average days in GH:*	957		580	
Average days in foster care:	1769		1972	
Average previous placements:	8		8	
Gender*				
Male	20	59%	54	38%
Female	14	41%	90	62%
RCL*				
14-12	15	44%	25	17%
11	7	21%	24	17%
10-8	10	29%	92	64%
Unknown	2	06%	3	02%

* Significant difference p<.01

Findings

- Compared to a matched group of equivalent-risk GH youth from 2007 who did not receive wraparound services, Project Permanence youth tended to be in less restrictive placements 12 & 18 months after stepping down or receiving wrap services. Although not statistically significant, the difference would likely be significant with a larger sample size.

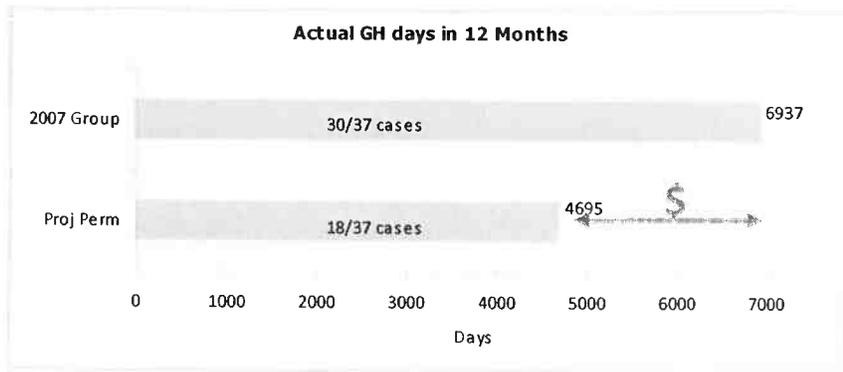


- A smaller sample of equivalent low risk demographic characteristic Project Permanence group home cases (n=16) showed no difference in placement stability between Project Permanence and the 2007 comparison group.

Discussion

Project Permanence helped high-risk group home youth step down out of group home care. Similar youth did not step down in 2007 when wraparound services were unavailable. The high RCL composition of the P2 caseload was likely the result of the program’s connection to Lincoln Child Center, which accounted for half of P2’s RCL 12-14 cases. Whether P2 will continue to serve a disproportionately high risk pool of group home youth after closing its Level 14 group home in 2011 remains to be seen.

Less restrictive placements that Project Permanence facilitated reduced time in group home care for youth, and generated comparative savings of approximately \$546,874 in group home costs for 37 cases studied within a 12 month period¹. This figure does not take into account additional savings realized from fewer restrictive placement types such as juvenile probation, incarceration, and psychiatric hospitalizations.



While the sample size is small, these preliminary findings suggest that P2 may work better with higher risk Group Home youth given the absence of a difference in placement stability for low risk youth.

¹ Aggregate 2,242 days, rolled up costs based on 2010 average monthly group home cost figure of \$7318.

Extra Reunification Parent/Guardian finding

Looking at 177 cases that stepped down from a group home in 2007 (or in later years with Project Permanence services), the placement type of **Reunification with parent/guardian** stood out most consistently as predicting placement stability, lack of group home recidivism, and longevity in less restrictive care. It should be noted that 50% of the GH cases that reunified with parents were receiving FR services, whereas only 19% of relative stepdowns and 18% of FFA/FC placements were receiving FR at the time of GH stepdown.

Table 2. 18 month Outcomes by initial post-GH placement type

	Reunification Parent/Guard.		Relative		FFA/Foster Home	
	n=41		n=58		n=60	
Less Restrictive Placement	34	83%	38	66%	32	54%
Stable Placement	29	71%	20	35%	15	25%
Group Home Recidivism	9	22%	26	45%	28	47%