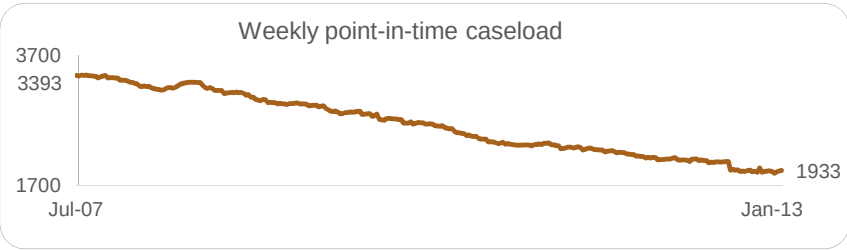
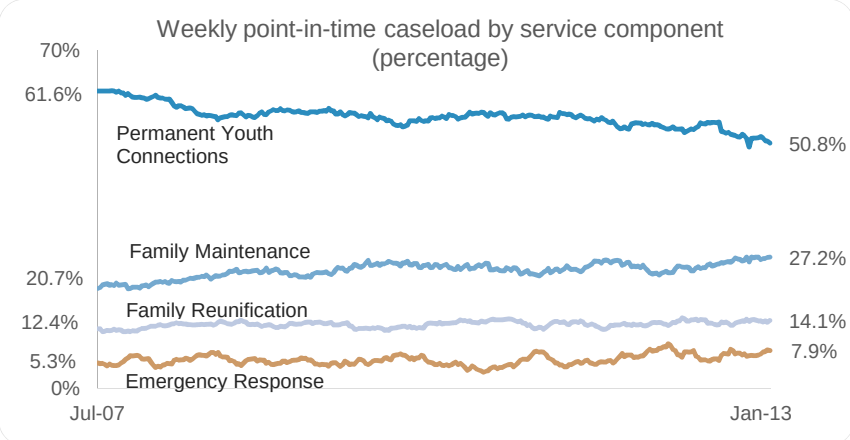
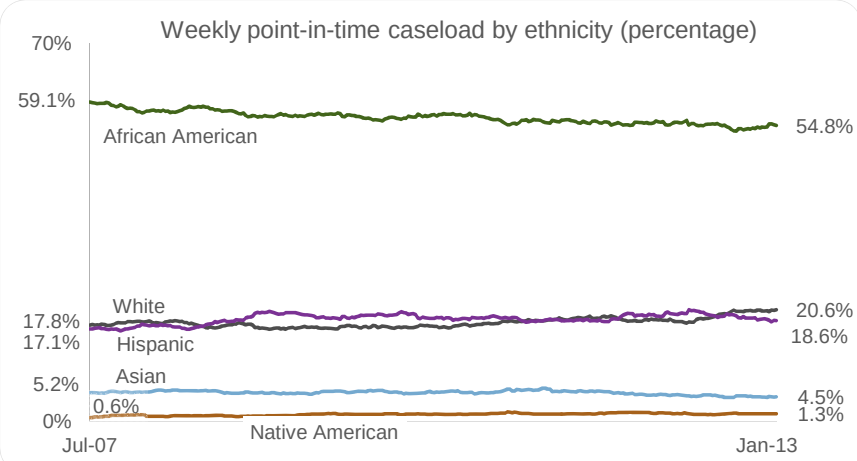
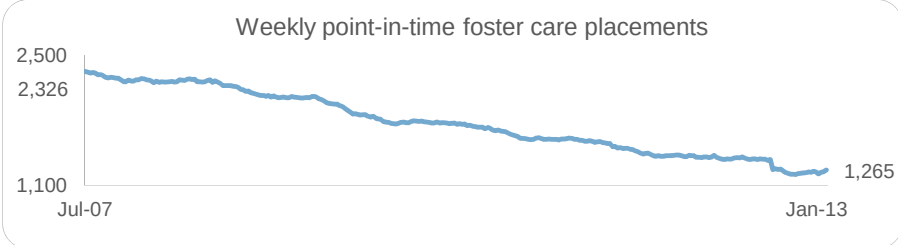
Alameda County Title IV-E Waiver Dashboard

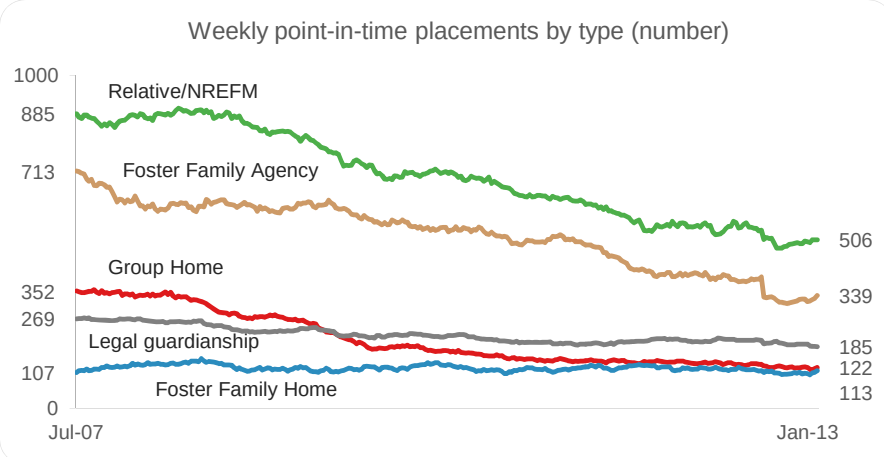
Updated Feburary 25, 2013

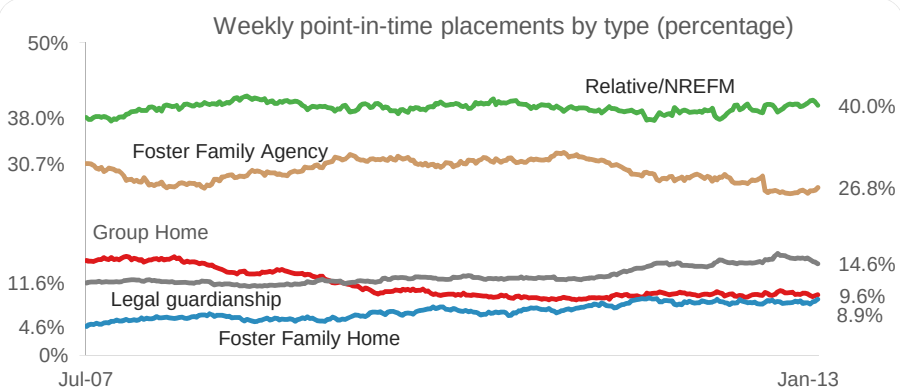












Goal: Increase percentage of children in relative placements by 25% (to 48.3% over 5 yrs)
Goal: Decrease the percentage of children in group home placements by 50% (to 7.7% over 5 yrs)

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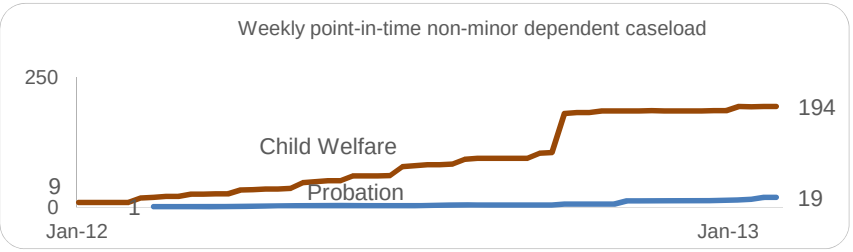

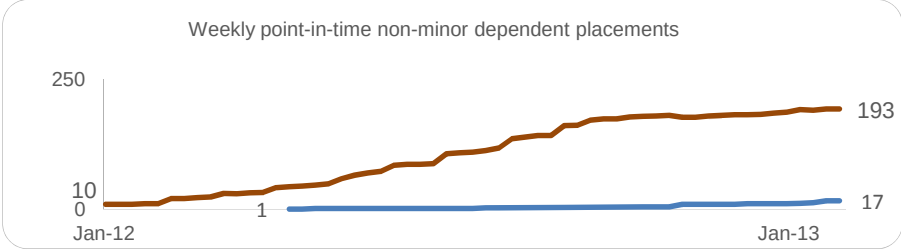

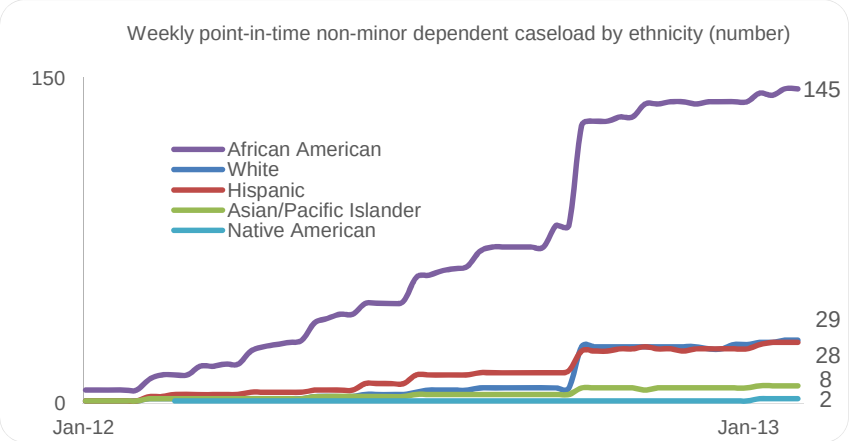

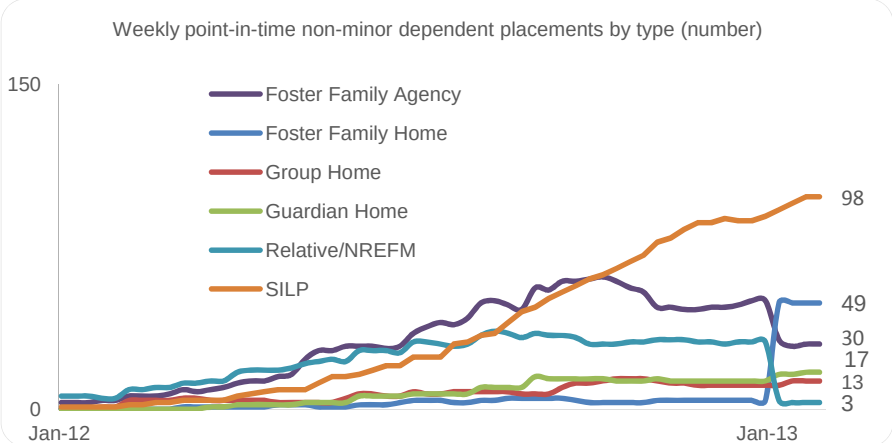

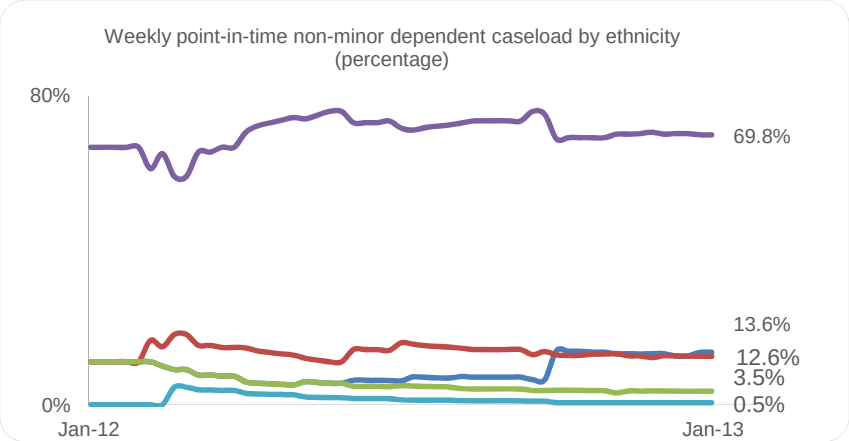

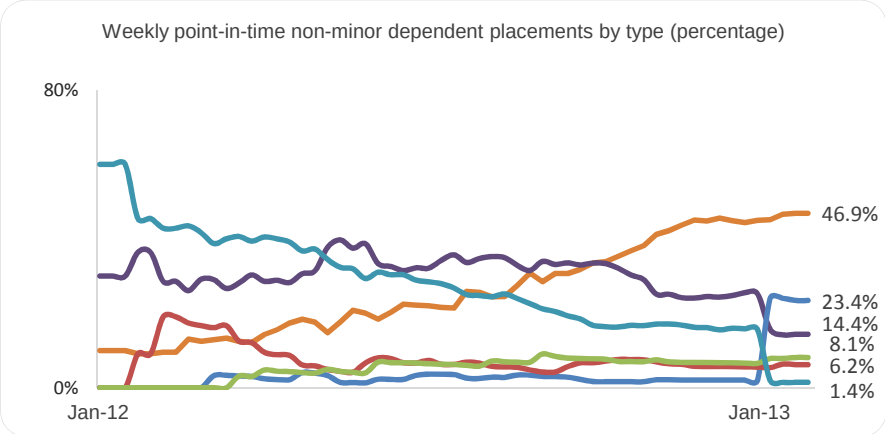

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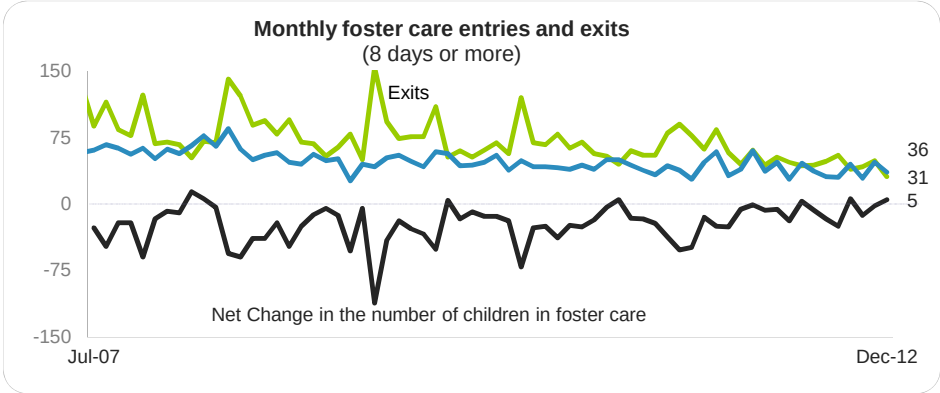
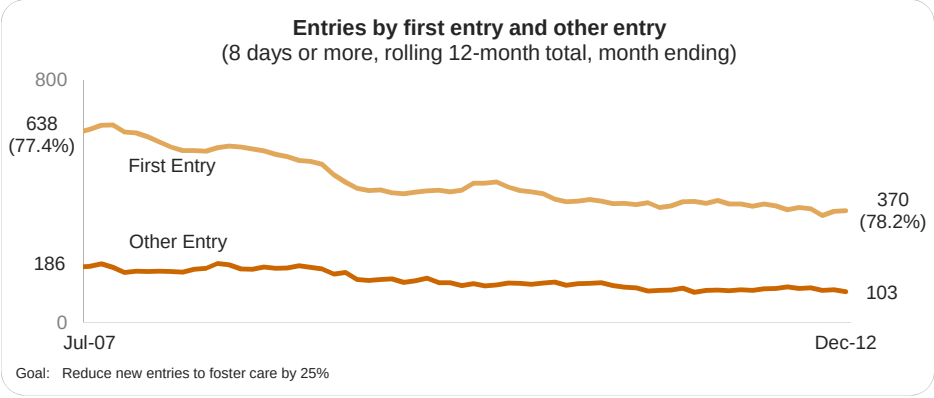
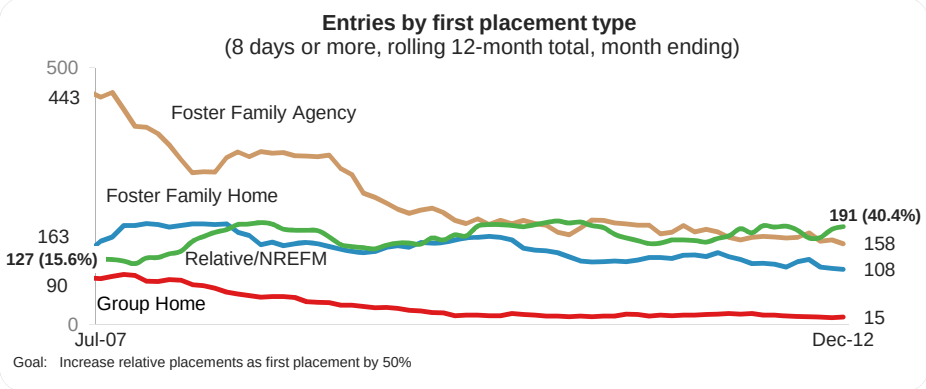
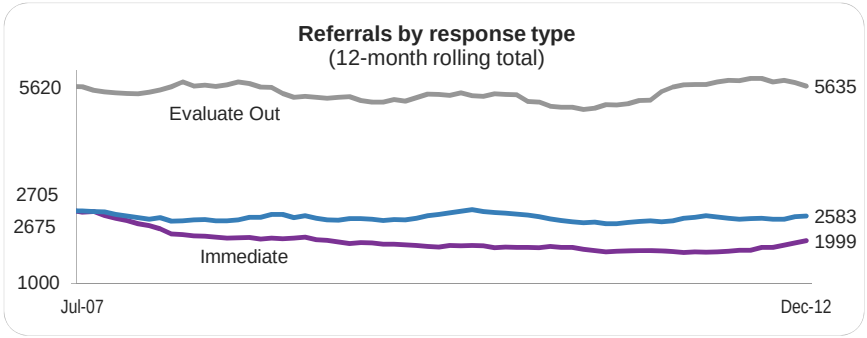
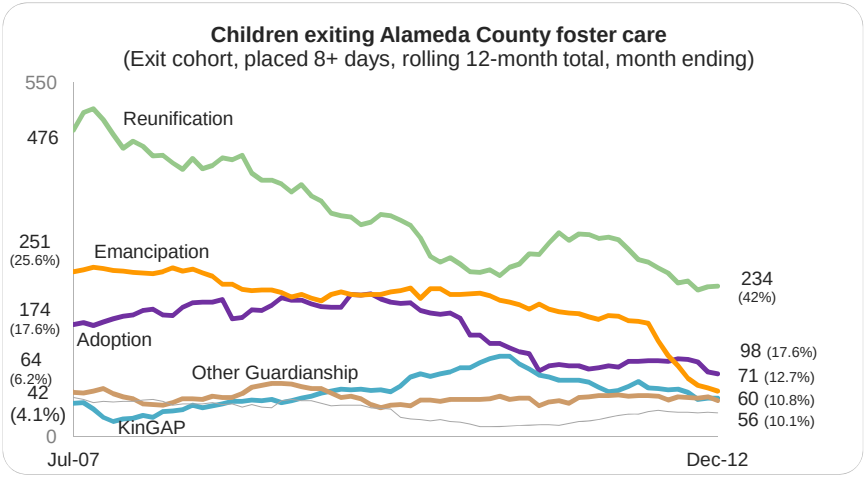
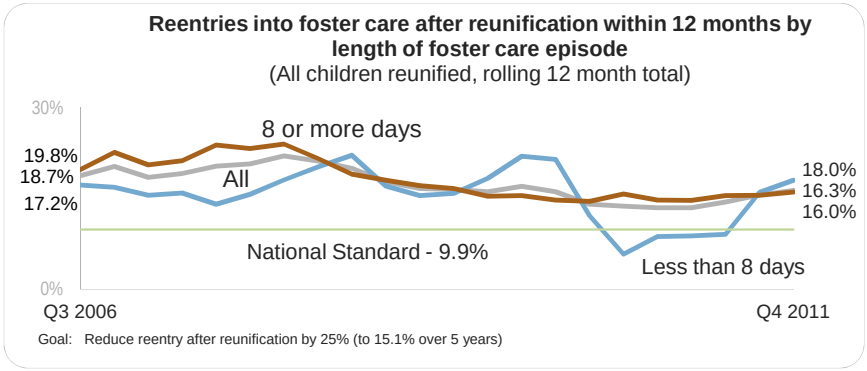












Alameda County Title IV-E Waiver Dashboard

Updated Feburary 25, 2013

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 January 28, 2013

Caseload (number)

↓ 43.2% decline in total child welfare cases.

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

↓ 17.8% decline in percentage of children with a PYC case;
↑ 32% increase in the percentage of children with an FM case
↑ 13.7% increase in the percentage of children with an FR case

Children in out-of-home placement (number)

↓ Decreased by 45.7%

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

↑ With relatives increased by 5.8%
↑ In county foster homes increased by 93.5%
↓ In group homes declined by 36.4%

Referrals

↓ Percentage of referrals requiring an immediate response have declined by 26.5%

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

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

↓ Foster care exits exceeded entries, and 41.7% 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 55.3%

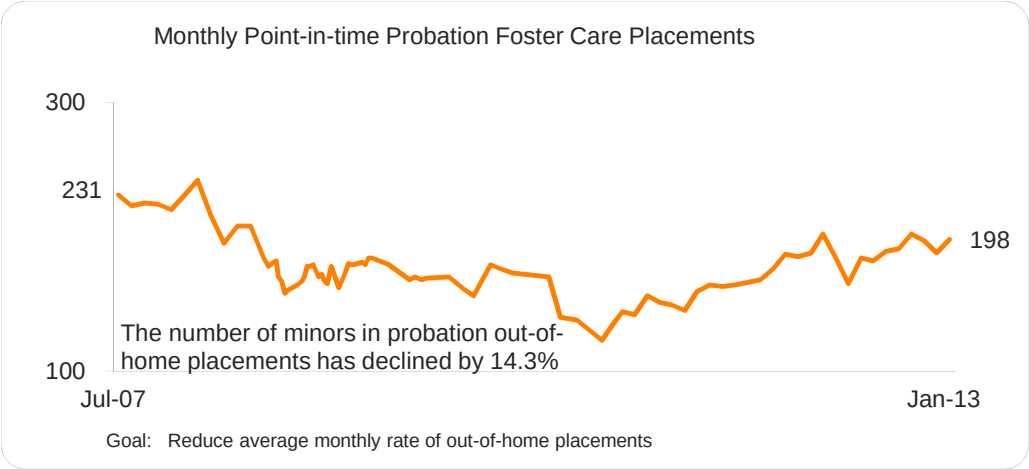
Reentries within 12 months of reunification (compared to 12 month period ending December 2011)

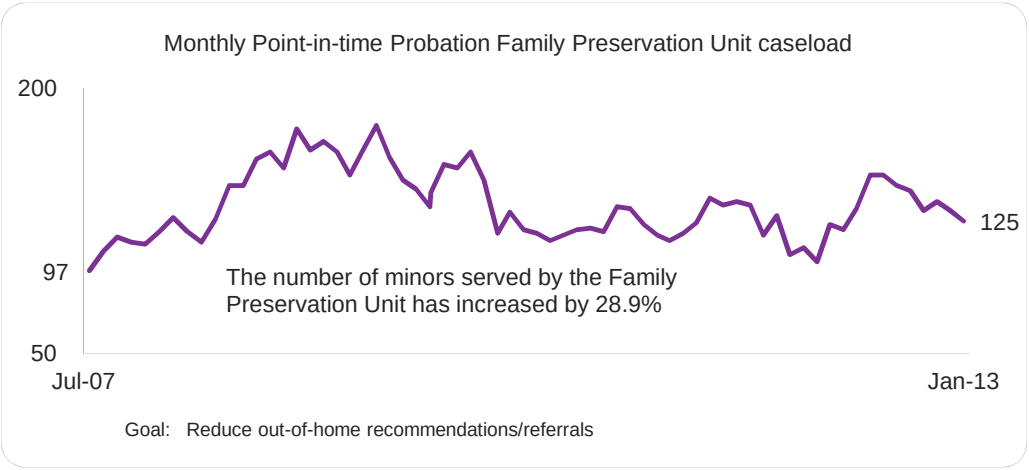
↓ After a placement episode of 8 or more days, the percentage of children reentering foster care after reunification has decreased by 24.9%

Source Data: Reentry chart: SafeMeasures 2/1/13 extract; all others: CWS/CMS 2/22/13 extract

Alameda County Title IV-E Waiver Dashboard

Updated February 25, 2013

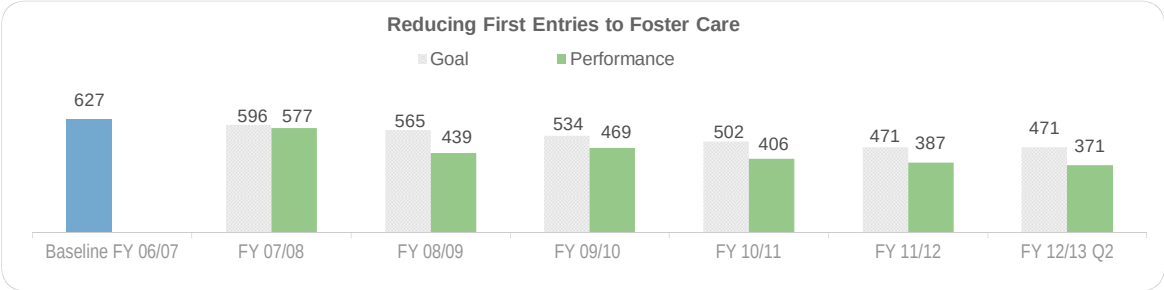




Alameda County Title IV-E Waiver
Progress Report on Outcome Goals: Year 6, Quarter 2

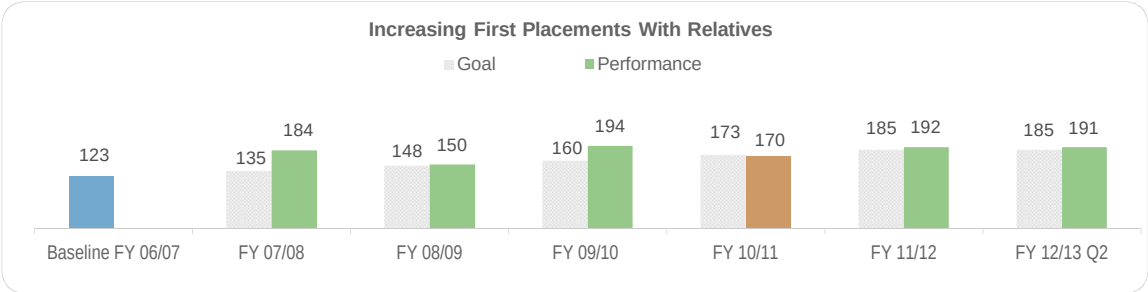
Reduce new entries to foster care by 25% over the next five years

Baseline	627 first entries in FY 06/07
Goal	471 first entries in FY 11/12
FY 12/13 Q2	371 first entries in the twelve-month period ending December 2012



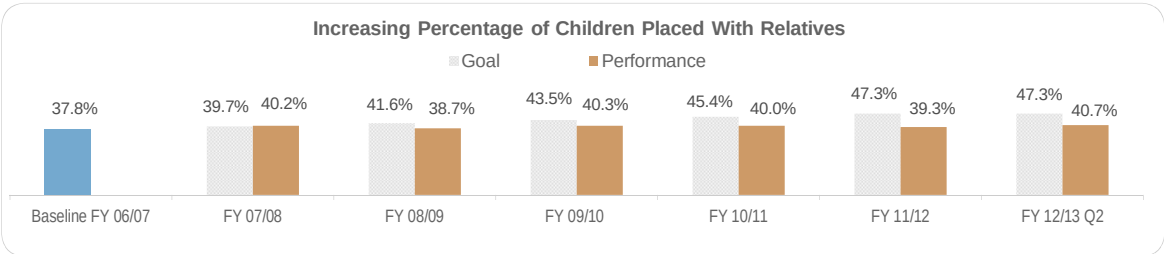
Increase relative placements as first placements by 50% over the next five years

Baseline	123 first placements with relatives in FY 06/07
Goal	185 first placements with relatives in FY 11/12
FY 12/13 Q2	191 first placements with relatives in the twelve-month period ending December 2012



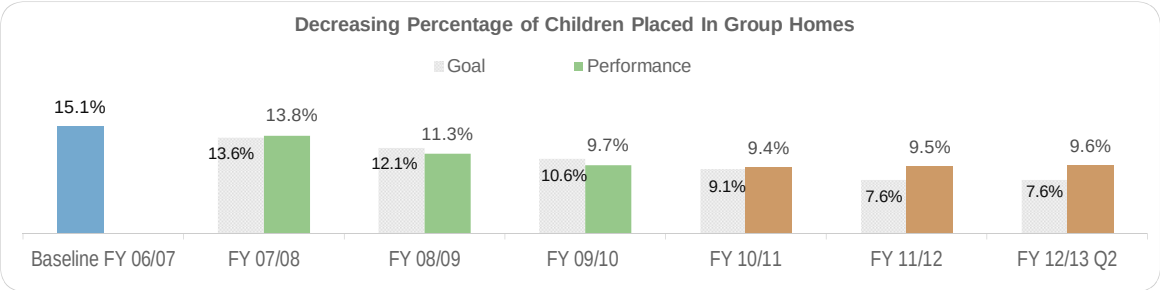
Increase percentage of children in relative placements *at any given time* by 25% over the next five years

Baseline	37.8% of children in relative placement on July 1, 2007
Goal	47.3% of children in relative placement by June 30, 2012
FY 12/13 Q2	40.7% of children in relative placement on January 7, 2013



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

Baseline	15.1% of children in group home placement on July 1, 2007
Goal	7.6% of children in group home placement by June 30, 2012
FY 12/13 Q2	9.6% of children in group home placement on January 7, 2013



Source:
Reunification Chart: CSSR 2012 Q3 Extract; Reentry Chart: SafeMeasures 2/1/13 extract; all others: CWS/CMS 3/22/13 extract

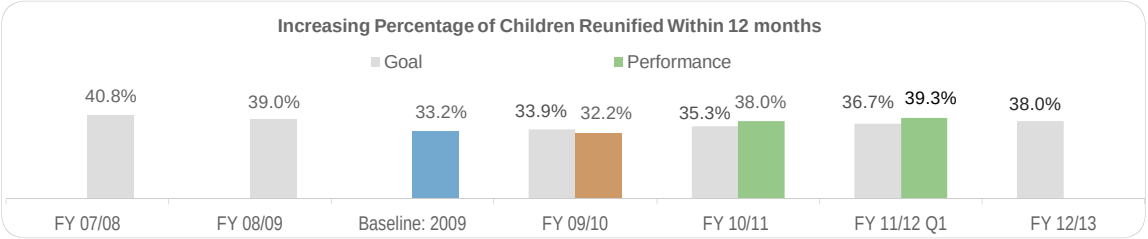
Program Evaluation and Research
Report Date: 3/26/2013

Alameda County Title IV-E Waiver
Progress Report on Outcome Goals: Year 6, Quarter 2

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

Entry Cohort Cohort: First Entries

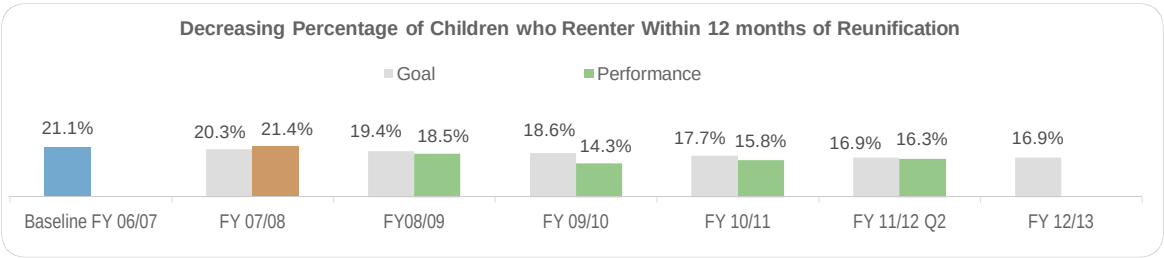
Baseline	33.2% of children who entered in 2009 for the first time exited to reunification within 12 months
Goal	38.0% of children who enter in FY 12/13 for the first time will exit to reunification within 12 months
FY11/12 Q1	39.3% of children who entered September 2010 - October 2011 for the first time exited to reunification within 12 months



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

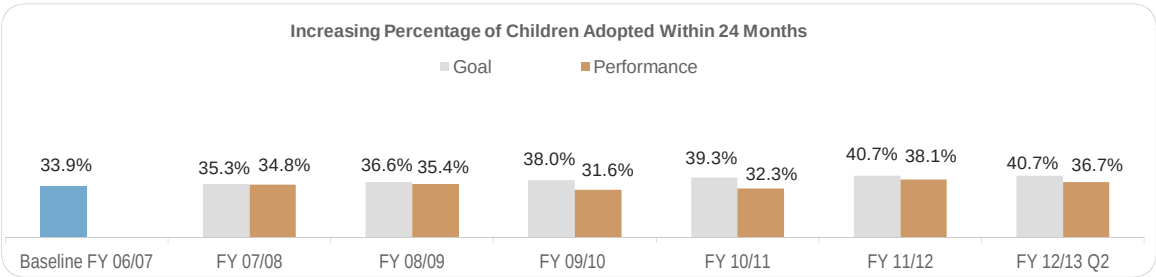
Reentry Within 12 months (exit to reunification after a placement episode of 8 or more days)

Baseline	21.4% of children reunified in FY 06/07 reentered foster care within 12 months
Goal	Less than 17.0% of children reunified will reenter foster care within 12 months
FY11/12 Q2	16.3% of children reunified in 2011 reentered foster care within 12 months



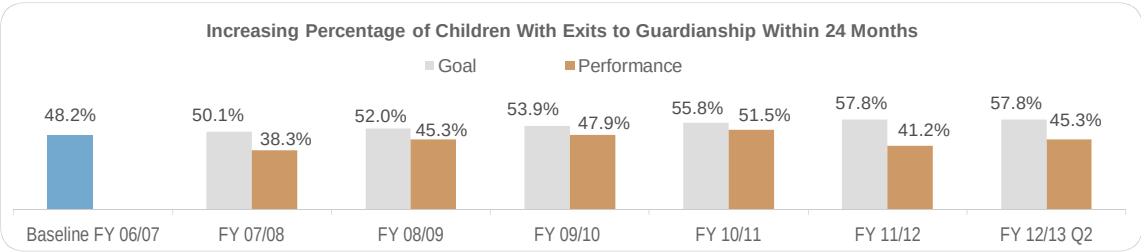
Increase percentage of children who exit to adoption within 24 months by 20% over 5 years

Baseline	33.9% of children who were adopted in FY06/07 exited foster care within 24 months
Goal	40.7% of children adopted in FY11/12 will exit foster care within 24 months
FY 12/13 Q2	36.7% of children who were adopted in 2012 exited foster care within 24 months



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

Baseline	48.2% of children who exited to guardianship in FY06/07 exited foster care within 24 months
Goal	57.8% of children who exited to guardianship in FY11/12 will exit foster care within 24 months
FY 12/13 Q2	45.3% of children who exited to guardianship in 2012 exited foster care within 24 months



Source:
Reunification Chart: CSSR 2012 Q3 Extract; Reentry Chart: SafeMeasures 2/1/13 extract; all others: CWS/CMS 3/22/13 extract

Program Evaluation and Research
Report Date: 3/26/2013

PER CFS Evaluation Projects - Status as of April 18, 2013

Projects	Decriptive/ Outcome	PER Lead	CFS Lead	Evaluation Status As of April 18, 2013
Completed Reports				
SYEP - Summer Youth Employment Program	O	BL		Complete
Childcare	O	NH	FB/SW	Complete
YAP - Youth Advocates Program	O	NH	FB/SF	Complete
KSSP - Kinship Support Service Program	D	BL	RL/JP	Complete
Faith Initiative	D	NH	FB/NG	Complete
Report Writing/Review				
P2S - Paths to Success	O	JU	GG	Report Edit/Review Process
CW Staffing and Workload	D	TC	ML	Report Edit/Review Process
CASA - Court Appointed Special Advocated	D	HW	FB	Writing Report
County Counsel Expansion	D	TC		Writing Report
Data Analysis				
Another Road to Safety	O	HW	GG	Analyzing Data
Vertical Case Management	O	JU	GC/RL	Analyzing Data
- Parent Satisfaction Survey	O	JU		Part of VCM study & will be reported separately
- Worker Satisfaction Survey	O	JU		Part of VCM study & will be reported separately
- Post-reunification services	D			Part of VCM study
FFE - Family Finding and Engagement	O	BL	RL/FB	Analyzing Data
Parent Advocates	O	BL	FB/SL	Analyzing Data
Eligibility - MC & Foster Care Eligibility	D	HW	FB	Analyzing Data
MRT - Mobile Response Team	D	HW	FB	Analyzing Data
Voluntary Diversion	D	HW	GG	Analyzing Data
Mentoring Program	D	HW	CL	Analyzing Data
Placement Stabilization Fund	D	JU		Analyzing Data
Data Cleaning				
Assessment Center (AC)	D	CK	NG/FB	Cleaning Data
- AWOL	D	CK	FB	Part of AC study
- LGBTQ services for foster youth	D	CK	Krystal	Part of AC study
- MISSEY Advocates	D	CK	L	Part of AC study
Data Collection				
Transitional Living Conference	O	HW	FB/SF	Collecting Data
ACOE and BE	D	HW	FB	Collecting Data
Empowering Parents	D	HW		Collecting Data
Linkages Liaisons	D	Jim Cunniff		Collecting Data
Waiting for Data				
ILSP - Independent Living Skill Program	O	BL	FB	Waiting for Data
SAYEP - Summer Youth After School Employment Program	O	BL	FB	Waiting for Data
TGP - The Gathering Place	O	BL	RL	Waiting for Data
Evaluation Planning				
School Resource Officer	D	CK	Krystal	Preparing study
On hold				
Project Permanence	O	JU	FB/SW	On Hold
Young Parent Opportunity (YPO)	O	BL	FB	On Hold
SEED - Service to Enhance Early Development	O	BL	RL	On Hold

Childcare Program

October 2, 2012

Nathan Hobbs, LCSW
Management Analyst
Program Evaluation & Research
hobbsna@acgov.org

Alameda County
Social Services Agency
Program Evaluation and Research

CHILDCARE PROGRAM EVALUATION REPORT

EXECUTIVE SUMMARY

Since 2010 the Childcare Program has subsidized daycare for court-dependent children during hours that a licensed county foster parent or relative caregiver works outside the home. Others eligible for the Program include medically incapacitated foster parents or relative caregivers, and court-dependent teen parents for whom the program provides childcare during ILSP, school or GED hours. The Program covered 146 children at a cost of $1,004,125, of which $755,642 was directly related to the cost of childcare reimbursements.[1] This study used a time-equivalent comparison group and a qualitative survey of 242 caregivers to assess the impact of the Childcare Program upon: 1) foster parent recruitment and retention, and 2) placement stability. The study also explored additional areas, such as the low program utilization with teen parents, the program's affect on time to permanence, and Resource and Referral Agencies' performance with respect user satisfaction.

FINDINGS

The program showed significant promise as a tool for foster parent retention and recruitment. Twenty four percent of newly recruited relatives and county foster parents identified the program as a "very important" part of their decision to become a foster parent. In addition, childcare users were significantly more likely to report being satisfied with the overall support they received from DCFS to care for children than non-users. The program did not exert a strong effect upon placement stability for children aged 0-5 especially when childcare placements were compared to those of eligible non-users, although there was a small non-significant trend in favor of stability for the childcare cases. Child's age had the strongest impact on placement stability, with children aged 4-5 significantly more likely to have unstable placements.

Survey results showed a significant disparity in awareness of the program. Relatives were less aware of the program's existence in comparison to county foster parents, yet relatives had somewhat of a greater need for childcare. Fifty seven percent of relatives reported needing childcare for a full time job, versus 47% of county foster parents. Relatives were significantly more likely than county foster parents to need childcare because of school, and for medical reasons. The awareness disparity is likely due to an over reliance upon case-carrying Child Welfare Workers to identify eligible relatives and communicate the program to them. Open-ended survey comments revealed many positive experiences with foster parenting though Alameda County, but also frustration over unequal access to resources based upon differential CWW knowledge.

Dependent Teens

Only six dependent teen parents used the program. All six attended school during the time they received childcare; two attended ILSP classes. A CWW focus group identified lack of CWW knowledge about the program's availability to teen parents as a major barrier to utilization. Other barriers mentioned: 1) Application, selection, and renewal process could be clearer and more flexible with regard to documentation requirements. The process takes time whereas the teen parent's childcare need is often pressing and immediate; 2) Teens are reluctant to leave their children with strangers from a daycare list.

Time to Permanence

The program did not make a statistically significant difference in time to permanence, although there may be a trend in delay worth monitoring. More time needs to elapse to assess the program's effect on time to permanence. San Francisco County, which has offered childcare for the last 20 years, has observed an anecdotal delay in time to permanence for its relative placed and fost-adopt cases. SF County is developing a post-dependency childcare strategy that includes efforts to increase utilization of non-CPS funded

[1] Based on childcare invoice data from 1/1/2010 to 4/30/12.

sources, such as Title 5 childcare slots, Head Start, universal pre-school and possible use of general fund monies.

Resource & Referral Agencies
Of the three resource and referral Agencies, Bananas ranked highest in user satisfaction, although the difference in scores was not statistically significant. CCL and 4Cs users reported longer wait times for the start of childcare once all of their paperwork was turned in.

LIMITATIONS & FUTURE RESEARCH

This study did not explore the direct effects of childcare on the children who received it. Possible benefits to children include social skills development, academic and cognitive gains, and increased surveillance for abuse and neglect. On the other hand there could also be potential drawbacks to childcare from the standpoint of attachment development in this population of children who were recently removed from their primary caregivers. Further investigation into the direct effects of the program upon the children served would be worthwhile. Finally, this study did not explore a broader range of factors affecting permanence, such as predominant placement type. A comprehensive exploration of other factors related to permanence would help put the role of childcare into context.

RECOMMENDATIONS

- Consolidate departmental communications to relative caregivers and licensed county homes in a newsletter that includes resources available, such as childcare, along with the most current eligibility requirements. Distribute at regular and predictable intervals.

- Relative Approval workers (including FFE relative approvals) should discuss the Childcare Program during the home approval process, and assess relative need and eligibility.

- DCFS maintain a comprehensive client resource list for CWWs with eligibility requirements posted and updated monthly on OPG or another site.

- DCFS develop a post-dependency childcare strategy to include CWW training to navigate application and selection of other public sources of childcare, such as Title 5 funded childcare, Early Head Start, Head Start.

- Resource & Referral agencies should assess caregivers for the level of assistance needed and target more help to teen parents, brand new caregivers, and those fostering medically fragile children. Extra help could take the form of, a) guidance on what to look for in a childcare provider, b) assistance with phone calls to check for open childcare slots, c) transportation planning for pick-ups and drop-offs.

- DCFS set a minimum timeline by which the Resource & Referral Agencies must contact caregivers once the licensing liaison has submitted application paperwork. Resource & Referral agencies need to expand the pool of licensed childcare providers, including those who specialize in care for medically fragile children, if waitlists are a problem.

- To address placement instability in the 0-5 population, DCFS should target services to children aged 4-5 and their caregivers to handle emerging externalizing behaviors. Research recommended services include PCIT therapy, multidimensional treatment foster care training for foster parents, & placement practices such as not placing severely emotionally disturbed children in homes with other children. Another helpful service may include therapeutic pre-school and daycare.

CHILDCARE EVALUATION REPORT

INTRODUCTION

The Childcare Program subsidizes childcare at the regional market rate for court-dependent children during hours that a licensed county foster parent or relative caregiver works outside the home. Others eligible for the Program include medically incapacitated foster parents or relative caregivers, and court-dependent teen parents for whom it covers the cost of childcare during ILSP, school or GED hours, and work hours**.** The program intends to enhance placement stability, serve as a recruitment and retention tool for licensed county foster homes, and promote better emancipation outcomes for teen parents. Except where otherwise indicated this evaluation focuses primarily on the effects of the program on court-dependent children aged 0-5 and their caregivers. Data is available for this 0-5 group because the program has served this group the most and for the longest. This paper addresses the Program's efficacy in attaining its intended goals, and investigates four implementation issues mentioned below.

IMPLEMENTATION

Eligibility requirements expanded twice since the program started. Originally, in January 2010 when DCFS began the Childcare Program, only licensed county foster parents caring for court-dependent children age 0 to age 5 qualified for childcare reimbursement during the hours that they were employed. In September 2010 the program expanded to cover employed relative/fictive kin caregivers caring for 0-5 year-olds, as well as court-dependent teen parents with young children. Once again the program expanded in January 2012, extending the age limit for childcare up to the age of 13. It also extended caregiver eligibility requirements at this time to include those county foster parents and relative caregivers with documented medical conditions that necessitate childcare. DCFS contracts with three childcare Resource & Referral Agencies (Bananas, 4Cs, & Child Care Links) that administer childcare payments and assist caregivers in selecting a licensed daycare provider in the vicinity desired. Several issues have been noted, including: 1) complaints about long wait times for connections to childcare providers, 2) limited childcare options for medically fragile children, 3) low program utilization among dependent teen parents. Finally, 4) various child welfare workers and supervisors have expressed concerns that in some cases the Childcare Program may act as disincentive for legal permanence, i.e. caregivers are less willing to adopt or take guardianship because they can receive subsidized childcare only while the case remains active in the dependency court system.

UTILIZATION

As of March 2012 the County had spent a total of $1,004,125 on the Childcare Program, $755,642 of which was directly related to the direct service costs of childcare reimbursements. According to invoice records the program served a total of 146 children: 133 between the ages of 0-5, seven children between the ages of 6-13, and six

Table 1

Resource Agency	Total Children Served	Total Avg Childcare Cost/Child	Total Avg County Paid/Child
4Cs	59	$5,855.02	$7,783.27
Ban	69	$4,588.87	$6,194.94
CCL	18	$5,152.67	$6,525.61
Total:	146	$5,175.63	$6,877.57

non-dependent children of court-dependent teen parents.[2] The majority of children received full-time childcare; some received both full-time and part-time care over different periods. Bananas served the most children (69), followed by 4Cs (59) and CCL (18). Of the three providers, Bananas tended to provide FT childcare for a shorter time than the other providers and PT childcare for a longer period of time. Part-time care is less expensive than full time care, which likely accounts for Banana's lower cost per child.

METHODOLOGY

This study utilized a hybrid of qualitative and quantitative data sources. To ascertain which cases had actually received the childcare subsidy this researcher compiled administrative data from the three Child Care Resource & Referral Agencies. Next a comparison group of non-users of the Childcare Program was formed using Business Objects to identify County licensed foster placements serving children 0-5 on or after 6/1/2010 (six months after the Program started) and relative placements on or after 4/1/2011 (6 months after the Program became available to relatives). These queries yielded 104 licensed county homes and 218 relative homes that had not used the Childcare Program. To further refine the comparison group into classes of program eligible and program ineligible homes, this researcher and four Research Assistants conducted a telephone survey of these homes, reaching 35% of the relatives and 80% of the county foster parents (relative caregivers n=72; county foster parents n=78). We used one question from the survey to determine eligibility: What are the main reasons that you needed childcare for your foster children aged 0-5 in the last 2.5 years? If respondents indicated that they needed childcare because of a full time or part time job, or because of medical issues they were defined as eligible for the Childcare Program. Otherwise they were ineligible. We also surveyed users of the Childcare Program (county foster parents n=47; relative caregivers n=45), from whom we gathered program usage and satisfaction data. In all 242 households participated in the survey. Survey response data was matched to CWS/CMS caregiver and child data for the purpose of gathering more detailed demographic information, as well as placement stability and permanence outcomes for the children served in respondent homes. The survey concluded with one open-ended question that we used in a qualitative analysis of respondent feedback about the Childcare Program and experiences with DCFS.

Placement Stability: With DCFS's "One Child One Placement" philosophy in mind this researcher defined placement stability as the absence of any placement disruption. In recognition that some county foster placements are intentionally ended for the purpose of placing with family members, this study did not count a child's move from a county foster home to a relative placement as a placement disruption. If a placement ended in one of three permanence outcomes (reunification, guardianship, or adoption), the study counted this as a stable placement. In order to fairly compare placements that received subsidized childcare with equivalent homes that did not receive the subsidy, survey results informed the comparison. From each respondent home that verified receipt of the childcare subsidy only one child was selected for comparison. For the eligible and ineligible comparison groups only one child per home was selected, choosing the

[2] Cumulative invoice data as of April 2012. Source: electronic invoice records from 4C's, Bananas, and Child Care Links. There were 10 invoices for 10 children with less than one month's worth of childcare. Some of these children may not have actually received childcare as several of the providers we spoke with by telephone indicated that they did not receive subsidized childcare.

earliest child placement in the respondent's home during the time period that the program was available for the caregiver. This analysis excluded emergency foster homes from the comparison group because no emergency foster homes had received the childcare subsidy. In addition, all placements that began less than six months from the data extract date (later than 2/1/12) were excluded from the placement stability comparison.

RESULTS

Baseline childcare need in county foster parent & relative caregiver population for children 0-5

Approximately 60-65% of county licensed foster homes serving age 0-5 children in the last two years qualified for the Childcare Program. For equivalent relative caregivers in the last 1.3 years, approximately 68-78% qualified. These rates are based on the count of homes that actually used the program and thus qualified, as well as survey respondents who indicated that they could have used the program because they needed childcare due to employment or a medical condition. Actual usage rates are lower. Of all county licensed homes caring for 0-5 children in the last two years, 36% used the Program. For relative caregivers, 22% used the program as of July 2012.

Awareness of the Program

Relatives were significantly less aware of the program's existence than county foster parents. Forty three percent (48/112) of relatives surveyed indicated they were unaware of the program, versus 28% (34/123) of county foster parents. The awareness discrepancy is in part related to the different means by which the program is communicated. County foster parents most commonly cited licensing classes as their source of information about the program, whereas relative caregivers were more likely to depend upon the child's primary caseworker as their information source about the program (Table 2). Dissatisfaction with the Department's communication about resources turned out to be a major theme picked up in the qualitative section of the survey (see Themes in Open-Ended Comments section below). Respondents gave a number of suggestions for improvement.

Table 2: Source of Information about Childcare Program

	County	%	Relatives	%
Another Foster Parent	6	6.8%	4	6.6%
Child Welfare Worker	22	25.0%	38	62.3%
Placement, Rel. Approval or Licensing Evaluator	12	13.6%	9	14.8%
License Classes	40	45.5%	2	3.3%
Foster Parent Association	5	5.7%	0	0.0%
Other	19	21.6%	10	16.4%
Total	88		61	

Regarding the recent January 2012 expansion of program eligibility to include children up to the age of 13, the majority of relatives and county foster parents were unaware. Eighty-six percent (86%) of relatives and 91% of county foster parents who had active placements during or after February 2012 were unaware of the expansion.

Demographics

Caregiver users of the Childcare Program shared many of the same demographic characteristics with both the eligible and non-eligible caregiver comparison groups. With respect to marital status, number of caregivers in the home, geographic location within Alameda County, and out-of-county residence childcare recipients were no different than caregivers who did not use the

program. On the other hand, users of the program were significantly younger (mean age 44.7 vs 51.5) than the non-eligible comparison group. And while the childcare users generally matched both comparison groups in terms of race, the childcare group had far fewer Hispanic-headed families than both comparison groups although this difference was not statistically significant because of the small numbers of Hispanics in the childcare sample. In addition, the childcare group was less likely to have a low job score (a proxy for income based on the number of part time and full time jobs in the household), and this was especially true when compared to the non-eligible group.

Childcare Needs of Relatives and County Foster Parents

Whereas 57% (67/117) of all relatives said they needed childcare for a full time job, 47% (59/125) of county foster parents said they need childcare for this reason. Relatives were significantly more likely to need childcare because they were themselves taking classes in school, and more likely to need childcare for medical reasons. County licensed foster parents were significantly more likely than relatives to indicate a need for respite care. Interestingly, county foster parents were significantly more likely than relatives to use informal sources of childcare such as family members or friends. None of the eligible county caregivers indicated a complete lack of childcare resources, whereas 21% of eligible relatives indicated they had no other source of childcare. These findings suggest that relative caregivers have a strong need for childcare based on their full time employment, medical issues, and school, and they may be less aware of respite as an available resource and less able to rely on family and friends for childcare. As mentioned above, relatives were also significantly less aware of the Childcare Program as a resource.

Recruitment & Retention

The survey yielded evidence that the Childcare Program plays a role in recruitment for both relative caregivers and foster parents. Although the majority of newly recruited caregivers who became licensed or started caring for a relative after the Childcare program began (n=134) did not indicate that the program played a major role in their decision to become a foster parent, 24% of both relatives and foster parents did indicate the program played a "very important" role (Table 3). It should be noted that a sizable portion of new recruits were unaware of the program. Thirty six percent (27/75) of

Table 3: How important was the county's childcare program in your deciding to become a foster parent for a child between the ages of 0-6?

	County	%	Relatives	%
Not Important	36	61%	55	73%
Somewhat Important	9	15%	2	3%
Very Important	14	24%	18	24%
Total	59	100%	75	100%

Table 4: Overall, how would you rate the Department of Children & Family Services ability to support you in caring for children in your home?

	Non Childcare User	%	Childcare User	%
Excellent	27	19%	26	29%
Good	42	29%	34	38%
Neutral	26	18%	6	6%
Needs Improvement	36	25%	19	21%
Not Acceptable	13	9%	5	6%
Total	144	100%	90	100%

$p<.05$

newly recruited relatives and 22% (13/59) of newly recruited county foster parents indicated they were unaware of the program's existence, thus we scored "Not Important" for these respondents on this question as the program could not have played a factor in their decision to become a foster parents.

Furthermore, and more compelling, statistical analysis showed a strong and significant positive relationship between childcare program usage and overall satisfaction with the support from DCFS (Table 4). This finding represents promise for the program's impact upon foster parent retention and, potentially, future recruitment by "word of mouth" on the part of more satisfied caregivers.

Placement Stability

The Childcare Program did not make a significant difference on placement stability for the 0-5 sample studied, although there was a positive trend favoring the Childcare group (Table 5). When factoring in the contribution of placement type to the stability outcome, there was also no significant difference.

Table 5: Placement Stability

	Childcare Group	%	No Childcare (Eligible)	%	No Childcare (Ineligible)	%
Stable	76	93%	61	90%	50	86%
Unstable	6	7%	7	10%	8	14%
Total	82	100%	68	100%	58	100%

Ineligible licensed county homes that started with the Agency prior to 2010 appeared to be somewhat less stable, although neither of these characteristics by themselves was significantly associated with placement instability in the county placements. None of the caregiver characteristics tested appeared to exert a consistent significant relationship to the outcome of placement stability.

One child factor significantly correlated with instability. Child's age at placement, and specifically older children (aged 4-5) were at greater risk for instability (Table 6). This factor is consistent with research that shows that children over the age of four begin to develop externalizing behaviors associated with placement disruption.[3] This finding suggests that interventions intended to mitigate placement instability may do well to target children in this age group to address pre-school and kindergarten age characteristics linked with instability. Some recommended services and practices include multidimensional treatment foster parent training, Parent Child Interactive Therapy (PCIT) therapy, and placement practices such as not placing severely emotionally disturbed children in homes with other children[4]. Overall, however, instability for this age group was relatively low across the board, with just 10% of the 208 placements studied exhibiting instability.

Table 6: Child's Age as Instability factor

	Age 0-3	%	Age 4-5	%
Stable	158	93%	29	76%
Unstable	12	7%	9	24%
Total	170	100%	38	100%

$p<.01$

[3] Wells, Susan J & Annette Semanchin Jones. PATH/Wisconsin – Bremer Project: Preventing Placement Disruptions in Foster Care Final Report, January 15, 2008. University of Minnesota. [page 6]

[4] Center for Human Services, UC Davis Extension. A Literature Review of Placement Stability in Child Welfare Service: Issues, Concerns, Outcomes and Future Directions. August 2008, UC Davis Extension, Center for Human Services.

Permanence

Some SEED and Adoptions CWWs have noticed delays in adoption and guardianship for Childcare cases because caregivers need to keep their cases open to continue receiving the subsidy. Whether the program has a role in delaying permanence is difficult to assess at this time because of its relative newness. A comparative analysis of current cases shows no statistically significant impact on permanence (Table 7). There may be a small trend suggesting delay in that fewer childcare cases achieved guardianship or adoption in comparison to equivalent non-childcare cases, especially among the bypass cases (see appendix A for more detailed breakdowns by time frame). This finding suggests it would be wise to monitor Childcare cases as more begin to approach the federal 24-month benchmark for time to permanency.

Table 7 : Exits to Permanence

Cases Received FR Services				
	Childcare Group	%	**Non Childcare**	%
Reunified	24	25.5%	48	21.2%
Adoption or Guardianship	22	23.4%	71	31.4%
Still Open (FR)	21	22.3%	37	16.4%
Still Open (PP)	27	28.7%	70	31.0%
Total	94	100%	226	100%
Bypass Cases – No FR Services				
	Childcare Group	%	**Non Childcare**	%
Adoption or Guardianship	9	37.5%	38	46.9%
Still Open (PP)	15	62.5%	43	53.1%
Total	24	100%	81	100%

San Francisco County's experience offering childcare to relative caregivers and county foster parents may be instructive. For the past 20 years SF County has subsidized childcare for court-dependent children aged 0-13 either through its general fund, or more recently through Title IV-E funds made available via a federal pass-through authorization. San Francisco has noticed a delay in legal permanence for some of its childcare-funded cases in relative placements and fost-adopt placements, although this delay is also anecdotally based. In response San Francisco is enhancing its Resource & Referral Agencies to help increase foster parent utilization of state Title 5 slots, which give priority to CPS cases, and facilitate use of other opportunities such as Head Start, and universal pre-school for 4-year-olds.[5] Michelle Rutherford, Child Care Policy & Planning Manager for San Francisco Human Services Agency, recommends CWW education around the complicated childcare eligibility and application process so they can better help foster parents understand what is available and how to access it.[6]

[5] Title 5 Non-Calworks contract based childcare (usually center-based programs) via contract with California Department of Education. Provide subsidized childcare for low-income & abused/neglected children gained through centralized eligibility list. Title Five childcare required to have an educational component, nutrition, parenting component, and referrals for health and social services. Considered to be high quality childcare. Families receiving or at risk of receiving CPS services rise to the top of the priority list.

[6] 7/31/12 and 8/15/12 email correspondence with Michelle Rutherford, Child Care Policy & Planning Manager for San Francisco Human Services Agency; 8/16/12 and 8/21/12 correspondence with Jason Holthe, Senior Analyst Child Care Policy & Planning Manager for San Francisco Human Services Agency.

Dependent Teen Parent Utilization

Since the Childcare Program became available to dependent teens on 9/1/2010 there were eight teen-parent childcare referrals as of April 2012, six of which received childcare according to invoice records. These six youth represent approximately 11% of the 53 teen parents who have been court-dependents since 9/1/2010. All six youth received full-time childcare. An inspection of CWS/CMS court records showed that all but one participated in school at least somewhat during the childcare subsidy, and only two participated in ILSP classes during the subsidy (see Table 8). Three youth are still in care, one as a non-minor dependent. One youth became a 602 LA County probation ward; one youth ran away, emancipating with few resources in place.

Table 8: Well-Being & Emancipation Outcomes for Parenting Youth

Teen Parent	Duration of CC (months)	Type of CC	ILSP	School	Housing	Job	Outcome
Youth 1	2	FT	Yes	Yes	-	-	602 Probation
Youth 2	4+	FT	No	Yes	Yes	No	AB12 NMD
Youth 3	4+	FT	No	Yes	-	No	Still In Care
Youth 4	1	FT/PT	No	No	No	No	AWOL - Emancipated
Youth 5	4+	FT	No	Yes	-	Yes	Still In Care
Youth 6	3	FT	Yes	Yes	Yes	No	Emancipated

To learn more about the experience of CWWs who refer teen parents to the childcare program, this researcher conducted a focus group with one PYC and two ILSP unit CWWs. All three had teen parents or pregnant teens on their caseload. When asked their thoughts about the low Program participation rate CWWs indicated that many of their colleagues did not know the program was available to teen parents. Indeed one CWW participant learned this fact for the first time during the focus group. All three CWWs agreed that parenting youth who had some form of childcare in place, be it from the Childcare Program or not, showed better attendance in school and in ILSP classes.

CWWs identified barriers for teen parent participation, including: 1) Youths' need for childcare is often pressing and immediate, whereas the paperwork, approval, and provider selection process takes some time. Sometimes a temporary plan to cover a childcare crisis, i.e. to have the foster parent take care of the child, ends up becoming the long term plan until a crisis or disruption occurs. 2) Youth generally have trust issues and display anxiety about leaving their baby with a stranger from a licensed daycare list. CWWs agreed that youth do not always make the best parenting choices, however, and that requiring a childcare license or having the department pay the foster parent extra money to provide childcare would be preferable to not requiring a license. 3) There is a need for flexible childcare hours, including evening hours. 4) One CWW recounted that she had made many childcare referrals but "never knew" what happened once all of the paperwork was accepted. The renewal process has also been complicated, and some childcare providers experienced delays in payment because of late renewals. 5) Application and renewal process could be clearer and be more flexible with regard to documentation (e.g. in the summer, not having to wait for school to start to procure a class schedule as proof of the need for childcare hours).

The CWWs also spoke of other system barriers for their casework with parenting youth, including a lack of centralized resource coordination. They expressed a desire for a comprehensive resource list for parenting youth that would cover where to go for parenting classes, visiting nurse programs, case management services, doulas, childcare, maternity clothes, and basic resources such as diapers, bottles, and baby food. They also unanimously emphasized the need for more and higher quality placements suited to parenting youth with babies.

Program Satisfaction & User Findings

Both relative and county foster parent users of the Childcare Program expressed satisfaction with the three Resource & Referral agencies. Bananas ranked highest in satisfaction, with an average score of 4.53 out of five (five being the highest); CCL (4.30) and 4C's (4.21) had lower average scores, although the difference in scores was not statistically significant. Compared to Bananas users, CCL and 4Cs users reported longer wait times for the start of childcare once all of their paperwork was turned in. The following are user breakdowns of those who reported waiting more than two weeks for the start of childcare: Bananas, 25% (9/36); 4Cs, 41% (14/34); CCL, 70% (7/10). Longer wait times may be indicative of childcare provider wait lists and a shortage of available slots. Part-time users of childcare reported somewhat longer wait times, although they were not significantly longer than full-time users. Caregivers of medically fragile children also had somewhat higher wait times for the start of childcare, the average being about 2 weeks – 1 month. Medically fragile users were no more or less satisfied with the Resource & Referral Agencies, but they were significantly more dissatisfied with the level of support from DCFS.

County foster parents who used the Program were significantly more likely than relatives to need assistance from the Resource & Referral agencies in finding a childcare provider, whereas relative users more often had their own provider picked out ahead of time. Of those respondents who used the Childcare Program, 12 were out-of-county relative users. These users generally found their own childcare providers without the help of Resource & Referral Agencies, and they started childcare within one to two weeks of when their paperwork was turned in. Out-of-county users did not express significantly different levels of satisfaction with Resource & Referral Agencies, although they were significantly less satisfied with the overall support from DCFS.

Themes in Open-Ended Comments

The survey concluded with one open-ended question, "Is there anything else you would like us to know about your experience with the Childcare Program or with DCFS?" Out of the 242 respondents 157 (65%) supplied an answer to this question. Although a number of themes emerged from these comments, two of the most prevalent were: 1) A desire for improved departmental communication regarding childcare and other resources available (n=21). 2) Expressions of overall positive experiences fostering children in Alameda County (n=16). Eight additional caregivers expressed gratitude for the Childcare Program in particular, two of them saying that they could not have served as a foster parent without childcare assistance.

Although both relatives and county foster parents expressed problems with the Department's resource communication, relatives did so more frequently. Communication issues often pertained to not hearing about the childcare program at all or long delays in notification, CWW gaps in program knowledge, a problem exacerbated by CWW changes, and frustration with unequal

access to knowledge about resources with some caregivers having to “beat the bushes” to get information about childcare and other resources. One foster parent (#259) recommended that the Department distribute a comprehensive resource sheet, and provide extra support for new foster parents during their first placements: “What I have found with DCFS, rarely is the department forthcoming as to what is available to me. [The Department] needs to put together a one-sheet. Sometimes you get something in the mail, and there's no context. A comprehensive resource chart with everything on it, especially when you get your first placement. You're really just thrown to the wolves.” Other suggestions included 1) using email for program resource communication 2) clearer instructions on the Childcare Program application paperwork 3) simplified renewal procedures so that there are no gaps in childcare reimbursement at the time of renewal.

Five caregivers suggested licensing exceptions be made to allow for non-licensed childcare providers, such as trusted relatives, to accommodate the child’s need for a familiar caregiver. Two of these comments pertained to respite care in particular. Other respite comments included two requests to cover other children in the home (i.e. biological children), and one request for overnight respite care. Five caregivers expressed frustration with childcare provider waitlists, &/or desired more assistance from Resource & Referral Agencies in locating an available childcare provider.

Of the seven comments about special needs/medically fragile childcare, three indicated a dearth of childcare provider resources for medically fragile children. One respondent suggested that respite care was not enough to meet her needs as a provider of a medically fragile child, and one was positive about the experience with CWW advocacy around special needs childcare.

Five caregivers also commented on communication and support deficits related to the child’s case. Some said they did not know enough about or needed more support regarding the child’s medical and emotional needs, or improved communication about the legal status of the child welfare case. Four caregivers reported feeling as though they were not treated as part of a collaborative team with the CWW, and two complained of lack of inter-departmental communication.

LIMITATIONS & FUTURE RESEARCH

This study did not explore the direct effects of childcare on the children who received it. Possible benefits to children include social skills development, academic and cognitive gains, and increased surveillance for abuse and neglect. On the other hand there could be potential drawbacks to childcare from the standpoint of attachment development in this population of children who were recently removed from their primary caregivers. Further investigation into the direct effects of the program upon the children served would be worthwhile. Finally, this study limited its comparative investigation of permanence to childcare program utilization. It did not explore a broader range of factors affecting permanence, such as predominant placement type. A comprehensive exploration of other factors related to permanence would help put the role of childcare into greater context.

CONCLUSION

The Childcare Program exhibits promise as a tool for foster parent retention and recruitment. Users of the program are significantly more likely to report feeling strongly supported by DCFS to care for children in their home. Highly satisfied foster parents may remain with the department

longer, and/or function effectively as marketers for the Department among friends and family. The program itself plays a major factor in the decision to become a foster parent for about 25% of new caregivers. The program's success in this area, however, is curtailed by a major limitation: lack of awareness about the program. Illustrative of this problem, over 85-90% of caregivers surveyed were unaware that the program now covers children up to the age of 13. At the very least this represents a missed opportunity for word-of-mouth recruitment among friends and family interested in caring for a child over the age of five. Relative caregivers in particular, despite being some of the most eligible recipients of this program, were the most unaware of the program since it became available to them in 2010. This is likely the result of an over-reliance on Child Welfare Workers to both identify eligible relatives and accurately communicate the latest program eligibility details to them. The survey revealed a general frustration over unequal access to and knowledge of department resources available to foster parents, based on whether a particular CWW knows about a program or not. The Department's communications to relative caregivers and foster parents needs to improve, else the Department risks undermining the program's impact on recruitment and retention. Foster parents, and indeed some Child Welfare Workers in several recent focus groups, report being either unaware of or overwhelmed with current resources available for clients. To bring equality of access and organization to resource communications, we recommend the following:

Recommendation #1
Consolidate departmental communications to relative caregivers and licensed county foster parents in a common newsletter distributed at regular and predictable intervals throughout the year. Each newsletter, which should also be distributed via email, should include a snapshot matrix of resources available to foster parents and relative caregivers, along with the most current eligibility requirements (e.g. support groups, childcare/respite care, mobile crisis response, etc.).

Recommendation #2
All Relative Approval workers (including FFE relative approvals) should discuss the Childcare Program during the relative home approval process, and assess to see if relative caregivers are eligible.

Recommendation #3
DCFS should create and maintain a comprehensive client resource list for CWWs with eligibility requirements posted and updated monthly on OPG or another site for common CWW access.

It is not possible to determine whether the program had a significant impact on teen parents' school attendance, ILSP participation, and emancipation outcomes as too few youth used the program over the last two years. Those six who did use the program showed mixed results. School attendance was the one common feature of all six who received the service. Low utilization is likely the result of 1) a lack of CWW awareness about teen parent eligibility for the program 2) teen parents' desire to have a known and trusted adult provide childcare rather than a "stranger" from a list, and 3) alternative childcare plans developed in response to an immediate and pressing need for childcare winning out over the program's lengthier approval and search process. DCFS is considering a proposal to pursue licensing for non-licensed adults whom teen parents elect, which may increase utilization. Promoting CWW awareness of the program will also help, as will

adopting some of the recommendations below meant to decrease the time it takes to begin childcare:

Recommendation #4
Resource & Referral agencies should assess caregivers for the level of assistance needed and target more help to teen parents, brand new caregivers, and those fostering medically fragile children. This could take the form of, for example, a) guidance on what to look for in a childcare provider, b) assistance with phone calls to check for open childcare slots, c) transportation planning for pick-ups and drop-offs.

Recommendation #5
CCL & 4Cs need to shorten the time it takes to begin childcare once all of the necessary paperwork is turned in. To reduce lag time: a) DCFS should set and hold accountable a minimum timeline by which the Resource & Referral Agencies must contact caregivers once the licensing liaison has submitted paperwork; b) Resource & Referral agencies expand the pool of licensed childcare providers, including those who specialize in care for medically fragile children, if waitlists are a problem.

Recommendation #6
Childcare application and renewal process needs to be simplified and streamlined, and include more system feedback to CWWs. The application should include a page of written instructions on documentation requirements. Resource & Referral Agencies should send an email to the initiating CWW on the date one of the agencies attempt initial contact with the caregiver. Resource & Referral Agencies should alert CWW and caregiver one and a half months prior to renewal date about the renewal deadline to give the caregiver sufficient time to gather required documents for recertification.

The Childcare Program did not make a significant difference upon placement stability. Placement instability in the 0-5 age group appears to be more related to the child's age, specifically age 4-5, rather than the stresses and strains that childcare makes upon a placement. Although the Program's effect upon permanence could not be adequately assessed given the relative newness of cases, the limited data suggest the need for continued monitoring of time to permanence for Childcare cases. Developing a post-dependency childcare strategy makes sense given that San Francisco County has also identified time to permanency as a problem for some of its childcare cases.

Recommendation #7
To address placement instability in the 0-5 population, DCFS should target services to children aged 4-5 and their caregivers to handle emerging externalizing behaviors. Research recommended services include PCIT therapy, multidimensional treatment foster care training for foster parents, & placement practices such as not placing severely emotionally disturbed children in homes with other children. Another helpful service may include therapeutic pre-school and daycare.

Recommendation #8
DCFS develop a post-dependency childcare strategy to include CWW (SEED, Adoptions, PYC) education and training to assist caregivers in applying for other sources of childcare, such as Title 5 funded childcare slots, Early Head Start and Head Start. Consider General Fund monies to pay for some forms of post-dependency childcare.

Data Recommendation #A
DCFS apply special projects code only to the children who actually receive the childcare subsidy, as verified in invoices from the Resource & Referral Agencies.

Data Recommendation #B
CCL provide a weekly or monthly part-time/full-time unit amount for childcare services received for each child within its invoices.

Data Recommendation #C
DCFS regularize CWS/CMS data entry practices for licensed county foster parents' demographic info to always include: race, employment status, educational attainment, primary income source, secondary income source. This information was inconsistently available for licensed foster parents.

Data Recommendation #D
DCFS regularize CWS/CMS data entry practices for Relative Caregivers to always include: race, date of birth for primary and secondary substitute care providers, specify relationships for other adults in the home. Begin to collect employment status, educational attainment, and primary income source for relative caregivers.

Appendix A

Time to Permanence

Bypass Cases – No FR

Cases that achieved permanence and not receive FR services

Time to Permanence				
Adoption or Guardianship	**Childcare Group**	**%**	**Non Childcare**	**%**
Within 24 (months)	6	67%	34	89%
More than 24	3	33%	4	11%
Total	9	100%	38	100%

Cases not achieved permanence and not receive FR services

Still Open				
Still Open	**Childcare Group**	**%**	**Non Childcare**	**%**
Less than 24	10	67%	33	77%
More than 24	5	33%	10	23%
Total	15	100%	43	100%

Received FR Services

Cases that reunified & received FR Services during CPE

Time to Reunification				
	Childcare Group	**%**	**Non Childcare**	**%**
Within 12 Months	13	54%	20	42%
12-18 Months	9	38%	16	33%
18+ Months	2	8%	12	25%
Total	24	100%	48	100%

Cases not reunified & received FR Services during CPE

Still Open				
	Childcare Group	**%**	**Non Childcare**	**%**
12 Months	18	38%	33	31%
12-18 Months	14	29%	24	22%
18+ Months	16	33%	50	47%
Total	48	100%	107	100%

Time to Permanence				
Adoption or Guardianship	**Childcare Group**	**%**	**Non Childcare**	**%**
Within 24 (months)	13	59%	31	44%
More than 24	9	41%	40	56%
Total	22	100%	71	100%

Alameda County Social Services Agency
Planning, Evaluation and Research

Faith Initiative Evaluation
Prepared by Nathan Hobbs, 3/26/13

Introduction

This report describes the Faith Initiative's effect on foster parent recruitment, community awareness of the need for foster parents, and in-kind support from faith and community-based organizations for foster children. The Faith Initiative began in 2005 as an effort to build a network of faith and community institutions with a goal of recruiting 400 foster homes in Alameda County. The premise is that foster children can more easily maintain ties with family and community if placed closer to their neighborhoods of origin. Partnerships with faith and community-based organizations can build awareness of the need for local foster homes, and promote community responsibility to address issues that lead to child removal in the first place.

Key Findings

1. Faith Initiative referrals directly accounted for 25 licensed county foster homes, and 43 license applications between 2006 and the first half of 2012.

2. Of 23 Faith Advisory Council (FAC) member organizations surveyed by telephone, 52% were unaware of what the Faith Initiative was, and that their organization was a member.

3. The internet is one of the most effective sources for recruiting foster families. Foster family orientation attendees who learned about it through the internet were almost twice as likely as Faith Initiative referrals to obtain a license.

4. African American households make up 40.5% of orientation attendees, but only 17.2% of the resulting licenses, among the lowest of all ethnic groups.

5. Children placed in a licensed county foster home were no more likely to live closer to their homes of origin in 2012 than in 2005, when the Faith Initiative first began.

Recommendations

1. Create a definition of FAC membership that has measurable performance expectations with regard to foster family recruitment. At minimum, the leader (pastor or CEO) of member organizations should consent in writing to FAC membership responsibilities.

2. Enhance and update the "Pathway to Home" website. Publish the dates, times, and places of foster parent orientation on the website. Users should be able to request foster parent information packets by mail on the website.

3. Require contractor to follow up with FAC referred families who attend orientation to assist with next steps in the licensing process.

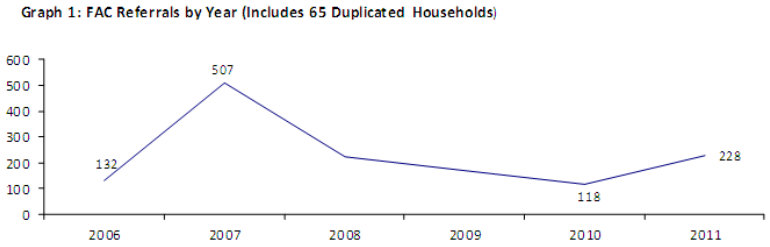
4. DCFS should share Orientation attendance information quickly (i.e. within one week of Orientation attendance) with contractors so they can follow up with referrals.

Methodology

This study employed multiple data sources and analysis methodologies, including:

- Name matching analysis between county foster parents in CWS/CMS and FI referral spreadsheet data provided by the Faith Initiative for the time period 1/2006 – 6/2012.
- Cohort analysis of all prospective foster parents who contacted the department in 2011 using administrative data in the ETO database, Orientation forms and attendance sheets from 2011, PRIDE attendance data from Chabot/Las Positas during 1/2011 – 6/2012, and 2011-12 licensing application outcomes from CWS/CMS.
- Geo-coding to calculate distance between first placement and home of removal for entries between 2005-2012. Excluded out of county removals, & non-CA placements.
- Telephone survey of 100 FAC member organizations conducted 11/2012 – 2/2013.

Program Implementation



The Faith Initiative produced the highest number of prospective foster parent referrals in 2007 (507). Since then referrals declined for three years to a low of 118, and then rebounded in 2011 to 228. It should be noted that 2011 was also the first year that FI began to include other kinds of referrals in addition to prospective foster and adoptive parents, such as people interested in CASA, mentoring, respite care, and holiday gift giving.

Maintaining a staff of community liaisons has been a challenge for the Faith Initiative, and this may in part be responsible for the drop in the number of referrals. In addition, the lack of data sharing between DCFS and FI prohibited FI from doing meaningful follow-up work to help guide prospective foster parents they referred through the licensing process. ETO database modifications, made in 2012, could help fix this problem by allowing FI access to information about which of their referrals made it to Orientations.

Demographics

In comparison to all other Orientation attendees, households referred by the Faith Initiative were significantly more likely to have the following characteristics:

- African American
- Marital Status (single)
- Higher number of birth children

The majority of FI referrals (59%) came from North County. FI referrals tended to self report more criminal history, and they were less likely to have a graduate degree although these two differences were not statistically significant.

Impact on Licensing

Faith Initiative referrals had a relatively small impact on county licensing. In 2011, 10% of the Orientation attendees (25/252) were current or previous FI referrals. FI referrals were less likely than non-FI referrals to attend Orientation. Ten percent of 2011 FI referrals made it to the first step in the recruitment process--Orientation--whereas 25% (141/576) of all 2011 non-FAC referrals made it to this first step.

Households referred by the Faith Initiative were also somewhat less likely than other households to complete the additional licensing steps, and fewer FI households obtained a license (Table 1). In total, FI referrals accounted for 7% (5/67) of the licenses originating from the 2011 Orientation classes.

Table 1: What % of 2011 Orientation attendees completed further licensing steps?

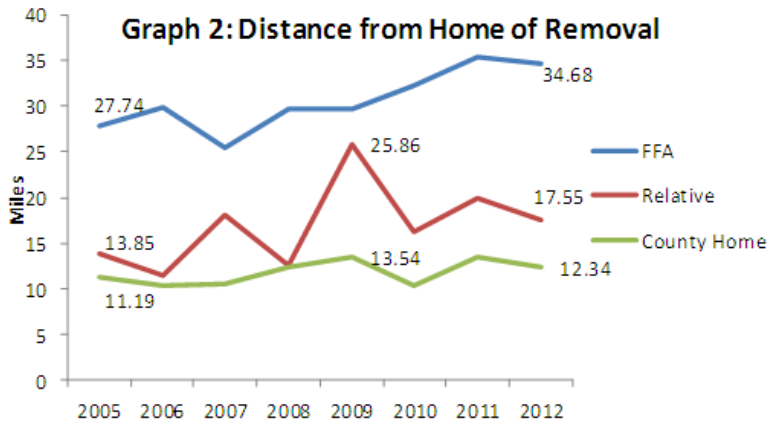
	Non FI Households		FI Households	
Attend Orientation	233	100%	25	100%
PRIDE Attend	111	48%	9	36%
Apply License	103	44%	9	36%
PRIDE Graduate	100	43%	8	32%
Receive License	62	27%	5	20%

It should be noted that demographic characteristics associated with Faith Initiative referrals were independently related to lower licensing completion rates. African American households had some of the lowest licensing rates. While African Americans made up 40.5% of Orientation attendees, they composed only 17.2% of the resulting licenses. Other factors significantly associated with attrition in the recruitment process include: marital status (single), low educational background, self-reported criminal history, and attending orientation alone.

The internet was the most effective referral source. Orientation attendees who learned about the county through the internet were almost twice as likely as Faith Initiative referrals to obtain a license. Other effective referral sources were: 1) other counties, 2) Social Services/DCFS, 3) another foster parent, 4) previous experience of foster parenting.

Impact on Child Placement

Since 2007, when the Faith Initiative became DCFS's sole source of foster parent recruitment, some have argued that all new licensed county homes could have been affected by FI recruitment strategies. Assuming that the thrust of FI has been to recruit homes within high need communities where children are removed, then the distance between children's home of removal and first placement should have gradually reduced over the last five years. Graph 2, however, shows that with the exception of 2010, this distance has gradually increased since 2007. A child placed in a county foster home was no more likely to be placed closer to his or her community of origin in 2012 than in 2005. The graph also shows that children placed in FFA homes are now more likely to be placed further away than they were seven years ago.



Entry cohort by year of removal, using address of first placement. Geocode by Matt Beyers, CAPE.

Impact on in-kind support for foster youth, and Community Awareness

In addition to foster parent recruitment, the Faith Advisory Council (FAC) and its member organizations conducted a number ancillary activities and ministries for the benefit of various groups, including former foster youth, probation youth, children at risk of becoming foster youth, social services employees, and the Foster Parent Association. Kinds of activities range from such things as:

- Health fairs
- TDM advocacy

- Appreciation dinners and fundraisers
- Holiday gift drives
- Job orientation and life skills classes,
- Counseling services,
- Summer host housing for transitional age youth.

Records provided by the Faith Initiative indicate that at least 834 people were involved in one these community activities between 2008-2010.

PERU conducted a telephone survey of FAC member organizations to assess their involvement in FI, and their perception of how activities impacted their communities. The most surprising finding was that the majority of the leaders of organizations surveyed were unaware of the Faith Initiative, and that their congregations/organizations were members. Despite the many community activities reported on, pastors and leaders of member organizations gave little evidence of a wider community impact, and only four had positive things to say about FI's impact on the wider community.

Table 2: How has the Faith Initiative (FI) affected the community in which your church or organization is based?

Unaware of FI	12	52.0%
Positive Impact	4	17.5%
Little to No Impact	3	13.0%
Not sure/No Answer	4	17.5%

It should be noted that the telephone survey had a low response rate. Of the 164 member organizations, PERU was able to reach only 100 of them with at least one voicemail message. Others had disconnected numbers (N=10) or their telephone numbers could not be located (N=51). Of the 100 congregations and community organizations we reached, 23 (23%) actually took the survey.

Cost

In FY 11-12, the Agency expended $240,583 for the Faith Initiative. In terms of a cost per license, this works out to $48,116 per license gained though FAC recruitment efforts.

Discussion

Licensed county foster homes represent the best available placement option in terms of their proximity to communities from which children are removed. Children placed in an FFA home live the farthest from their homes of origin, especially during the last few years. Efforts to increase the pool of licensed county homes, with more targeted assistance to those applicants who need it, would help reverse the trend toward far-away placements.

Approximately one out of every 15 informational inquiries to the licensing hotline eventually turns into a licensed county home. For Faith Initiative referrals, the ratio is much higher: one out of every 64. A large part of this difference can be explained by the characteristics of FI referrals themselves, i.e. African Americans and single-headed households are significantly less likely to complete the licensing process. Secondly, FI referrals are probably less motivated to be foster parents in comparison to those who initiate an inquiry with the Department. FI referrals are mediated through a third party and are not necessarily as interested in foster parenting as someone who initiates contact on his or her own. In order for FI referrals to make a significant impact in the pool of annual licenses, referrals would need to increase by about ten times their current level to contribute approximately 25 licenses per year.

The findings of this study point to a need for more targeted assistance to African American and single-headed households, who are far less likely to make it through the process to ultimately become a county licensed foster home. Support could take the form of phone calls to answer questions about licensing and to provide encouragement during the lengthy licensing process. DCFS may also want to consider hiring African American licensing evaluators as a way to foster a more comfortable licensing experience for African American applicants.

A number of congregations have contributed a variety of support to foster youth over the years, and FI likely helped raise awareness of the needs of foster youth. The survey was not replete with evidence of this impact, however. Many congregations had lost institutional memory of the Faith Initiative. Much work needs to be done to ***revitalize*** and ***maintain*** a robust network of congregations and non-profits in order to yield the number of referrals that FI would need to significantly contribute to the licensing pool. To this end, steps should be taken to:

- Require FAC member organizations to produce a certain number of referrals per year, recruiting either from their own constituents or the communities in which they are based.
- Create time-limited FAC memberships that must be renewed annually.
- Membership should be in writing, and with the consent of the lead administrator, i.e. pastor or CEO of an organization.
- Community liaisons should follow up with FI referrals who attend Orientation no less than once by phone.
- Community liaisons should provide FAC member organizations assistance with event ideas for those struggling to meet referral goals.

Summer Youth Employment Program 2012

Final Evaluation Report

February 20, 2013

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SUMMER YOUTH EMPLOYMENT PROGRAM 2012 EVALUATION REPORT

The Summer Youth Employment Program (SYEP) provided paid work experience and job readiness workshops for foster and at-risk probation youth. Contracts were finalized with the contractors, Oakland Private Industry Council (OPIC), Youth Uprising (YU), and Youth Employment Partnership (YEP), on July 18, 2013. OPIC used 10 subcontractors. The Summer and Afterschool Youth Employment Program was budgeted at $5,049,300, including both the summer 2012 program and the 2012-2013 school year program.

Key Findings

1. The contractors all served less than half of the referred youth, and all but YEP fell far short of filling their allotted slots.
   - Out of 1,925 referred youth, only 672 (35%) enrolled in the program.
   - Of referred youth, only 542 youth (28%) engaged with the program by working at least 4 hours or, for YU, spending at least 4 hours in academic activities.
   - Of those enrolled, only 81% (542) engaged with the program by working at least 4 hours or, for YU, spending at least 4 hours in academic activities.
   - The late finalization of contracts and significant shortcomings in the lists of referred youth contributed to the contractors' difficulties in recruiting and engaging youth and meeting contract objectives.

2. Contractors did not meet most contract objectives, except that each met the objective for 70% of youth to receive a positive final worksite evaluation.
   - OPIC met no other objectives .
   - YEP met no other objectives.
   - YU additionally met only the objective for youth to attend at least five workshops; YU offered 17 workshops, 10 of them pre-employment workshops, compared to 5-7 workshops offered by the other providers. YU did not meet its academic objective.

3. OPIC's subcontractors' performance was uneven.

4. No contractor or subcontractor achieved significant improvements in soft skills.
   - No significant differences between contractors in worksite evaluation scores.
   - No significant differences between the evaluation scores of probation youth and foster youth.
   - Females made more gains in soft skills than males.

5. Youth were generally satisfied with their work experience.

Recommendations

- ✓ DCFS should finalize contracts by May 1, allowing two months for contractors to gear up for the program and recruit youth before the expected July 1 start date of work.
- ✓ DCFS should provide updated lists of referred youth at least every two weeks during the pre-summer recruitment phase and at least monthly thereafter to aid further recruiting, which occurs on a rolling basis.

- ✓ For future iterations of the program for which contracts are finalized timely and updated lists of referred youth are provided to contractors frequently, DCFS should look critically at the performance of contractors and subcontractors individually and as a group and determine the cause(s) of any shortfalls in meeting contract objectives.

Who Participated?

Participants were primarily probation youth (77%), primarily male (66%), primarily 17 years old (37%), and primarily African-American (70%). Most youth were between 16 and 18 years old (86%).

Agency			Gender		Age		Ethnicity	
SSA	133	23%	Male	66%	15	14%	African American	70%
Probation	435	77%	Female	34%	16	27%	Caucasian	7%
					17	37%	Hispanic	15%
					18	22%	All others	8%

How Much Was Done?

OPIC's contract allowed service for up to 650 youth, YU's for 200, and YEP's for 100, for a total of 950. Of the 1,925 youth identified as eligible on the initial lists (323 foster youth and 1,602 probation youth), 542 participated during the summer. Only engaged youth were included in this report; youth were considered engaged if they worked at least 4 hours or, for YU youth, attended at least 4 hours of academic activities. Youth who only attended workshops were not considered to be engaged. All providers except YEP fell well short of filling their allotted slots. Of note, 21% of OPIC's enrolled youth and 26% of YU's did not become engaged.

Recruitment and Participation	OPIC	YEP	YU	Total
Contracted slots	650	100	200	950
Youth referred	1,267	197	461	1,925
Youth enrolled	439	95	138	672
Percent of referred youth enrolled	35%	48%	30%	35%
Youth engaged and participated	347	90	105	542
Percent of enrolled youth participated	79%	95%	76%	81%
Percent of referred youth participated	27%	46%	23%	28%
Percent of participating youth served by all agencies	64%	17%	19%	100%

The intention was for youth to begin working on July 1, but the late finalization of contracts delayed the beginning of the program. As a consequence, YEP's summer program was later extended to September 30 and OPIC's until October 31. In addition, as with the 2011 summer program, lists of eligible youth provided to the contractors by SSA and Probation contained a large quantity of incomplete and inaccurate information, which further complicated the start-up. Two subcontractors began their programs too late to provide the full range of services: Spanish Speaking Citizens Foundation was delayed up by the need to develop a partnership with Camp Sweeney, and MISSSEY was delayed by challenges in instituting an unfamiliar program.

How Well Was It Done?

OPIC's and YEP's programs were based on 120 hours of work per youth. YU's youth could work up to 56 hours with 60 hours additionally to be spent in academic activities, for which bonuses could be earned. Participants were to attend at least five job readiness workshops provided by contractors. YU's summer

program ended August 24; due to the late start-up, YEP's program was extended to September 30 and OPIC's to October 31.

OPIC participating youth worked an average of 91 hours and YEP's 92 out of an expected maximum of 120, and YU's youth worked an average of 37 hours out of a maximum of 56. Table 1 in Appendix A shows hours worked and workshops attendance data for each contractor and subcontractor.

Contract Objective	OPIC	YEP	YU
75% of youth work 85% of available hours*	42%	43%	35%
75% of youth attend at least 5 workshops	28%	54%	82%**
75% of youth attend at least 60 hours of academic activities***	--	--	7%

* 102 out of 120 available hours for OPIC and YEP and 47.5 out of 56 available hours for YU.
** YU offered 17 workshops, 10 of them pre-employment workshops. Other providers offered 5-7.
*** This was only an objective in YU's contract.

OPIC collected back-to-school documentation for 62% of its youth, YEP for 71%, and YU for 55%.

Youth were given a worksite evaluation form and asked to rate their worksites between 1 and 5 in 7 areas for a maximum total of 35 points:

*Leading by example
*Ability to supervise
*Work-based learning
*Ability to offer support
*Workplace safety
*Work skills
*Overall work experience

OPIC collected intern evaluations of worksites for 39% of its youth, YEP for 87%, and YU for 51%. Youth were generally very satisfied with their work experience, rating their worksites on average 31.6 out of 35; 88% rated their overall work experience a 4 or 5 out of 5, and almost all youth with all providers would recommend their worksite to another youth. Youth at YEP were the least satisfied, rating their worksite on average 29.6 out of 35, compared to 32.2 for OPIC and 33.1 for YU. Table 2 in Appendix A shows more detail on intern evaluations for each contractor and subcontractor.

Are Participants Better Off?

The primary outcome sought for youth was an improvement in their "soft skills," the attitudes, skills, and behaviors required to succeed at any job. Worksite supervisors were asked to complete initial and final worksite evaluations of soft skills for each youth using a provided form. The form asked supervisors to rate youth between 1 and 5 in 10 areas, for a total of 50 points:

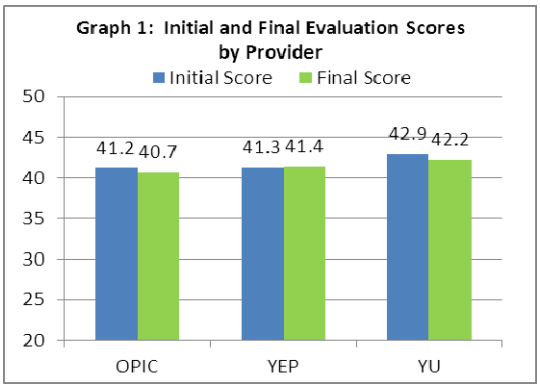
*Attendance
*Punctuality
*Cooperation with Supervisor
*Effort at Work
*Problem Solving
*Motivation/Positive Attitude
*Demeanor at Work
*Teamwork
*Develops Work Skills
*Appropriate Workplace Attire

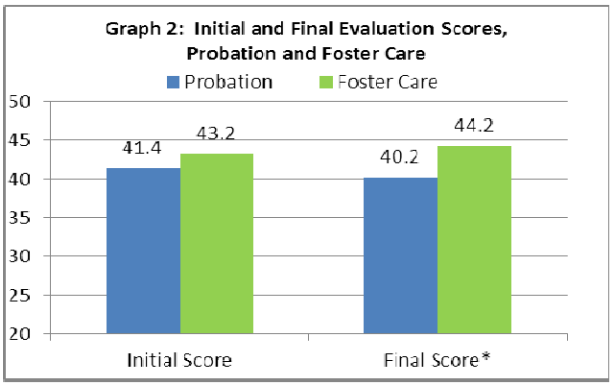
Contract objectives included that 70% of youth add a positive reference to their resume. This was operationalized as receiving a positive final evaluation from the worksite supervisor, defined as scoring 75% or better (37.5 out of 50 points).

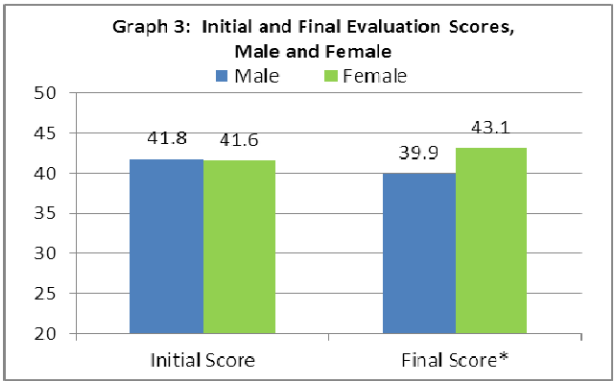
Contract Objective	OPIC	YEP	YU
70% of youth receive a positive final evaluation	75%	76%	74%
Initial and final worksite supervisor evaluations will be collected for 85% of participants	44%	83%	85%

Table 3 in Appendix A shows worksite evaluation scores and related measures for each contractor and subcontractor. We also compared initial and final worksite evaluation scores for youth for whom both scores were provided. There was no contract objective related to the improvement of worksite evaluation scores.

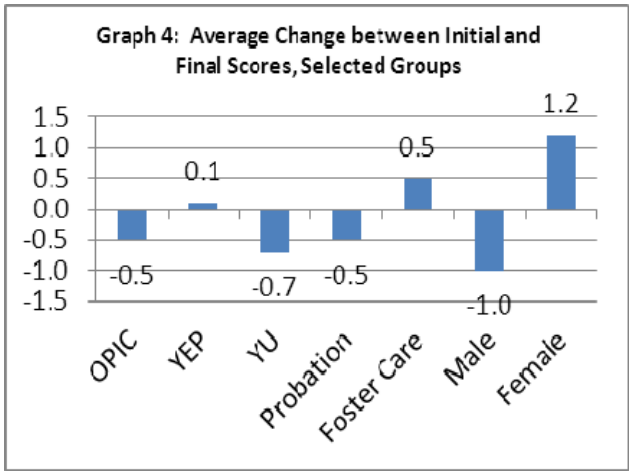
- The providers uniformly did not show a significant change in scores (see Graph 1).
- Probation youth's initial worksite evaluation scores were lower than foster youth's, but their final evaluation scores fell and were lower with statistical significance (see Graph 2, *=significant at p<.01).
- While males' and females' initial scores were very similar, females' final scores were significantly higher (see Graph 3, *=significant at p<.01).
- No differences were found by ethnicity.







An examination of the amount of change between initial and final scores approached zero for youth as a whole. There were no significant differences between providers or between probation and foster youth. While female participants improved more than males, this difference just missed being statistically significant. (See Graph 4).



Youth UpRising's program further includes an academic component that is equally weighted with work. Youth who are behind in credits attend summer school or cyber high to recover credits or study for the GED. Youth who are on

track to graduate participate in academic enrichment, such as SAT preparation. Youth who have already graduated participate in a summer bridge program to keep them academically engaged. These efforts yielded modest outcomes:

Youth UpRising Academic Outcomes

Completed summer education program	28%
Did not complete summer education program	40%
Not in a summer education program/program not listed	32%
Earned at least one high school credit	24%
Average number of academic bonuses	2.9
Average total of academic bonuses	$220

Conclusion

It is challenging to identify the reasons why the contractors did not meet most contract objectives. The late finalization of contracts resulted in the extension of the summer program into the school year for OPIC and YEP, reducing the number of hours per week available for work, and while YU ended their program on time in August, many of its youth were not in the program long enough to work sufficient hours to meet contract objectives. Problems with the lists of referred youth caused recruitment to take longer and further delayed youths' entry into the program. The late start-up truncated the time available to create and provide the required workshops and the target number of hours of work.

It is possible that these complications were the cause of the lackluster outcomes observed. Other possible reasons for the disappointing outcomes may be the nature of the youth served or substandard performance of contractors. Until the summer program begins with timely finalization of contracts and updated lists are provided regularly, it would not be appropriate to judge contractors' overall performance. The practices of some providers, both contractors and subcontractors, who succeeded on specific measures are shown here.

Providers' Reported Best Practices

General
- Develop partnerships with agencies and staff that serve youth

Recruiting youth
- Get updated County lists regularly
- Easy-to-complete, broad-based application with multiple drop-off points
- Home visits

Recruiting and Retaining Worksites
- Send reminder e-mails to prospective worksites about program
- Let worksites know why the match with a youth was made
- Go through worksite agreement and packet of employer materials with worksite staff in person
- Counselors/case managers visit worksite regularly

Working with youth
- Match youth interests with jobs/allow youth to choose job
- Meet with youth one-on-one twice weekly
- Constant follow-up with youth
- Constant communication among staff about youth situations

APPENDIX A

Table 1. Hours Worked and Workshops Attended, Contractors and Subcontractors

	YEP	YU	OPIC	OPIC Subcontractors									
				BYA	EOYDC	EYFI	HAS/EYFC	MISSSEY	PUEBLO	Soulciety	SSCF	SYD	Tri-Cities
Number of allotted slots	100	200	650	98	119	40	72	17	40	72	25	55	112
Number of participants	90	105	347	38	29	33	48	11	38	72	10	22	46
Average number of hours worked	92	37*	91	91	78	101	83	63**	94	91	60**	115	98
Worked 85% of maximum hours***	43%	35%	43%	42%	35%	42%	44%	27%	42%	47%	30%	59%	39%
Attended at least 5 workshops	54%	82% ****	28%	26%	59%	33%	0%	0%	8%	31%	70%	0%	61%

* For youth who worked only; 22% of Youth UpRising's youth did not work any hours.
** MISSSEY's and Spanish Speaking Citizens Foundation began their programs very late.
*** For YEP and OPIC, the maximum number of hours was expected to be 120. For Youth UpRising, the maximum number of hours was expected to be 56 hours.
**** Youth UpRising offered 17 workshops, 10 of them pre-employment workshops

Table 2. Intern Evaluations and Collection of Return-to-School Documentation

	YEP	YU	OPIC	OPIC Subcontractors									
				BYA	EOYDC	EYFI	HAS/EYFC	MISSSEY	PUEBLO	Soulciety	SSCF	SYD	Tri-Cities
Percent of youth who completed the intern evaluation of worksite	87%	51%	39%	3%	31%	33%	52%	46%	40%	57%	0%	0%	61%
Average score on intern evaluation of worksite (maximum of 35 points)	29.6	33.1	32.2	26.0	30.4	32.3	32.2	34.4	33.3	32.5	--	--	31.5
Return to school documentation collected	71%	55%	62%	90%	79%	88%	60%	0%	0%	67%	80%	100%	50%

YEP: Youth Employment Partnership
YU: Youth UpRising
OPIC: Oakland Private Industry Council
BYA: Berkeley Youth Alternatives
EOYDC: East Oakland Youth Development Center
EYFI: Eastbay Youth and Family Initiative
HAS/EYFC: Hayward Adult School/Eden Youth and Family Center
MISSSEY: Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
PUEBLO: People United for a Better Life in Oakland
SSCF: Spanish-Speaking Citizens Foundation
SYD: Scotland Youth Development
Tri-Cities: Union City Youth and Family Services

Table 3. Worksite Evaluation (Soft Skills) Scores, Contractors and Subcontractors, 50-point Scale

				OPIC Subcontractors									
	YEP	**YU**	**OPIC**	BYA	EOYDC	EYFI	HAS/EYFC	MISSSEY	PUEBLO	Soulciety	SSCF	SYD	Tri-Cities
Number of participants	90	105	347	38	29	33	48	11	38	72	10	22	46
Average final worksite evaluation score (50-point scale)/percentage score	41.4 83%	42.0 84%	40.7 81%	42.1 84%	36.4 72%	38.7 77%	38.1 76%	-	41.5 83%	42.3 85%	-	43.4 87%	42.1 84%
Percent receiving a positive final evaluation (75%, or 37.5 points or better)	75%	76%	74%	75%	60%	71%	55%	-	85%	76%	-	80%	84%
Percent of youth for whom both initial and final evaluation scores were provided	83%	85%	44%	21%	17%	94%	46%	0%	34%	50%	0%	23%	67%
Worksite evaluation, change in final score	0.1	-0.7	-0.5	0.25	0.6	-0.4	0.2	-	-1.8		-		
% with higher final score	40%	38%	36%	50%	40%	35%	32%	-	31%	36%	-	40%	35%
% with same final score*	9%	16%	28%	0%	20%	35%	64%	-	8%	20%	-	20%	26%
% with lower final score	51%	45%	36%	50%	40%	29%	5%	-	61%	44%	-	40%	39%
Would hire again	87%	90%	90%	100%	75%	70%	91%	-	100%	94%	-	80%	93%

* All youth with the same final score had high or very high initial scores, so this should be viewed as a positive outcome.

YEP: Youth Employment Partnership
YU: Youth UpRising
OPIC: Oakland Private Industry Council
BYA: Berkeley Youth Alternatives
EOYDC: East Oakland Youth Development Center
EYFI: Eastbay Youth and Family Initiative
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SYD: Scotland Youth Development
Tri-Cities: Union City Youth and Family Services

Alameda County Social Services Agency
Planning, Evaluation and Research

Youth Advocate Program
Prepared by Nathan Hobbs, 3/26/13

Introduction

This report describes the Youth Advocate Program's impact (YAP) in three areas: 1) DCFS policy and program practice; 2) individual advocacy for older youth in Team Decision Making meetings (TDM) and 3) Transitional Living Conferences (TLC). YAP Fellows are former foster youth aged 18-24 who advocate for current foster youth in the context of TDMs and TLCs. They also provide policy advocacy and training to improve the child welfare system. In December 2010 YAP became a joint collaboration between WestCoast Children's Clinic (WCC) and DCFS funded by IV-E waiver investment. The purpose of the collaboration was to build YAP capacity through WCC's enhanced administration and thus expand the reach of YAP Fellows into more areas of DCFS policy and program practice. While DCFS retains ultimate responsibility for the program's direction, WCC provides primary oversight and support for the YAP Fellows.

Key Findings

1. YAP input in DCFS policy workgroups had its greatest impact in program planning and implementation efforts.
    - YAP played a key role in the design, development, and execution of AB12 communication strategies for transitional age foster youth over the past two years.
    - YAP competence and confidence in workgroup participation emerged as an area for improvement. Collaborative training efforts between DCFS and WCC could help.

2. Managers and YAP Fellows expressed different understandings of youth voice that have implications for YAP's role at the policy table.
    - YAP Fellows need more opportunities to solicit and represent the voices of *current foster youth* in policy workgroups.

3. YAP participation in Team Decision Making (TDMs) meetings had mixed effects on placement recommendations.
    - YAP participation decreased the likelihood of a "more restrictive" placement recommendation in TDMs for which the involved youth was not present.
    - YAP-attended TDMs had a tendency to result in more change of placement recommendations for youth whose placements had not yet disrupted.
    - Youth were significantly more likely to express agreement with TDM decisions when a YAP Fellow participated in their TDMs.

4. Transition age youth indicate that YAP participation in TLCs is helpful.
    - Preliminary survey results indicate that youth may be learning a lot about AB12 in YAP attended TLC meetings.

Recommendations

✓ DCFS and WCC work collaboratively to train YAP Fellows in the following areas:
    1. Policy domains unique to the workgroups and subcommittees in which YAP participates for the purpose of strengthening YAP workgroup competence.
    2. TLC and TDM training to reinforce DCFS's vision for YAP advocacy role in these settings. DCFS could also explore whether there is a conflict between advocating for what youth want in a TDM (placement change) and the goal of promoting placement stability whenever possible.

- ✓ DCFS and WCC establish regular means of feedback between policy workgroup heads and WCC to reinforce training and address problems or deficits. Regularly share feedback with YAP Fellows.

- ✓ DCFS authorize and train YAP Fellows to facilitate focus groups with transitional age foster youth as a means to build upon the fellows' expertise in youth engagement, and to bring the voice of current foster youth more directly to the policy table.

- ✓ DCFS consider allowing more forms of direct communication between workgroup heads and YAP Fellows for such things as the sharing of meeting minutes and agendas.

- ✓ DCFS consult with TDM facilitators to better understand a significant pattern of "more restrictive" placement recommendations at TDMs for which involved foster youth are absent.

- ✓ DCFS reinforce with child welfare staff that, prior to the TLC, foster youth need to be informed that they can invite family, friends, and community members whom they identify as part of their support system. Staff need to collaborate with foster youth when setting the date and time of a TLC.

- ✓ DCFS consider providing transportation to youth placed out-of-county as an alternative to TLCs by telephone.

- ✓ WCC develop and implement a core competency assessment tool in collaboration with DCFS to be used at consistent intervals, including at the beginning of fellowship and at fellowship discharge.

Methodology

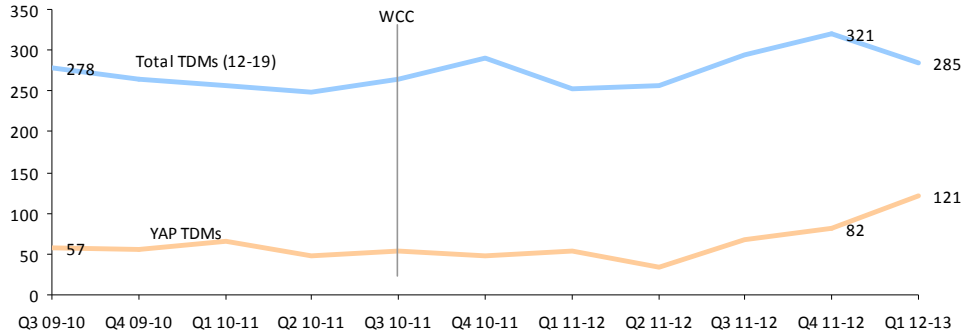
This study used a combination of qualitative and quantitative methods and data sources:

- Analysis of digitally recorded and transcribed depth interviews with four DCFS managers and one WCC manager, as well as three separate focus groups with YAP Fellows conducted in 2011-12.
- Written survey of workgroup leaders to assess quality of YAP participation conducted 5/2012
- Statistical analysis of 2012 TDM data extracts (from ETO) and TDM survey data collected in 2012.
- Analysis of TLC surveys collected 7/2012 – 12/2012, YAP skills assessment measures, and the YAP Semi-Annual Report for time period 1/2012 – 6/2012.

Who was affected?

Youth in TDMs: Since 2010 YAP Fellows have advocated for older youth (aged 12-19) primarily in Placement and Permanency TDMs on the back end, prioritizing TDMs for Transitional Age Youth. They also attend smaller numbers of Follow-Up and Reunification TDMs. YAP's rate of TDM participation has increased steadily since Q2 FY 11-12 (graph 1). In the most recent quarter, Q1 FY 12-13, YAP participated in 42% (121/285) of all TDMS for older youth (aged 12-19), a sharp increase from previous time periods that reflects WCC's and DCFS's renewed focus on YAP participation in TDMs. Of these older youth TDMs, YAP disproportionately attended TDMs for the oldest age group, aged 17-19.

Graph 1: TDM Rate of YAP Participation



Youth in TLCs: In 2012 YAP Fellows began to participate regularly in TLCs; they served 101 youth, approximately 54% of all youth served by TLCs in 2012.

Staff: In addition to serving on over 12 workgroups and subcommittees, YAP Fellows performed a number of trainings for CWWs, attorneys, judges, and foster parents. In the two year time period between April 2010 - April 2012, training records showed that approximately 165 CWWs participated in YAP led trainings.

YAP Program Implementation

There was high turnover among YAP program staff and YAP Fellows, especially the senior Fellows who started prior to WCC in 2010. In part as a result of this turnover, WCC had difficulty consistently assessing YAP skills development. (see addendum)

Impact on Child Welfare Programs & Policy

Interviews with managers and YAP Fellows found that one of YAP's most significant influences in the last two years has been in the planning, development, and execution of AB12 communication strategies for transitional age foster youth. This involved direct consultation in the AB12 and TLC workgroups, designing a TLC script that explains AB12 to youth, creating a video that promotes AB12 and TLC participation, and training CWWs, attorneys, and judges about how to engage youth in discussions of AB12. It is likely that most if not all Alameda County foster youth who learned about AB12 did so via one of YAP's direct communications or indirectly through stakeholder trainings. In 2012 YAP Fellows also began to participate in the majority of TLCs, in part for the purpose of sharing AB12 options with youth. The result has been a high uptake in AB12 utilization among transitional age youth. Alameda County had the largest percentage of participating AB 12 youth of all the large California counties from September through December of 2012. In addition to their AB12 work, managers cited 15 other YAP impacts on policy, program planning, program practice, and trainings (see Table 1 below).

Table 1 Managers cited Policy, Program Practice, & Training Contributions
(Grey cells represent contributions that managers and YAP Fellows cited in common; white cells represent contributions that managers uniquely cited).

Policy Changes	Program Design/Planning	Program Practice	Trainings
THPP Change – Housing eligibility requirements based on YAP input	AB12 & TLC – How to engage youth in AB12. TLC Script design for AB12 discussion.	TLC participation, with emphasis on AB12	AB12 –CWW & attorney trainings on how to present AB12 to youth
Unnamed policies stemming from YAP participation in workgroups	ILSP Curriculum re-design	TDM participation for older youth TDMs	Mental Health – training clinicians
-	ILSP Events Planning Committee	Revisions to Holiday Letter for foster youth	Permanency Trainings
-	Assessment Center – Privacy design changes	-	New CWW Induction trainings
-	Blow It Up Project – ILSP building youth friendly improvements	-	New foster parents trainings for PRIDE

Feedback on YAP Workgroup Participation: Workgroup surveys, manager interviews, and YAP focus groups revealed the following suggestions for YAP participation in workgroups.

- YAP Fellows appreciate positive feedback and honest feedback; they asked for more preparation and inclusion in things like agendas, email exchanges, and policy explanations.
- One workgroup leader echoed the Fellows' request for DCFS to allow more direct communication with YAP Fellows regarding workgroup business such as the sharing of agendas.
- DCFS and WCC managers may want to consider collaborative training specific to the policy domains of the workgroups to prepare YAP Fellows for more effective participation.
- Regular opportunities for feedback between policy workgroup heads and WCC could reinforce training and address deficits.

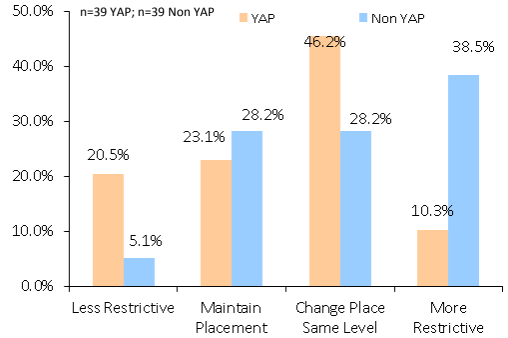
YAP Fellows emphasized their need to feel listened to and taken seriously on committees. One Fellow had a particularly strong reaction to her sense that she had been treated like a token participant, or to use the Fellow's words, "just here to be pretty":

"Cause I was in the (XXXXXX committee). And they were like 'OK give me your input so you can leave.' And I felt like that wasn't right way to go about it. Because they were ***really*** rude. They were really, really rude. And it wasn't just me seeing it. My supervisor saw it. We had to have a whole debrief about it because they were so rude."

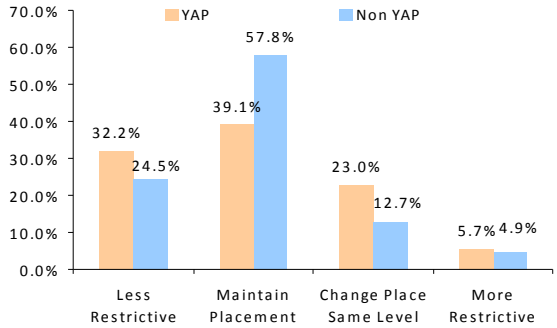
Impact on Youth in TDMs

YAP attendance in TDMs had a statistically significant effect on placement decisions only for meetings in which involved youth were absent. When YAP attended such meetings the TDM decision was significantly less likely to be a "more restrictive" placement (graph 2). In 2012 these meetings represented a small amount of YAP TDMs, about 42 in all.

Graph 2: Non Involved Youth TDMs



Graph 3: Involved Youth, Non Disrupted Placement



For the majority of YAP TDMs, involved youth were present. While were no significant differences in placement decisions in these TDMs, there was a trend toward more placement change recommendations among youth whose placements had not yet disrupted (graph 3). YAP TDMs resulted in 48% fewer "maintain placement" recommendations and 81% more change of placement recommendations at the "same" level of care than the comparison group. This could be indicative of a tension in YAP's role, i.e. a role conflict between advocating for DCFS's policy preference of placement stability as opposed to the youth's stated preference for placement change.

Table 2: YAP Focus Group – TDM

What Works:	What Doesn't Work:	YAP Suggestions:
• Invite youth to speak first.	• Sharing "unnecessary business" not related to topic of TDM. (e.g. teen sexuality)	• Facilitators avoid accusatory language, triggering words
• Start with strengths first	• "Arbitrary" false strengths youth can see through	• Facilitators eliminate side comments, sighs, eye rolls, etc.
• Positive reframing, positive language	• Parents who denigrate/belittle youth in the TDM.	• Facilitators need to redirect parents who denigrate youth.
• Refer to youth by name		• Provide more breaks to youth during long TDMs
• Facilitators who are empathic and care about family's well-being		• Mandatory parent-teen conflict training for foster parents

Youth who participated in a YAP TDM were significantly more likely to express agreement with the TDM decision than youth who did not have YAP in the TDM. While this indicates a positive engagement role for YAP in TDMs, it should be noted that engagement itself did not appear to make a significant difference to the stability of resulting placements, which suggests that factors outside the TDM are more likely responsible for placement stability.

Finally, YAP Fellows had much to say about their experiences of what works well, and what does not work well in TDMs. Refer to Table 2 for their input.

Impact on Youth in TLCs

In 2012 Youth Fellows began to participate regularly in TLCs for transitional age foster youth. One of their main purposes in the TLC is to explain AB12 options by following a special TLC presentation script that YAP designed. In

June 2012 DCFS implemented a TLC satisfaction survey in collaboration with PERU to determine, in part, what effect YAP has on youth engagement in the TLCs.

One important survey finding pertains to the survey's direct question about the helpfulness of YAP in the TLC meeting. Scores indicate that youth view YAP participation in their TLC meetings as helpful. In addition, a non-significant trend in the results suggests that youth may be learning more about AB12 from the TLC in YAP-attended meetings.

Table 3: YAP Focus Group – TLC

What Works:	What Doesn't Work:	YAP Suggestions:
• Youth drive the TLC the agenda.	• Youth's poor relationship with CWW or others in room.	• Give youth ability to exclude/invite others to meeting at point of scheduling
• YAP Fellows introduce themselves to youth personally before TLC.	• TLCs by telephone	• Provide youth transportation to TLC from far-away placements
• YAP Fellows assess youth's knowledge of AB12 prior to TLC.	• Language barriers	• Inform YAP ahead of time when youth's primary language is not English
• YAP Fellows engage in straight talk with youth about AB12	• Missed TLCs	• Collaborate with youth to set the date and time of TLC.

YAP Fellows emphasized youth self-determination as a primary element of TLC success (Refer to Table 3). For example youth get to select the agenda in a TLC, which means they decide what items are discussed in order of priority. But the Fellows also saw self determination as a missing ingredient from one element of the TLC process: scheduling and invitation. There was consensus among the Fellows on the need to allow youth themselves to decide who will get to attend the TLC, and to be consulted in the scheduling of TLC dates and times.

Conclusion

Managers and YAP Fellows expressed different notions of **whose** youth voice was meant to be represented at the policy table. Was it the personal experience of YAP Fellows originating from previous years in foster care, or the voice of current youth in care? A more deliberate focus on the latter definition of youth voice presents several opportunities. To this end WCC and DCFS are exploring the idea of having YAP Fellows facilitate focus groups with youth in care for the purpose of directly seeking input from current foster youth in policy decisions. YAP-led focus groups would:

- Better inform program and policy with input from *current youth* in care
- Build upon the YAP Fellows' desire for more work with individual youth
- Further establish a professional role for YAP Fellows as experts in engaging current youth and communicating their interests at the policy table.

In TDMs, YAP Fellows appear to be their most effective when advocating against "more restrictive" placement recommendations in the absence of involved youth. Given that YAP does not participate in most of the non-involved youth TDMs, however, DCFS may want to consult with TDM facilitators to better understand and manage this pattern of "more restrictive" placement recommendations. The majority of YAP TDMs had involved youth present, consistent with the intended engagement model of YAP. In these TDMs YAP participation had a tendency to result in change of placement recommendations among youth whose placements had not yet disrupted in comparison to equivalent non-YAP attended TDMs. One explanation is that this reflects a tension in YAP's TDM advocacy role, i.e. a conflict between advocating for DCFS's policy preference of placement stability vs. representing and advocating for the preference expressed by older youth. This is an area that could be explored further with the YAP Fellows in training.

Finally, new administrative structures put in place under the joint collaboration challenged the old way of being a youth advocate. For the senior Fellows hired prior to WCC, this was especially felt as decreasing direct access to county managers, and adding more checks and balances that YAP recommendations had to pass through. DCFS and WCC managers conceived of this structure as necessary for program integrity and a means of cultivating YAP Fellow efficacy and professionalism in the workplace. There appeared to be a tension around the role of added communication layers as both a perceived impediment to youth voice and a protection of youth voice that may need to be worked out over time.

Probation Placement Data for Alameda County

Reporting Period: FY 2012-2013

FY 2006/07 - 2009/10	Jun-06	Sep-06	Dec-06	Mar-07	Jun-07	Sep-07	Dec-07	Mar-08	Jun-08	Sep-08	Dec-08	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10
***Average Length of Stay**	119				107				130				120				133
Youth Placed Out of Home		56	62	91	105	103	99	113	127	115	117	145	131	139	125	116	110
Youth Placed in Group Home		47	57	86	94	94	91	104	118	104	107	134	116	124	116	105	93

FY 2010/11 - 2012/13	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13
***Average Length of Stay**				**139**				**97**				**136**
Youth Placed Out of Home	116	95	122	124	126	106	124	120	159	119	124	116
Youth Placed in Group Home	94	81	109	106	109	99	106	110	113	91	77	81

Data Source: Alameda County Probation Department (ACPD) Placement Database

*Report average length of stay for each fiscal year beginning with FY 05/06.

Data above utilizes the following definitions for FY 12-13:

Average Length of Stay: The average number of days a youth remains in out of home care

Youth Placed Out of Home: Count reflects number of new youth placed out of home with a family member or alternate caregiver, plus youth placed in group home

Youth Placed in Group Home: Count reflects the number of new youth placed in group home/congregate care

Data for FY 2012-2013 reflects youth who began their placement within the indicated quarter.

Comparison of Final Quarter Counts

	June 2011	June 2012	June 2013
Average Length of Stay	139	97	136
Youth Placed Out of Home	124	120	116
Youth Placed in Group Home	106	110	81

Comparison of Final Quarter Counts

		2012	2013	%
Average Length of Stay		97	136	40%
Youth Placed Out of Home		120	116	-3%
Youth Placed in Group Home		110	81	-26%

		June 2011	2013	%
Average Length of Stay		139	136	-2%
Youth Placed Out of Home		124	116	-6%
Youth Placed in Group Home		106	81	-24%

Title IV-E Waiver Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13 Projected
Revenues						
Federal	$35,072,127	$37,288,082	$37,850,022	$37,239,148	$34,179,161	$33,921,331
State Assistance	$12,288,524	$12,438,591	$13,444,708	$13,451,481	$12,985,229	$12,079,053
State Administration	$22,429,164	$23,372,996	$22,052,469	$22,145,989	$20,020,413	$20,449,347
County	$31,698,693	$30,332,984	$29,795,374	$29,252,996	$27,232,523	$26,214,756
Sub Total	$101,488,508	$103,432,653	$103,142,573	$102,089,614	$94,417,326	$92,664,487
Expenditures						
Administration	$51,249,191	$52,744,804	$57,596,860	$66,997,817	$76,450,519	$82,322,800
Assistance	$41,696,248	$37,126,232	$31,340,342	$28,220,261	$26,635,099	$25,311,274
Total Welfare Department	$92,945,439	$89,871,036	$88,937,202	$95,218,078	$103,085,618	$107,634,074
Surplus/Deficit	$8,543,069	$13,561,617	$14,205,371	$6,871,536	($8,668,292)	($14,969,587)
Cumulative Surplus/Deficit	$8,543,069	$22,104,686	$36,310,058	$43,181,593	$34,513,301	$19,543,714

List Programs (Planned investments for the next reporting period not included in FY13 Projection)

Total Planned New Investment Expenditures					$0	$0
Cumulative Available Reinvestment Funds	$8,543,069	$22,104,686	$36,310,058	$43,181,593	$34,513,301	$19,543,714

Title IV-E Waiver Capped Allocation Expenditures

	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13 Projected
Revenues						
Federal	$13,791,494	$14,569,869	$15,610,537	$16,423,368	$19,232,393	$20,028,054
State Assistance	$4,413,263	$3,456,369	$3,260,940	$4,129,086	$5,128,558	$5,867,268
State Administration	$184,969	$208,016	$218,922	$363,674	$2,745,728	$3,263,749
County	$13,087,316	$13,242,784	$13,416,926	$14,448,182	$17,553,486	$18,571,253
Sub Total	$31,477,042	$31,477,038	$32,507,325	$35,364,310	$44,660,165	$47,730,324
Expenditures						
Administration (Base)	$18,496,857	$20,801,624	$21,892,081	$22,729,622	$22,996,857	$22,996,857
Administration (Investments)					$6,862,274	$8,173,297
Assistance	$12,980,185	$10,675,414	$10,615,244	$12,634,688	$14,801,034	$16,560,170
Total Probation Department	$31,477,042	$31,477,038	$32,507,325	$35,364,310	$44,660,165	$47,730,324
Surplus/Deficit	$0	$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)

Total Investments						
Cumulative Available Reinvestment Funds	$0	$0	$0	$0	$0	$0

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

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

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

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

The FY 12-13 base admin allocation is budgeted at the same FY 11-12 amount. Probation continued to have access to an additional amount of $12M beyond the base for investments under the Waiver and is projected to spend $8.17M of the available amount.

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Estimated Actual**	**Total Estimated Actual**	**Total Amount Claimed to Code 701**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension - Phase II** *(Specify planning and funding decisions to date for each listed waiver initiative)*
Reduced First Entries														
Another Road to Safety (ARS)	C	$1,612,243	$332,174	$656,105	$295,131	$417,097	$1,700,508	$1,700,508	($88,265)			$1,700,508	6	Currently maintaining project funding & evaluating for next waiver project period.
Mobile Response Team (MRT)	C	$85,000	$0	$0	$0	$20,587	$20,587	$20,587	$64,413			$85,000	8	(Same as above)
Voluntary Diversion	C	$30,000	$9,648	$8,116	$2,696	$5,836	$26,296	$26,296	$3,704			$26,296	5	(Same as above)
Children's Hospital Consultation	C	$230,200	$0	$120,521	$0	$64,170	$184,691	$184,691	$45,509			$184,691	5	(Same as above)
Foster Care Hotline Program	N	$702,766	$0	$0	$159,047	$543,719	$702,766	$702,766	$0			$702,766	5	(Same as above)
Home Visiting Program	N	$2,530,715	$0	$0	$0	$2,530,715	$2,530,715	$2,530,715	$0			$2,530,715	5	One time project funding; supports prevention waiver goal
Increased Least Restrictive Settings														
Faith Initiative	C	$275,000	$58,311	$117,252	$68,285	$84,992	$328,840	$260,555	($53,840)			$328,840	2	Program has been eliminated as of 7/1/13
Screening, Stabilization, and Transition Services (STAT)	C	$150,000	$0	$0	$0	$70,714	$70,714	$70,714	$79,286			$70,000	8	Currently maintaining project funding & evaluating for next waiver project period.
Family Finding and Engagement (FFE)	C	$530,278	$18,513	$4,504	$36,325	$36,325	$95,667	$95,667	$434,611	$95,667			5	(Same as above)
Enhanced Kinship Support Services Program (KSSP)	C	$1,125,822	$319,402	$341,141	$366,688	$255,953	$1,283,184	$1,134,135	($157,362)			$1,283,184	6	(Same as above)

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Estimated Actual**	**Total Estimated Actual**	**Total Amount Claimed to Code 701**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension - Phase II** *(Specify planning and funding decisions to date for each listed waiver initiative)*
Subsidized Child Care	C	$1,004,413	$272,532	$255,683	$274,732	$177,741	$980,689	$980,689	$23,724	$28,751		$951,938	7	Maintaining project funding. Revising eligibility criteria to serve more families & youth.
Project Permanence (Wraparound)	C	$356,000	$0	$0	$0	$299,200	$299,200	$299,200	$56,800			$299,200	5	Currently maintaining project funding & evaluating for next waiver project period; also supports Katie A..
Additional Family Finding/Transportation Workers	C	$376,802	$24,453	$32,108	$88,666	$88,666	$233,893	$233,893	$142,909	$233,893			5	Currently maintaining project funding & evaluating for next waiver project period.
Foster Parent Recruiter	C	$125,000	$32,216	$35,311	$27,528	$28,338	$123,394	$123,394	$1,606	$123,394			5	(same as above)
Increased Reunification														
Paths to Success (P2S)	C	$1,713,727	$241,368	$532,163	$306,667	$373,083	$1,453,281	$1,453,281	$260,446			$1,453,281	2	Program has been eliminated as of 7/1/13
The Gathering Place (TGP)	C	$1,106,763	$0	$0	$507,488	$507,484	$1,014,972	$1,014,972	$91,791			$1,014,972	5	Currently maintaining project funding & evaluating for next waiver project period.

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Estimated Actual**	**Total Estimated Actual**	**Total Amount Claimed to Code 701**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension - Phase II** *(Specify planning and funding decisions to date for each listed waiver initiative)*
Alameda County Children of Incarcerate Parents Partnership and Youth Court (Centerfore)	N	$70,000	$0	$20,000	$0	$28,180	$48,180	$48,180	$21,820			$48,180	5	(same as above)
CDA Housing Assistance	N	$850,000	$0	$0	$93,522	$756,478	$850,000	$850,000	$0			$850,000	5	(Same as above)
Increased Timely Guardianship/Adoptions														
Services to Enhance Early Development (SEED)	C	$85,395	$20,923	$0	$46,709	$18,961	$86,593	$86,593	($1,198)			$86,593	7	(Same as above)
Enhancement -Public Health Nurse	C	$275,000	$46,511	$38,987	$24,022	$28,800	$138,320	$138,320	$136,680			$138,320	5	(Same as above)
Bay Area Collaborative of American Indian Resources	C	$37,500	$10,582	$9,776	$9,576	$9,371	$39,305	$39,305	($1,805)			$39,305	4	(Same as above)
Increased Supports for Foster Care Exits														
Parent Advocate Expansion	C	$1,486,400	$236,138	$383,128	$287,309	$161,112	$1,067,687	$1,067,687	$418,713			$1,067,687	8	(Same as above)
Post-Dependency Services Package	C	$300,000	$11,165	$15,014	$20,128	$19,674	$65,982	$65,982	$234,018			$65,982	5	(Same as above)
Foster Youth Mentoring Program (FSSB)	N	$460,800	$2,688	$6,912	$26,290	$18,432	$54,322	$54,322	$406,478			$54,322	5	Reduced projected funding & evaluating for next waiver project period.
West Coast Children's Clinic - Project 1959/AWOL	N	$290,534	$0	$0	$0	$290,534	$290,534	$290,534	$0			$290,534	5	Currently maintaining project funding & evaluating for next waiver project period.
Educational support for foster youth and their caregiver/parents (Empowering Parents)	N	$30,000	$0	$0	$11,250	$18,750	$30,000	$30,000	$0			$30,000	5	(Same as above)

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Estimated Actual**	**Total Estimated Actual**	**Total Amount Claimed to Code 701**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension - Phase II** *(Specify planning and funding decisions to date for each listed waiver initiative)*
LGBTQ Services for foster youth (Sunny Hill Services)	N	$273,845	$53,148	$66,387	$45,640	$77,403	$242,578	$242,578	$31,267			$242,578	5	(Same as above)
School Supply and Dental Kit Initiative (K to College)	N	$132,000	$0	$0	$132,000	$0	$132,000	$132,000	$0			$132,000	5	(Same as above)
Educational and health-related supportive services – (Youth Radio)	N	$1,297,446	$0	$0	$718,780	$112,480	$831,260	$831,260	$466,186			$831,260	3	Program will be eliminated as of 7/1/13
Enhanced Safety Net for Transitioning Age/Emancipating Youth														
Independent Living Skills Program (ILSP)-education specialist, education mentors, ILSP contract	C	$996,905	$186,414	$174,896	$259,983	$166,065	$787,358	$787,358	$209,547			$787,358	5	Currently maintaining project funding & evaluating for next waiver project period.
Youth Fellow Board (i.e., Youth Advocate Panel)	C	$1,125,511	$188,976	$283,426	$131,249	$253,622	$857,273	$857,273	$268,238			$857,273	8	(Same as above)
Beyond Emancipation Education Specialist	C	$67,000	$5,583	$19,789	$12,933	$12,933	$51,238	$51,238	$15,762			$51,238	5	(Same as above)
Young Parent Opportunities	C	$762,000	$0	$224,676	$7,920	$0	$232,596	$232,596	$529,404			$232,596	5	(Same as above)
Summer Youth Employment Program	C	$8,934,537	$1,492,962	$1,065,365	$757,134	$1,908,054	$5,223,515	$5,223,515	$3,711,022			$5,223,515	5	(Same as above)
Alameda County Office of Education Mentors	C	$217,000	$23,835	$0	$79,934	$80,668	$184,436	$184,436	$32,564			$184,436	8	(Same as above)
MISSSEY Advocates	C	$95,524	$19,875	$33,656	$8,984	$8,756	$71,271	$71,271	$24,253			$71,271	8	(Same as above)
Creating Entrepreneurship Opportunities (CEO) Youth Program	N	$105,000	$0	$0	$61,438	$14,964	$76,402	$76,402	$28,598			$76,402	5	(Same as above)

Alameda County DCFS Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Estimated Actual**	**Total Estimated Actual**	**Total Amount Claimed to Code 701**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension - Phase II** *(Specify planning and funding decisions to date for each listed waiver initiative)*
General Goals														
High-End Group Homes	C	$1,480,863	$132,112	$286,271	$164,509	$271,731	$854,624	$854,624	$626,239			$854,624	8	(Same as above)
Child Welfare Staff	C	$3,163,215	$0	$0	$0	$0	$0	$0	$3,163,215	$0			6	(Same as above)
Additions to County Counsel	C	$1,509,899	$0	$377,475		$1,132,424	$1,509,899	$1,509,899	$0			$1,509,899	6	(Same as above)
Medi-Cal Consultant	C	$97,606	$16,977	$21,500	$27,018	$27,018	$92,513	$92,513	$5,093	$92,513			3	(Same as above)
Research and Evaluation Consultants	C	$591,189	$152,411	$170,556	$155,994	$155,633	$634,593	$634,593	($43,404)	$634,593			6	(Same as above)
Court Appointed Special Advocate (CASA) Program	C	$357,055	$0	$0	$84,025	$187,748	$271,773	$271,773	$85,282			$271,773	6	(Same as above)
Discretionary Fund	C	$498,904	$80,178	$149,818	$118,770	$70,629	$419,395	$419,395	$79,509		$419,395		6	(Same as above)
Cultural Competency	C	$288,000	$55,950	$70,500	$63,300	$74,700	$264,450	$264,450	$23,550			$264,450	6	(Same as above)
Eligibility Program Specialist	C	$190,000	$28,710	$21,733	$23,164	$23,164	$96,771	$96,771	$93,229	$96,771			6	(Same as above)
Child Welfare Case Study	C	$73,021	$41,483	$21,922	$321	$0	$63,727	$63,727	$9,294	$63,727			6	(Same as above)
Employment Counselors in Linkages Program	C	$640,000	$106,892	$168,335	$0	$0	$275,227	$180,606	$364,773	$275,227			6	(Same as above)
School Resource Officer	C	$180,000	$0	$62,205	$0	$84,825	$147,030	$147,030	$32,970			$147,030	6	(Same as above)
Total Expenditure		$38,916,878	$4,222,130	$5,795,233	$5,505,157	$11,517,730	$27,040,250	$26,728,294	$11,876,628	$1,644,536	$419,395	$24,976,320		
Percent of Total Expenditures			15.61%	21.43%	20.36%	42.59%	100.00%			6.07%	1.55%	92.37%		

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Actual**	**Total Actual**	**Total Amount Claimed to Code 702**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension – Phase II** *(Specify any planning/funding decisions to date for each listed waiver initiative)*
Reduced Out-of-Home Placements														
Family Preservation Unit (FPU)	C	$468,080* Base	$457,408	$10,672	$0	$0	$468,080	$899,108	$0	$461,922	$6,158		10	(Note: Continuum of services which focus on the family as a whole including Multi-Systemic Therapy Services (MST). Continue to leverage Medi-Cal funding.)
JusticeWorks	C	$991,289	$215,497	$215,497	$280,148	$280,147	$991,289		$0			$991,289	7	(Note: To procure a service provider with emphasis on transitional support and placement stability care for both youth and families.)
Data Research and Reporting Team (DARRT)	C	$700,000		$325,833		$309,693	$635,526		$64,474	$635,526			7	(Note: To assess data system and collection processes. Improve as needed. Leverage other funding support, as acquired, for database development.)

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	**C or N Rating**	**Budgeted Amount**	**SFY 12/13 Qtr. 1 Actual**	**SFY 12/13 Qtr. 2 Actual**	**SFY 12/13 Qtr. 3 Actual**	**SFY 12/13 Qtr. 4 Actual**	**Total Actual**	**Total Amount Claimed to Code 702**	**Unexpended Funds**	**Internal Expend**	**Direct Expend**	**External Expend**	**Project Impact Level** *(Apply a rating of 0 to 10)*	**Status Under Waiver Extension – Phase II** *(Specify any planning/funding decisions to date for each listed waiver initiative)*
Maintained Staffing Levels														
Emergency Family Support Services	C	$500,000		$81,097		$1,060,240	$1,141,337		($641,337)		$59,177	$1,082,160	8	(Note: To restore and/or maintain staffing levels to support positive youth and family outcomes.)
Delinquency Prevention Network Contracts	C	$2,000,000		$539,564		$1,460,870	$2,000,434		($434)			$2,000,434	7	(Note: To restore and/or maintain staffing levels to support positive youth and family outcomes.)
Juvenile Services—Other Probation Staff Time	C	$3,600,000	$525,638	$567,694	$564,089	$771,420	$2,428,841		$1,171,159	$2,428,841			9	(Note: To restore and/or maintain staffing levels to support positive youth and family outcomes.)
Juvenile Hall Unit 6 (Mental Health Unit)	C	$1,317,113		$635,037		$682,076	$1,317,113			$1,317,113			7	(Note: To restore and/or maintain staffing levels to support positive youth and family outcomes.)
Total Expenditures		$9,576,482	$1,198,543	$2,375,394	$844,237	$4,564,446	$8,982,620	$899,018	$593,862	$4,843,402	$65,335	$4,073,883		
Percent of Total Expenditures			13.34%	26.44%	9.41%	50.81%	100.00%			54.01%	0.66%	45.33%		