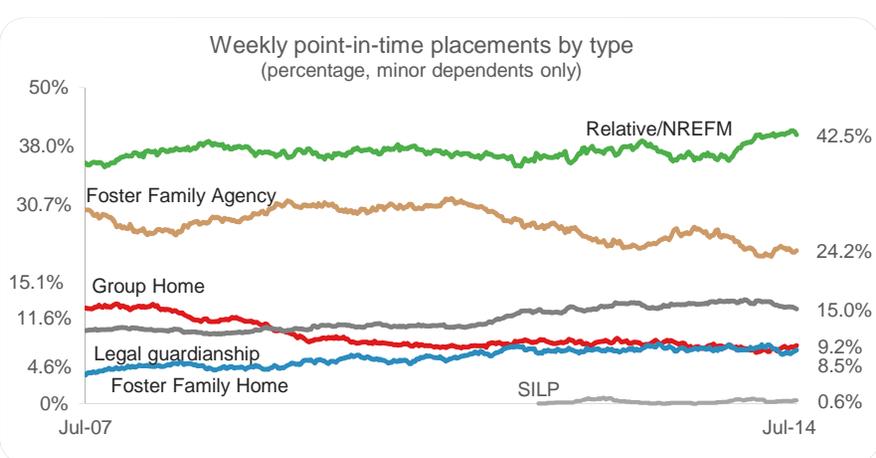
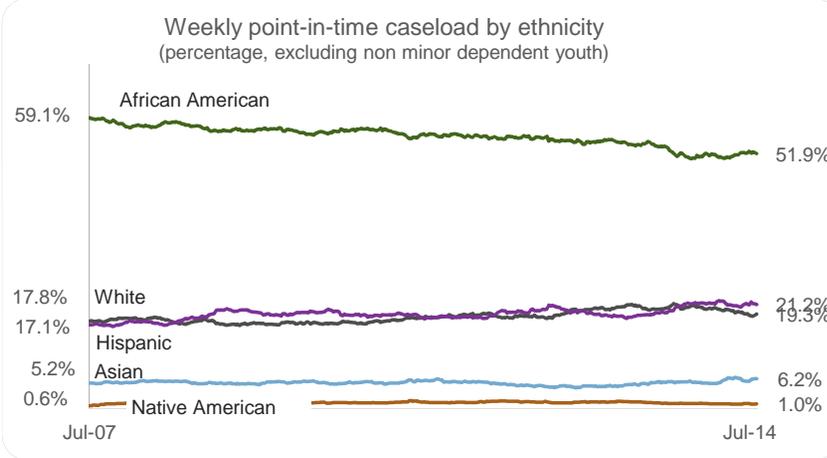
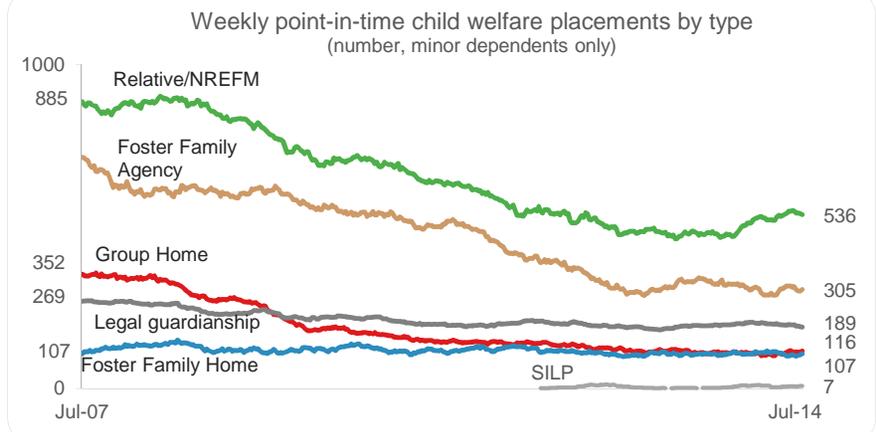
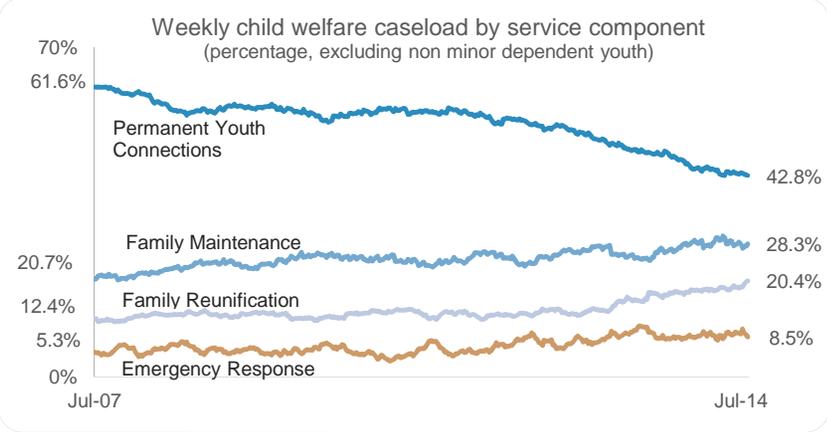
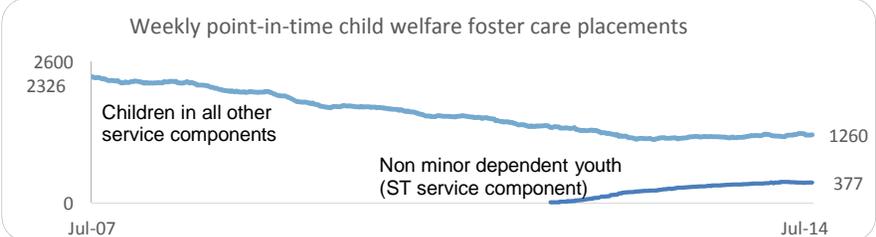
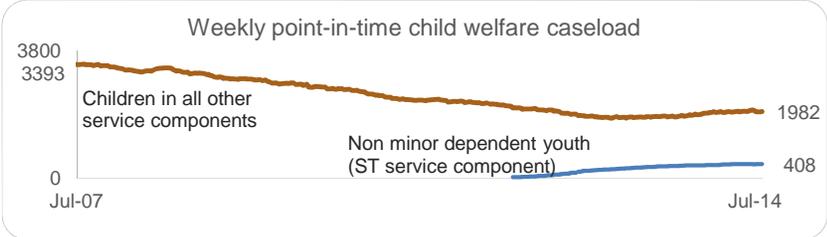


Alameda County Title IV-E Waiver Executive Team

Lori Cox, Social Services Agency
Kristin Spanos, Social Services Agency
Gayle Hermann, Social Services Agency Finance
Clara Lee, Social Services Agency Finance
LaDonna Harris, Probation
Dennis Handis, Probation
Kathy Martinez, Probation
Patricia Hsu, Probation
Whilma DeDios, Probation
Stacey Wooten, Probation
Rick Martinez, Probation
Sindy Guinn-Begley, Probation
Ian Long, Probation
Natasha Middleton, Probation
Carissa Pappas, Probation
Michelle Love, Department of Children & Family Services
Kaitlin Bruner, Department of Children & Family Services
Gumaro Garay, Department of Children & Family Services
Robin Luckett, Department of Children & Family Services
Faith Battles, Department of Children & Family Services
Lisa Forti, SSA Program Evaluation & Research
Jim Cunniff, SSA Program Evaluation & Research
Jennifer Uldricks, SSA Program Evaluation & Research
Jeff Rackmil, Alameda County Behavioral Health Care Services
Stacie Buchanan, Casey Family Programs

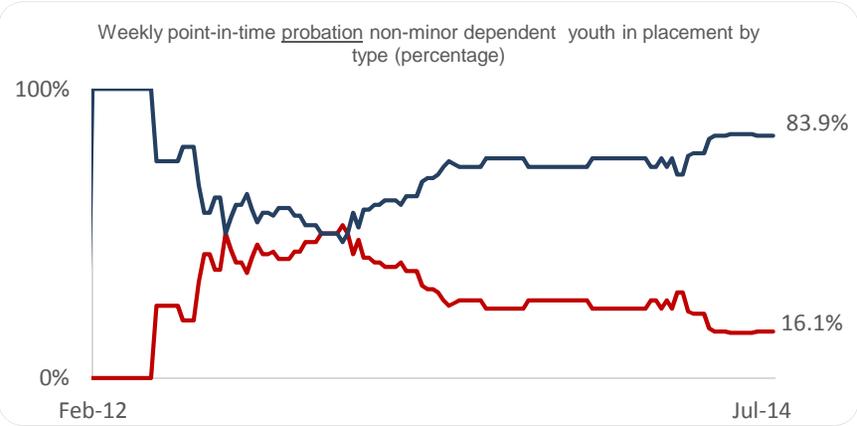
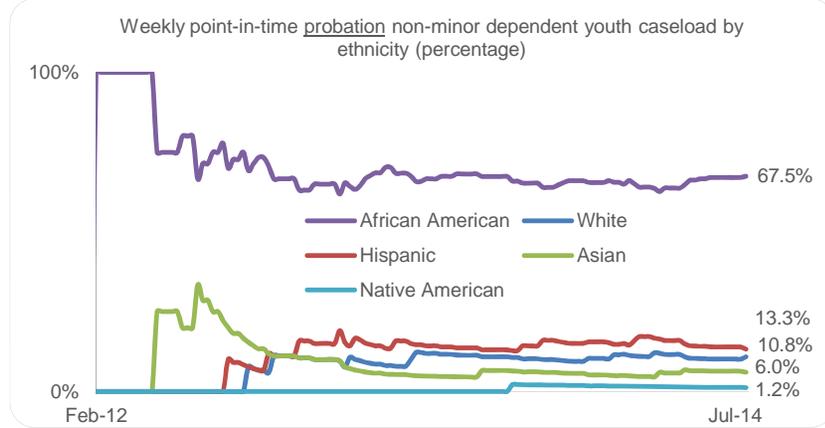
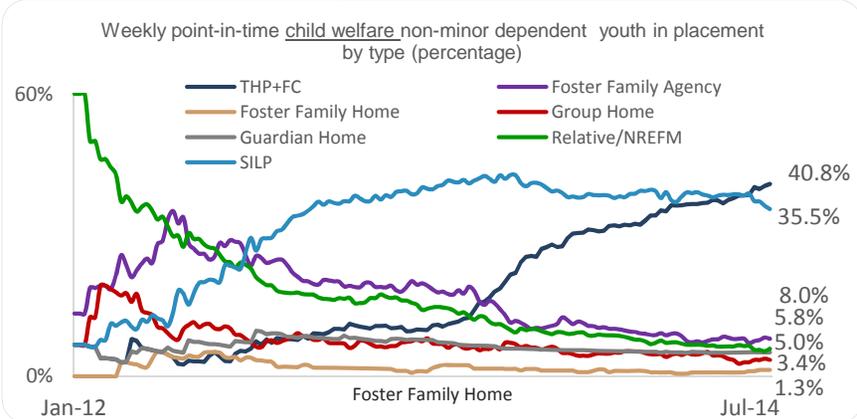
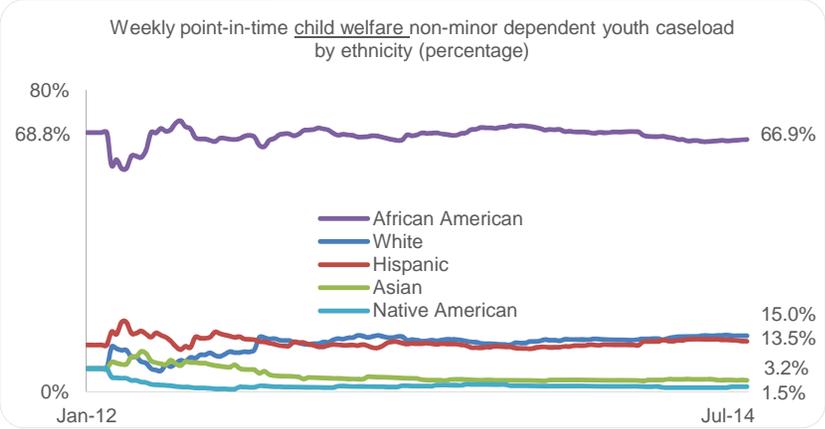
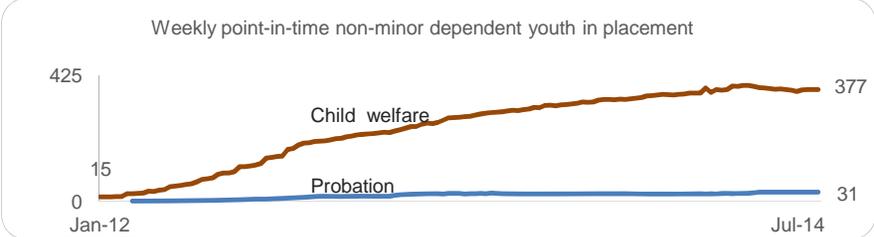
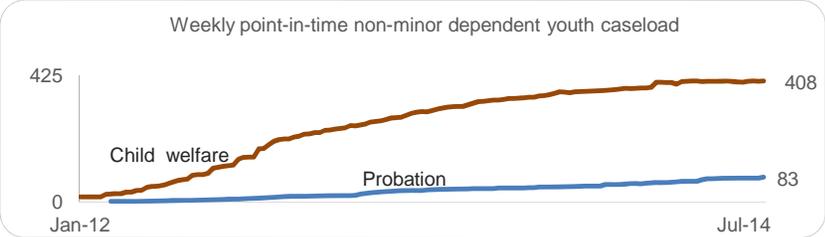
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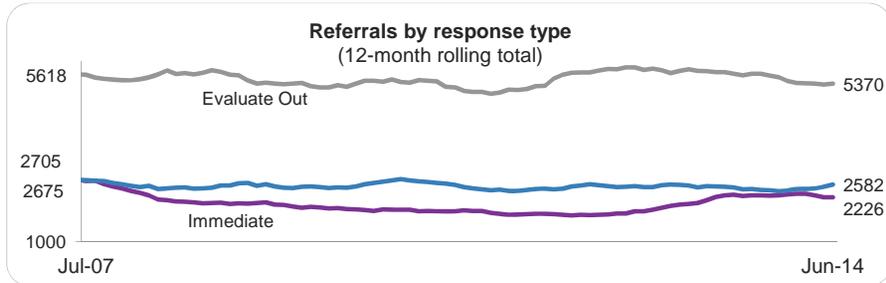
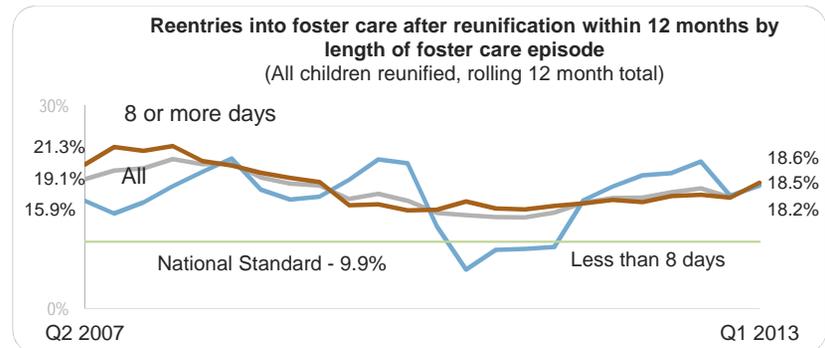
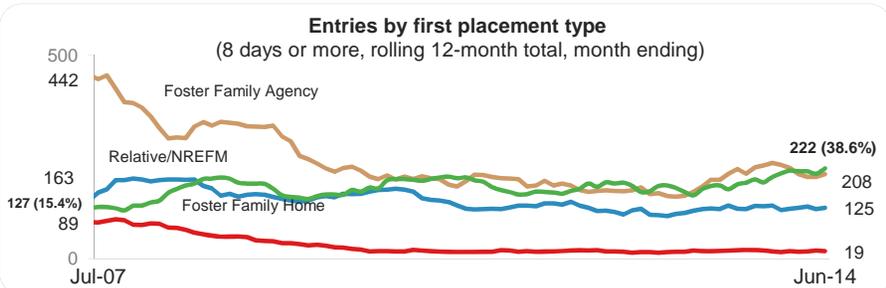
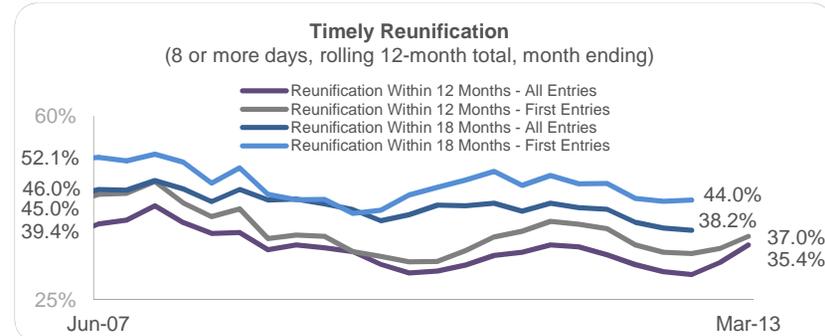
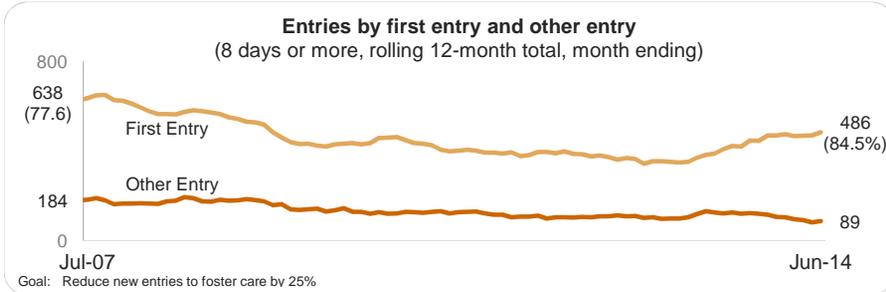
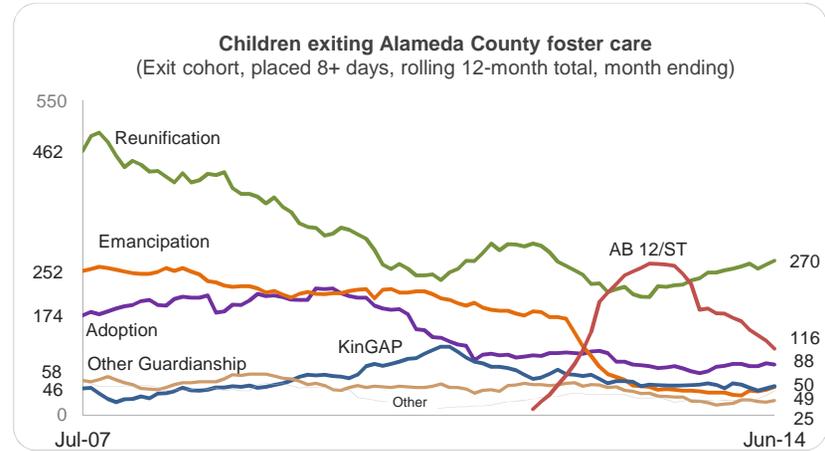
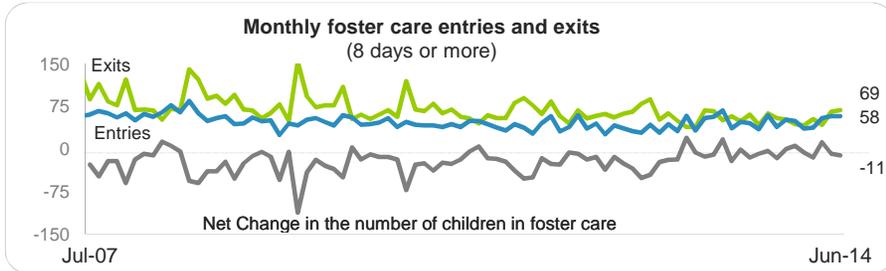
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Page 4

Goals

To increase the number of:

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

Since implementation of the Waiver July 1, 2007 through July 28, 2014

Caseload (number)

- ↓ 41.6% decline in total minor children in child welfare cases.

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

- ↓ 30.7% decline in percentage of children with a PYC case
- ↑ 37.4% increase in the percentage of children with an FM case
- ↑ 64.5% increase in the percentage of children with an FR case

Children in out-of-home placement (number)

- ↓ 45.8% decline in the total number of dependent youth in active out-of-home placement

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

- ↑ With relatives increased by 12.4%
- ↑ In county foster homes increased by 784.8%
- ↑ In non dependent legal guardianships increased by 29.3%
- ↓ In group homes declined by 39.1%

12-month period ending June 2014 compared to FY 2006-07 baseline period

Referrals

- ↓ 11.2% decline in percentage of referrals requiring an immediate response
- ↑ 3.6% increase in percentage of referrals that are evaluated out

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

- ↓ Foster care exits exceeded entries, and 29.2% fewer children under age 18 were placed out-of-home for 8 or more days
- ↑ As a percentage of all entries, there was a 9.6% increase in the percentage of children entering foster care for the first time
- ↑ The number of children placed with relatives as their first placement increased by 80.5%

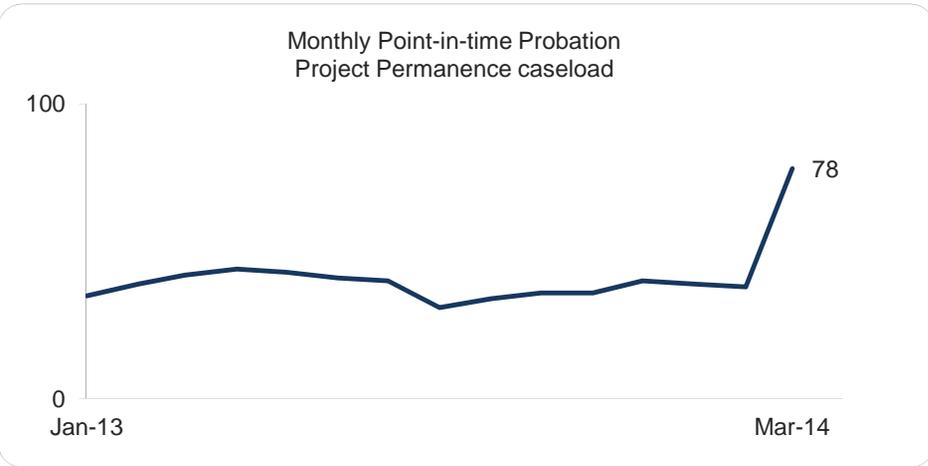
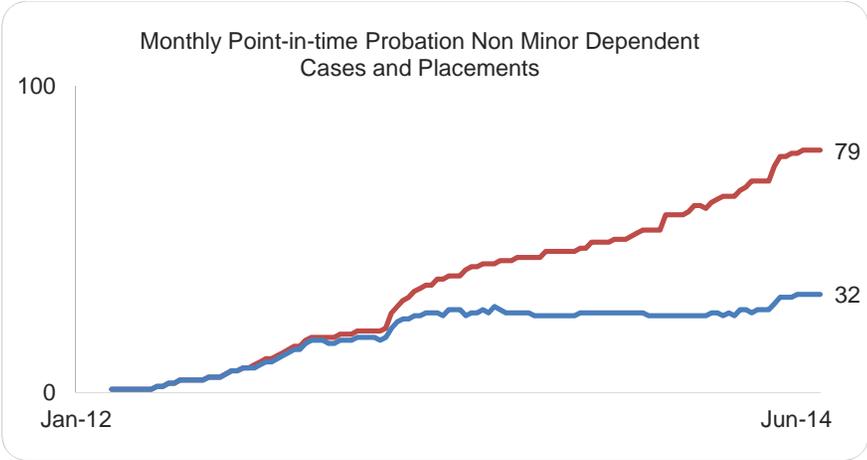
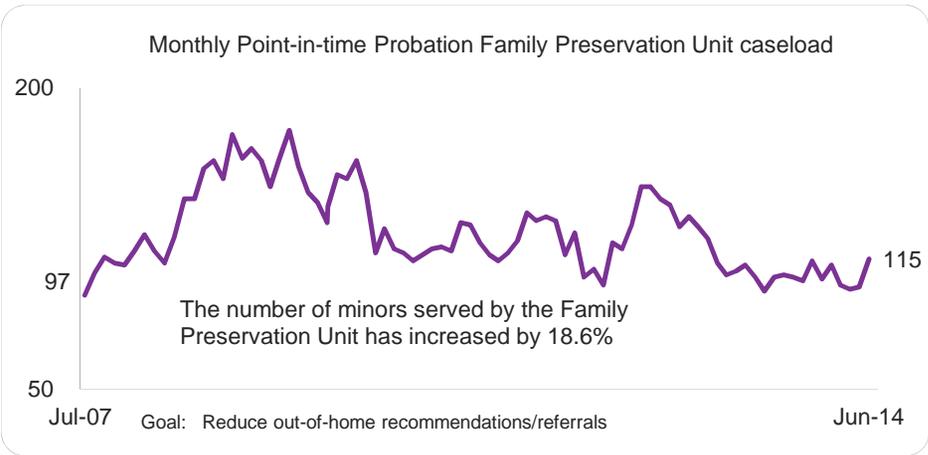
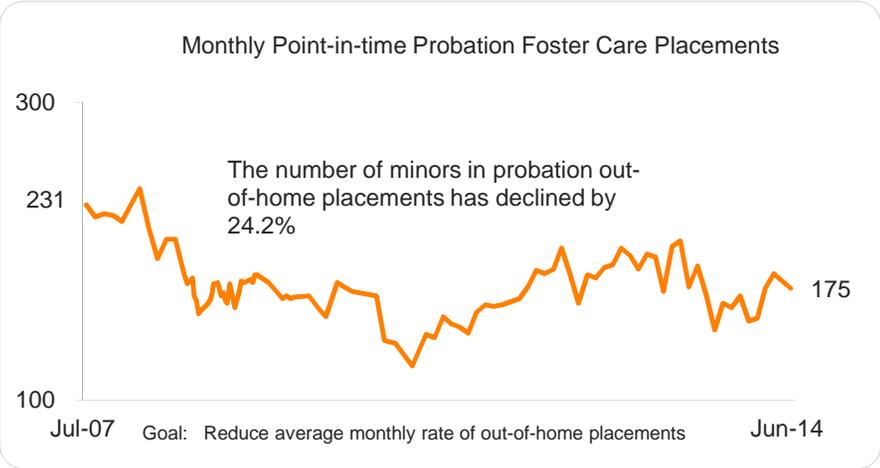
Reentries within 12 months of reunification (compared to 12 month period ending March 2013)

- ↓ After a placement episode of 8 or more days, the percentage of children reentering foster care after reunification has decreased by 12.7%

Source Data: Reunification Entry Cohort Chart: CSSR 2014 Q1 extract; Reentry chart: SafeMeasures 4/4/14 extract; All others: CWS/CMS 8/22/2014 extract.

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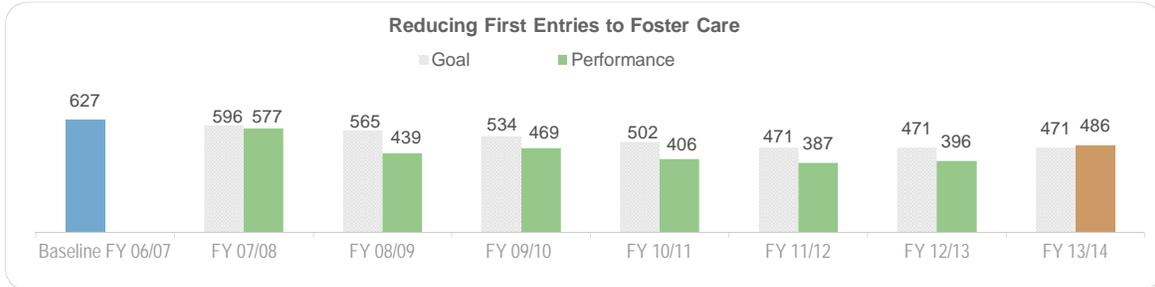
Updated July 21, 2014



Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 7

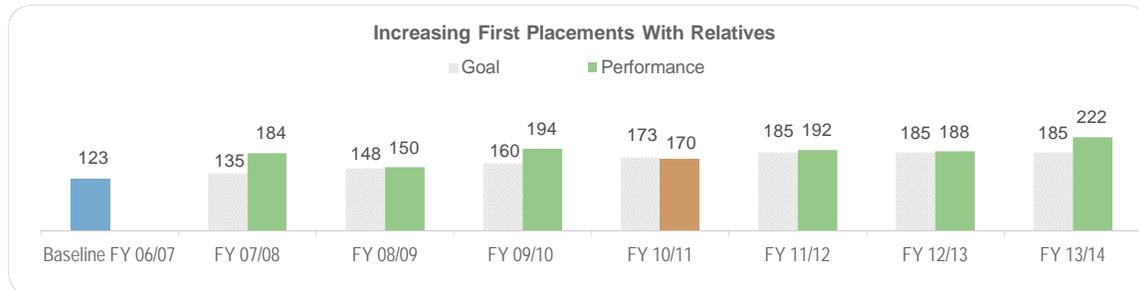
Reduce new entries to foster care by 25% over the next five years

Baseline 627 first entries in FY 06/07
 Goal 471 first entries in FY 11/12
 FY 13/14 486 first entries in FY 13/14



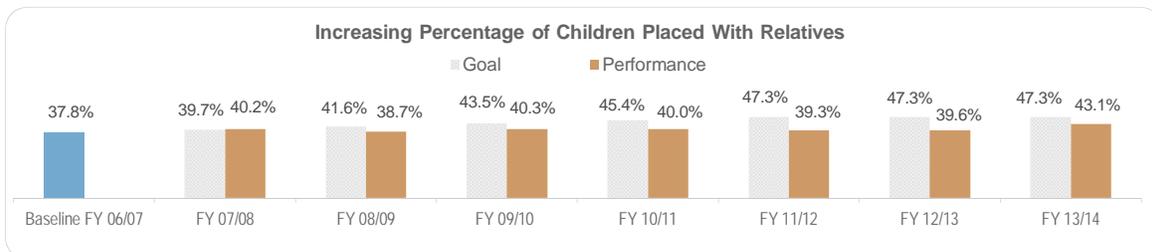
Increase relative placements as first placements by 50% over the next five years

Baseline 123 first placements with relatives in FY 06/07
 Goal 185 first placements with relatives in FY 11/12
 FY 13/14 222 first placements with relatives in FY 13/14



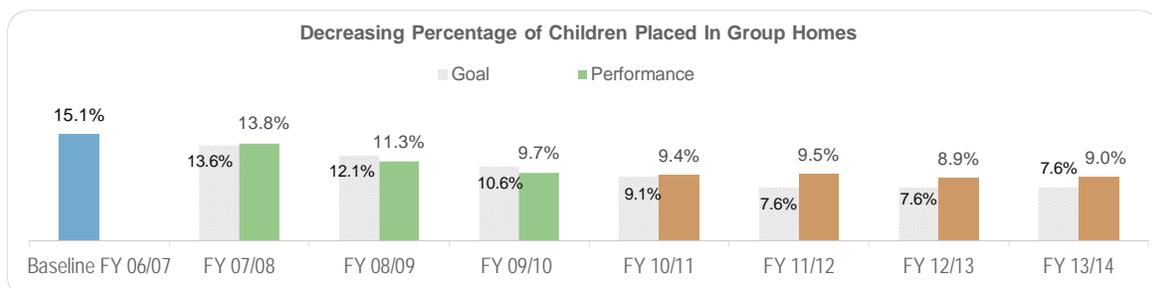
Increase percentage of children in relative placements at any given time by 25% over the next five years

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 13/14 43.1% of children in relative placement on July 7, 2014



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 13/14 9.0% of children in group home placement on July 7, 2014

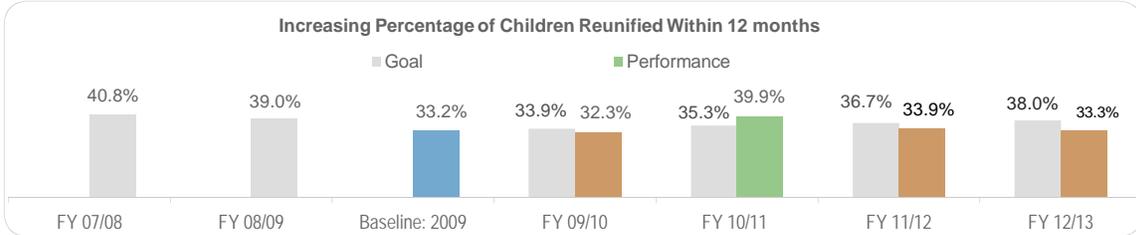


Alameda County Title IV-E Waiver Progress Report on Outcome Goals: Year 7

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

Entry Cohort Cohort: First Entries

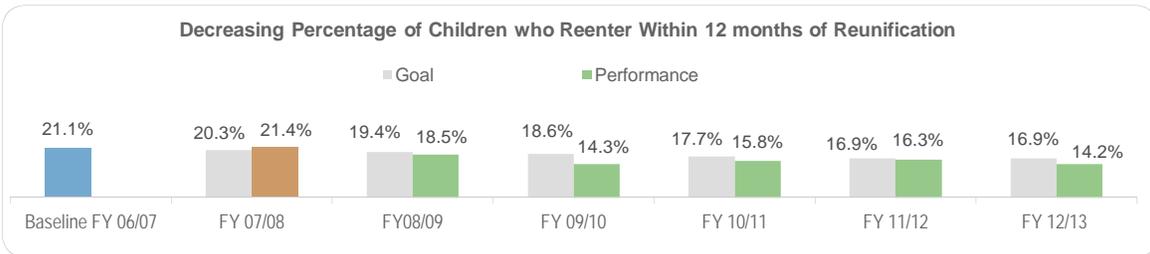
Baseline	33.2% of children who entered in 2009 for the first time exited to reunification within 12 months
Goal	38.0% of children who enter in FY 12/13 for the first time will exit to reunification within 12 months
FY 12/13	33.3% of children who entered foster care in FY 12/13 for the first time exited to reunification within 12 months



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

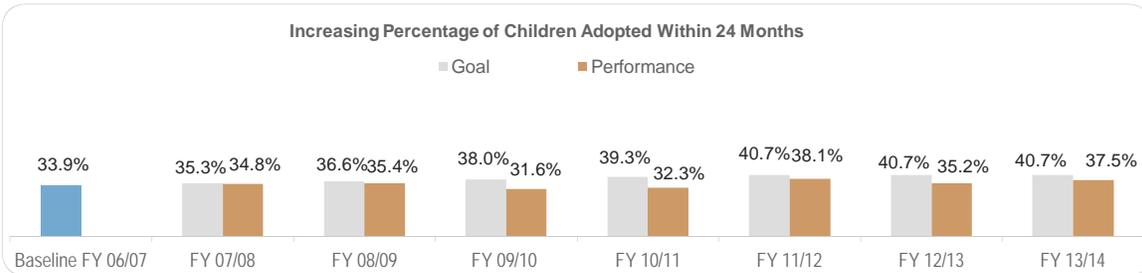
Reentry Within 12 months (exit to reunification after a placement episode of 8 or more days)

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
FY 12/13	14.2% of children reunified in FY 12/13 reentered foster care within 12 months



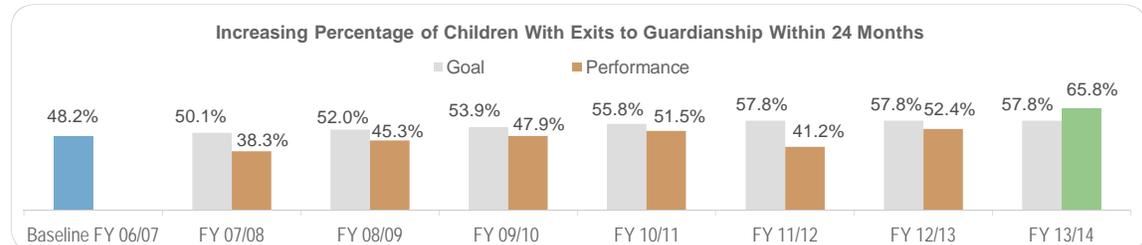
Increase percentage of children who exit to adoption within 24 months by 20% over 5 years

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 13/14	37.5% of children who were adopted in FY 13/14 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 13/14	65.8% of children who exited to guardianship in FY 13/14 exited foster care within 24 months



PERU CFS Evaluations - Status as of August 25, 2014

Projects	Decriptive/ Outcome	PER Lead	CFS Lead	Status	Target completion date
Completed Reports					
Family Preservation	O	BL	RL	Complete	
SYEP - Summer Youth Employment Program 2011 & 2012	O	BL	FB	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	
CW Staffing and Workload	D	TC	ML	Complete	
Faith Initiative	D	NH	FB/NG	Complete	
P2S - Paths to Success	O	JU	GG	Complete	
Parent Advocates	O	BL	FB/SL	Complete	
Family Finding and Engagement	O	BL	RL/FB	Complete	
CASA - Court Appointed Special Advocates	D	HW	FB	Complete	7/26/2014
MRT - Mobile Response Team	D	HW	FB	Complete	7/26/2014
Youth Radio	D	HW	ML	Complete	7/26/2014
Empowering Parents	D	HW		Complete	7/26/2014
Project Permanence Data Summary (FY12/13)	D	JU	FB/SW	Complete	4/30/2014
Under Review					
SASYEP - Summer and After School Youth Employment Program 2013-14	O	BL	FB	Under Final Review	8/31/2014
TGP - The Gathering Place	O	BL	RL	Under Final Review	8/31/2014
Post-reunification Services	D	JU		Under Final Review	8/31/2014
Report Writing					
County Counsel Expansion	D	TC		Writing Report	8/29/2014
Vertical Case Management	O	JU	GC/RL	Writing Report	9/30/2014
- Parent Satisfaction Survey	O	JU		Writing Report	
- Worker Satisfaction Survey	O	JU		Writing Report	
Assessment Center (AC)	D	JU/TC	MBP/FB	Writing Report	9/30/2014
- AWOL	D	JU/TC		Writing Report	
- LGBTQ services for foster youth	D	JU/TC		Writing Report	
- MISSEY Advocates	D	JU/TC		Writing Report	
ILSP - Independent Living Skill Program	O	BL	FB	Writing Report	8/31/2014
Data Analysis					
Another Road to Safety	O	HW	GG	Analyzing Data	9/27/2014
Transitional Living Conference	O	HW	FB/SF	Analyzing Data	10/14/2014
Data Collection					
Voluntary Diversion	D	HW	GG	Collecting Data	10/11/2014
ACOE and BE	D	HW	FB	Collecting Data	9/19/2014
Mentoring Program	D	HW	CL	Collecting data	10/4/2014
Placement Stabilization Fund	D	JU		Collecting data	
EveryOne Home Housing Pilot	D	HW	RL	Collecting data	10/17/2014
Waiting for Data					
Evaluation Planning					
Permanency Round Tables	D	TC	RL	Planning for ongoing PRTs	
On hold					
CalLearn/YPO	D	BL	FB	On Hold	10/31/2014?
Non Waiver Evaluations					
Mental Health*	O	JU		Analyzing Data	
TDM - Team Decision Making*	O	JU	SW	Collecting Data	
- BAYCAIR	D	JU	SW	Part of TDM study	Ended
SEED - Service to Enhance Early Development	O	BL	RL	On Hold	

The Gathering Place Visitation Center Evaluation Report

July 24, 2014

Prepared by:

Brenda Lorentzen, MSW, Ph.D.
Management Analyst
Program Evaluation and Research
lorenb@acgov.org



Alameda County

Social Services
Agency

Planning, Evaluation and Research

THE GATHERING PLACE EVALUATION REPORT

The Gathering Place (TGP) is a visitation center for children in foster care to visit with their families, created through a collaboration between Alameda County Department of Children and Family Services (DCFS), Alameda County Behavioral Health Care Services (BHCS), and contractor Alternative Family Services (AFS). Eligible families are required by court order and/or their child welfare worker (CWW) to have therapeutic and/or supervised and/or observed visitation. Therapeutic visitation (TV) is conducted by clinicians who provide mental health-based interventions to address the child or youth's mental health needs within the context of the family. Supervised visitation (SV) is provided by support counselors who remain in the room with the family at all times during the visit. Observed visitation is provided by support counselors who periodically observe the family during the visit. In both Therapeutic Visitation and Supervised Visitation, The Gathering Place uses the Positive Parenting Program (Triple P), a model whose efficacy has been demonstrated in research,¹ as its primary intervention. The goals of TGP are to help families progress quickly to unsupervised visitation and to facilitate early, stable reunifications and permanence. TGP opened its Oakland location in April 2011 and its Pleasanton location in March 2012. TGP was budgeted at \$858,124 for FY 2011-12, \$1,115,116 for FY 2012-13, and \$1,040,478 for FY 2013-14.

Key Findings

1. Significantly more children who received TV services at TGP reunified than children who received TV in other settings, 41% compared to 27%.
2. Children receiving TV at TGP who reunified did so significantly more slowly than comparison group children. However, there is some evidence that children who go home more slowly are less likely to reenter care,² a hypothesis that could not be tested in this study because not enough time has elapsed since TGP children entered the program to examine reentry rates.
3. A much larger proportion of children in Family Reunification (FR) who received TV at TGP reunified than children in PYC who received SV, 42% compared to 21%.
4. For SV, there were no significant differences in reunification rates or days to reunification between TGP and a comparison group of children whose visits were supervised by CWWs at SSA offices, and in raw numbers, a lower percentage of TGP children reunified than comparison group children.
5. Families expressed a high degree of satisfaction with the services received at TGP, 4.8 on a 5-point scale in FY11-12 and 4.7 in FY12-13. One area identified for improvement was providing more convenient visit times.
6. CWWs were slightly less satisfied than families, especially as to the timeliness and usefulness of visit summaries. They also identified greater availability of visit times on weekends and provision of more transportation as important needs.

Recommendations

- ✓ In view of the promising reunification outcomes for TV, TGP staff and CWWs to be encouraged to consider whether children referred for SV may be appropriate for TV instead of or in addition to SV.
- ✓ Support counselors to be permitted to fax visit summaries to CWWs without parent signature when it is difficult to obtain.
- ✓ Support counselors to receive training on what information should be included in visit summaries.
- ✓ Visit hours to be extended on Saturdays and made available on Sundays.
- ✓ A shuttle to BART for parents and a van and additional transportation to be made available.
- ✓ Follow-up analyses to be performed at 18, 24, and 36 months after entry to TGP services to permit examination of reunification rates after 12 months from entry to TGP services and reentry rates, and to increase the sample size
- ✓ Indicators to be recorded for cases where reunification is not the goal of the visits, such as when children are visiting with extended family members with an eye to developing a kin placement or maintaining family relationships, so that these children can be excluded from future studies of the success of reunification.

¹ Sanders, M.R. (1999). Triple P-Positive Parenting Program: Towards an Empirically Validated Multilevel Parenting and Family Support Strategy for the Prevention of Behavior and Emotional Problems in Children. *Clinical Child and Family Psychology Review*, 2(2), 71-90.

² Goerge, R., and Wulczyn, F. (1990). *Placement duration and foster care reentry in New York and Illinois*. Chicago, IL: Chapin Hall Center for Children at the University of Chicago.

Methodology

All analyses were performed at the child level rather than the family level because of problems defining what constituted “a family” when a number of children had visit plans with each parent separately, possibly including a different constellation of siblings. The sample for the comparative TV study included 54 TGP children and 289 comparison group children meeting a variety of criteria. The sample for the comparative SV study included 57 TGP children and 83 comparison group children meeting a variety of criteria. For both studies, the comparison group included only children who began receiving visitation only outside TGP beginning between January 1, 2006 and March 31, 2011. Complete descriptions of the samples used for the various components of this study are included in the Appendix.

Who Received Services?

For the first several months after TGP opened, there was often a brief waiting list, with perhaps three or four children awaiting the availability of a therapist or support counselor. As the center became more established and fully staffed, there has seldom been a wait list. At this time, AFS uses contract clinicians and support counselors to avoid ever having a wait list. The most common reason for rescinding a referral was that services were being received elsewhere, followed by parent no-show, services no longer needed, and inappropriate referral, with a handful of other reasons.

Therapeutic Visitation (n=83)

<u>Gender</u>		<u>Ethnicity</u>		<u>Age</u>		<u>Service Comp at Entry</u>		<u>Time Removal to TGP</u>		<u>Prev Plmt Episodes</u>	
Male	53%	African-American	48%	0-1	15%	ER	16%	0-3 mos.	34%	0	3%
Female	47%	Caucasian	16%	2-5	25%	FM	13%	3-6 mos.	29%	1	69%
		Hispanic	25%	6-12	42%	FR	60%	6 mos. – 1 yr.	24%	2	23%
		All other ethnicities	11%	13-18	18%	PYC	11%	1 yr. or more	13%	3-4	6%

Supervised and Observed Visitation (n=227)

<u>Gender</u>		<u>Ethnicity</u>		<u>Age</u>		<u>Service Comp at Entry</u>		<u>Time Removal to TGP</u>		<u>Prev Plmt Episodes</u>	
Male	49%	African-American	46%	0-1	30%	ER	24%	0-3 mos.	31%	0	6%
Female	51%	Caucasian	21%	2-5	24%	FM	17%	3-6 mos.	20%	1	69%
		Hispanic	27%	6-12	34%	FR	45%	6 mos. – 1 yr.	31%	2	19%
		All other ethnicities	6%	13-18	12%	PYC	14%	1 yr. or more	18%	3-4	7%

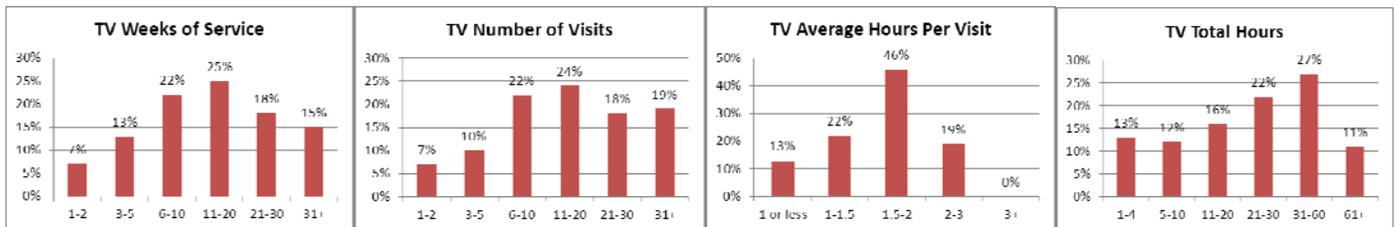
How Much Was Done?

Worker Referrals

Trainings that discussed the services offered at TGP were conducted at unit meetings at least once for each unit of the child welfare workers. A total of 129 workers from 31 units referred children to TGP. The most workers who referred were from ER/DI, followed by FM, FR, and PYC. DI unit C330 and FR unit K170 had the most workers referring, 7 apiece.

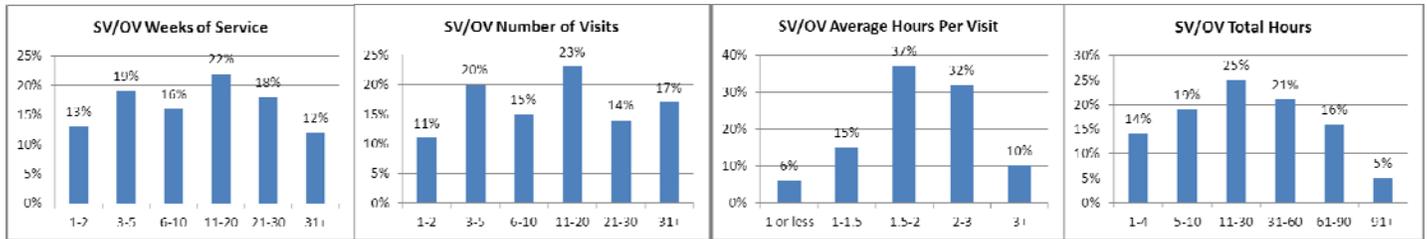
ER/DI	24
FM	21
FR	17
PYC	13
Other	30
Unknown	24
TOTAL	129

Therapeutic Visitation



- 8% of children had two or more TV visits in a week at least once during their time at TGP. One goal of TGP was for families to visit more often, ideally twice or more per week, but this did not occur for most TV children.
- 7% of children were still receiving TV services at TGP one year after first beginning TGP services.

Supervised and Observed Visitation



- 84% of children had one visit plan, 14% had two, and 2% had three. Children could visit both parents plus siblings on a single visit plan or have a separate visit plan with each parent plus a sibling visit plan.
- 36% of children had two or more visits in a week at least once during their time at TGP. One goal of TGP was for families to visit more often, ideally twice or more per week.
- 14% of children were still having supervised visits at TGP one year after first beginning TGP services.

How Well Was It Done?

Parent Surveys

- Families surveyed in FY11-12 were “very satisfied” overall with TGP services, with an average score of 4.8 on a 5-point scale, and 85% to 100% were satisfied with various components of TGP services.
- Families surveyed in FY12-13 were also highly satisfied, with an average score of 4.7 on a 5-point scale, and 87% to 100% were satisfied with various components of TGP services.
- Areas for improvement included learning new behaviors, feeling understood, and convenience of visit times.

Child Welfare Worker Surveys

- CWWs reported strong satisfaction overall, a 4.1 on a 5-point scale, but somewhat lower than for families.
- Satisfaction was lowest regarding visit summaries and their utility in evaluating case progress, with an average score of 3 on a 5-point scale. Visit summaries, which are prepared by the staff member who supervised the visit, are used by CWWs in preparing court documents and making case management decisions.
- Satisfaction was highest regarding the available materials and resources (e.g. age-appropriate toys, food for families).

Child Welfare Worker Focus Group

Areas with high levels of satisfaction

- ✓ The site is comfortable and safe, and the outdoor space is great for families
- ✓ Staff have many strengths and work well with challenging families (i.e., domestic violence)
- ✓ Orientation meetings are helpful
- ✓ Visit summaries are helpful, have a lot of detail, and help with monitoring progress

Areas for improvement

- ✓ Transportation is sometimes a barrier
- ✓ More available time is needed after school, on Saturdays, and on Sundays (when TGP is currently closed)
- ✓ CWWs feel their input often isn’t considered in setting goals during orientation or review meetings
- ✓ Visit summaries may not be provided timely, have useful content, or note any concerns

Suggestions for improvements offered by focus group participants included:

- Provide a shuttle to BART for parents, provide more information about transportation options, and add a van and more transport staff
- Have longer hours on Saturday and be open on Sunday
- Allow support counselors to fax visit summaries without parent signature when the signature is difficult to obtain
- Provide “canned” goals or other information for visit goal ideas
- Open a site closer to Vallejo and Antioch
- Permit SEED public health nurses to meet with families onsite

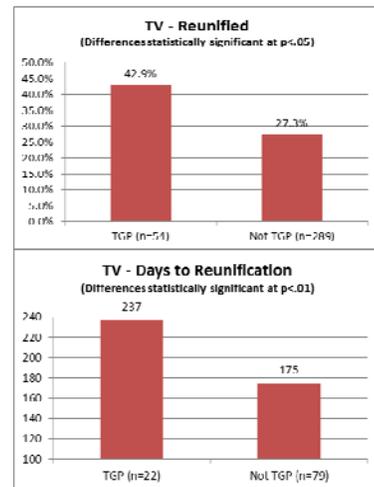
CWWs in the focus group and parents and children in survey comments remarked that the frequent presence of Huggy the dog, who belongs to one of the staff members, is a “plus” and “good for children.”

Are Participants Better Off?

Therapeutic Visitation

For the TV comparative analysis, all children were in FR or ER at the beginning of TGP services and had received at least three sessions of therapeutic visitation. A complete description of the treatment and comparison groups is provided in the Appendix. The treatment group included 54 children and the comparison group 289. The groups were statistically similar in age and ethnicity.

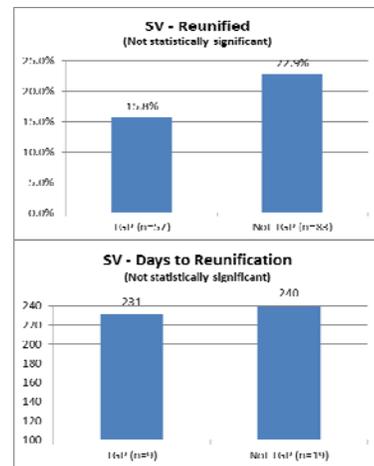
- A significantly higher percentage of children receiving TV at TGP reunified compared to children who received TV elsewhere ($p < .05$). This may be due to the consistent use of Triple P and/or the particular character of TGP, a place that was designed specifically for visitation. In contrast, A Better Way, the TV contractor during the period from which the comparison group was drawn, used a model that incorporated elements and principles from Parent Child Interaction Therapy, Cognitive Behavioral Therapy, Motivational Interviewing, and others.
- Children at TGP took significantly longer to reunify, on average 237 days (approximately 8 months) compared to 175 days (approximately 6 months) for non-TGP children ($p < .01$). However, there is some evidence that children who go home more slowly are less likely to reenter care,³ a hypothesis that could not be tested in this study because not enough time has elapsed since TGP children entered the program to examine reentry rates.
- While TGP and comparison group children had almost identical numbers of visits (21 for TGP children, 20 for the comparison group), TGP children had shorter visits, on average 1.6 hours per visit compared to 1.8 hours for the comparison group ($p < .05$). While the intention was that TGP children would visit more hours, in fact they visited fewer total hours, 34.4 hours for TGP children compared to 36.1 hours for the comparison group. The difference in hours visited was not, however, statistically significant.
- More TGP children were in FR at the beginning of TV services, 79%, compared to 65% of comparison group children ($p = .051$), but this did not have an impact on reunification rates.
- The two groups were statistically similar demographically and had a similar number of days in care before beginning TV.



Supervised Visitation

For the SV comparative analysis, the children included in both the treatment and comparison groups were in FR at the beginning of SV and received at least three supervised visits. A complete description of the sample group is included in the Appendix. The treatment group for this analysis included 57 children, and the comparison group included 83 children.

- A smaller percentage of children who received SV at TGP reunified compared to children who received SV elsewhere; however, the difference was not statistically significant.
- TGP children who reunified did so more quickly, but again, the difference was not statistically significant.
- TGP children had been in care significantly longer before beginning SV services, on average 240 days compared to 115 days, with fully 88% of the comparison group having been in care for 6 months or less, compared to 37% of TGP children ($p < .001$).
- More TGP children were African American or Hispanic and fewer were white than the comparison group children. However, neither of these differences had a statistically significant impact on reunification rates.
- The only characteristic associated with reunification was the age of the child, with more children age 6 and older reunifying ($p < .001$).



Results for the analyses of both services are limited by the lack of randomization and the small sample sizes.

³ Goerge, R., and Wulczyn, F. (1990). *Placement duration and foster care reentry in New York and Illinois*. Chicago, IL: Chapin Hall Center for Children at the University of Chicago.

Reunifications by Service Component

Therapeutic Visitation

- Reunification rates for all non-Family Maintenance (FM) children who received at least three sessions of TV at TGP (n=39) were highest for those entering TGP in FR and lowest for those in PYC. A total of 39% reunified.
- Of TV children who entered TGP in FM and received at least three sessions of TV at TGP (n=10), 80% remained at home.

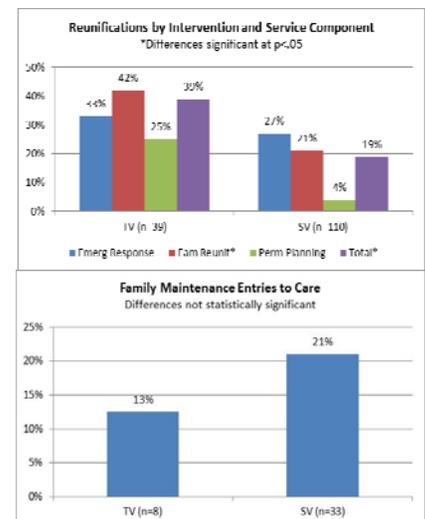
Supervised Visitation

- Reunification rates for all SV/OV children not in FM who received at least three sessions of SV and/or OV at TGP (n=110) were highest for those entering TGP in ER and lowest for those in PYC. A total of 19% reunified.
- Of children who entered TGP in FM and received at least three TGP visits in SV/OV (n=35), 78% remained at home.

Conclusion

The most striking finding was the apparent efficacy of the Therapeutic Visitation program. Children receiving TV at TGP reunified at a significantly and substantially higher rate than those who received TV elsewhere. In addition, the outcomes observed suggest that TV is the more effective program for children in FR. In raw percentages, a larger proportion of FR children in TV reunified than any other group in TV or SV/OV; 42% of FR children in TV reunified compared to only 21% for the Supervised Visitation program. The sample is small, but the difference is so marked that it may be advisable that FR children be directed to TV if they are eligible and the family is willing. The longer length of time to reunification for this group is unexplained; however, there is some research indicating that children who return home later are less likely to reenter care. Later iterations of this study will be able to balance time to reunification with reentry rates. Thus it is premature to view this as a problematic outcome. The sample for these analyses was small, which can be remedied in later studies that will be able to include more TGP children.

Of some concern are the less impressive findings for Supervised Visitation. However, there are several caveats to this particular analysis. One is that it is not known how representative the comparison group for Supervised Visitation is, as it was drawn based on data entered by CWWs, and some CWWs do not note in CWS/CMS that they supervised a visit. Thus the sample represents an unknown fraction of the children who had visits supervised by a CWW during the time period from which the comparison sample is drawn. We don't know why supervised visitation was ordered for the comparison group; perhaps, for example, the family required the security provided by the presence of sheriffs and would thus have been inappropriate for TGP, and with that information would ordinarily be excluded from the comparison group. In addition, the sample size was small by the time the necessary exclusions were made. Finally, we were unable to examine reentry rates, which may be affected by receiving SV/OV at TGP, because of the restricted time period from which the sample could be drawn.



Quotes from Parents

Being open to the children's opinions and feelings allowed us to heal and trust each other more. It was a place to grow past the bad memories from the past.

It has helped us to be more loving and to listen and to have better coping skills and understanding.

I was provided actual tools instead of opinions.

The behaviors I learned will help me with giving structure to my son and help me understand some of the things he may feel or think.

I learned how to speak to my child in a calming voice even when I am upset.

A lot of stuff that I didn't know as a beginner mom I know now.

My support counselor's positive support and him not being judgmental, and his positive input when the situation was not so positive [have been especially helpful].

The friendly professional close-knit relationship between client and advocate and staff, a non-biased environment, and one-on-one hands-on interaction with light boundaries and high expectations [have been especially helpful].

I have never felt degraded like I could have imagined. I am very grateful for that.

I love it here. You don't know what it means to me to have a chance to spend time with my son in a happy environment sober and having this chance to feel good about myself and make [my child's] and my bond stronger.

This place is really a blessing.

Thank you Gathering Place from our family to yours!

While it will not be possible to randomly assign children to The Gathering Place, as it is now able to serve all children referred, the sample size can be remedied in future iterations of this study by including children entering over a longer period of time. In addition, repeating this study at later times will permit the analysis of reentry rates, an important component of success in working with children in the child welfare system. A weakness of the study is that there is no indicator in TGP's records for children who are not visiting with a visit goal of reunification, for example when a child is visiting with a relative with an eye to developing a kin placement or maintaining family connections; we plan to work with AFS to develop an indicator in their data to identify such cases.

The start-up and ongoing operations of TGP have been extraordinarily problem-free. This has in part been attributed to the strength of the collaboration and the frequency of early steering committee meetings, which were held weekly until well after the center opened and gradually were reduced to every two weeks and finally to once per month. In addition, the steering committee has benefited from the presence on the committee of a Parent Advocate and a Youth Advocate Fellow to represent the voice for families who visit at the center. TGP operations continue to run very smoothly.

One area for possible improvement continues to be the visit summaries, which were mentioned as problematic in the CWW surveys and were a topic for discussion at the CWW focus group held more than a year later, after revision of the summary form. While some CWWs were satisfied that the summaries were meeting their case management needs, others reported complained about not receiving them timely and the summaries' not containing useful information about the family's progress and any concerns the support counselor might have. It may be worthwhile to hold a meeting including administrative staff, support counselors, and CWWs to discuss how the summaries can be made as timely and effective as possible on a consistent basis, and for support counselors to receive additional training on what information should be included in the summaries.

APPENDIX

Description of Children Included in Each Analysis

Who Participated? (TV n=83, SV n=227)

- All children who received any service at TGP.

How Much Was Done? (TV n=83, SV n=227)

- All children who received any service at TGP.

Are Participants Better Off?

Therapeutic Visitation

Treatment Group (n=54)

- Services at The Gathering Place began between April 1, 2011 and January 31, 2013.
- Children received at least three TV sessions at TGP.
- Children had not received therapeutic visitation services in any other venue.
- Children had not received SV at TGP. They may have received SV elsewhere, as that possibility also existed for the comparison group children.
- Children entered services in ER or FR, as only one child who met all other criteria entered from PYC, compared to a large number in the potential comparison group.
- Children had been in out-of-home placement less than one year before the start of services, as only one child who met all other criteria had been in placement for more than one year, compared to a large number in the potential comparison group.

Comparison Group (n=289)

- Therapeutic visitation services began between January 1, 2006 and March 31, 2011.
- Children received at least three TV sessions.
- Children did not receive any services at TGP.
- Children entered services in ER or FR, as only one child at TGP who met all other criteria entered from PYC.
- Children had been in out-of-home placement less than one year before the start of therapeutic visitation, as a large number of children who met all other criteria had been in placement for longer than one year, compared to only one in the treatment group.

Supervised Visitation

Treatment Group (n=57)

- Services at TGP began between April 1, 2011 and January 31, 2013.
- Children received at least three supervised visits at TGP and were not indicated as having received supervised visits outside The Gathering Place.⁴
- Children entered TGP in FR, to match the data pull for the comparison group.
- Children whose cases were sensitive or had been transferred out of county were not included because it could not be established that they were in FR at the time of entry to TGP services.
- Children did not receive Therapeutic Visitation at TGP or elsewhere.
- Those receiving only OV were not included. Children who received both SV and OV were included, but OV visits and time were not included in the analysis.

⁴ Because not all CWWs enter data regarding supervision of visits, it was not possible to establish conclusively that TGP children did not get any supervised visitation outside TGP.

Comparison Group (n=83)

- Supervised visits began between January 1, 2006 and March 31, 2011.
- Children received at least three supervised visits according to data entered into CWS/CMS. This data is assumed to be partial, as it is dependent upon whether the child welfare worker entered data that they had supervised a visit.
- Children did not receive any service at TGP.
- Children did not receive therapeutic visitation elsewhere.
- Children entered supervised visitation in FR.

Reunifications by Service Component (TV n=39, SV n=110)

- Children received at least three visits at TGP.
- Service component at entry was available (it was not for children whose case is sensitive or whose case was transferred out of county).
- Supervised Visitation does not include children who received TV at TGP.
- Therapeutic Visitation does not include children who received Supervised Visitation at TGP.

Summer and After School Youth Employment Program

2013-2014

Final Evaluation Report

October 8, 2014

Prepared by:

Brenda Lorentzen, MSW, Ph.D.

Management Analyst

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

Planning, Evaluation and Research



Alameda County

Social Services
Agency

Planning, Evaluation and Research

SUMMER AND AFTER SCHOOL YOUTH EMPLOYMENT PROGRAM 2013-2014 FINAL EVALUATION REPORT

The Summer and After School Youth Employment Program (SASYEP) provided paid work experience, job readiness workshops, and educational support to foster and at-risk probation youth, as well as teen parents on CalWORKs. Contracts were finalized in May, 2013, with lead contractors East Bay Youth & Family Initiative/East Bay Community Services (EBCS), Eden Youth & Family Center (Eden), Oakland Private Industry Council (OPIC), Youth Employment Partnership (YEP Central and YEP North), and Youth UpRising (YU). Several of the contractors used subcontractors. The Summer and Afterschool Youth Employment Program was budgeted at \$8,543,421 for FY 2013-2014, including both the summer 2013 program and the 2013-2014 school year program.

Key Findings

- Recruitment both at the beginning of and during the program went much more smoothly than in previous years due to timely contracting and a new online system for providing referral information to contractors.
- The vast majority of youth were satisfied with their work experience.
- Child welfare workers (CWWs) are deeply concerned about new program rules to exclude Non-Minor Dependents beginning in September 2014, as they deemed older youth to be most in need of these services.
- Contractor staff are concerned about the difficulties older youth will face when exiting the program and want advance notice and opportunities to transition exiting youth smoothly to other programs or unsubsidized jobs.

Summer

- In an effort to increase enrollment for 2013, the program expanded eligibility to 14 year olds and 19 year olds and made teen parents on CalWORKs eligible, leading to a 75% increase in referrals. While significant increases in enrollment and employment were made, no contractors filled all their slots or met program objectives around participation.

	Summer 2013	Summer 2012
Contracted slots	900	850
Referred	3,363	1,925
Enrolled (provided all documents and attended orientation)	862	672
Engaged (10+ hours of program activities)	644	--
Employed (worked at least 4 hours)	651	542

- A lower percentage of referred CFS youth enrolled than Probation and Workforce Benefits Administration/ CalWORKs youth, but they had the highest rates of engagement and employment.
- No contractor met the following objectives:
 - Enroll and engage youth for all slots
 - 70% of employed youth work 84 or more hours
 - 80% of enrolled youth work at least 4 hours
 - 70% of enrolled youth complete 5 workshops
- Three contractors (Eden, OPIC, and YEP) met the objective to have 70% of youth receive a positive evaluation from their supervisor.
- One contractor (YEP Central) met the objective to have 50% of credit-deficient participants earn at least 5 credits.

School Year

- The evaluation revealed the following successes:
 - All contractors except Eden enrolled and engaged youth to fill all slots.
 - At least 70% of enrolled youth were employed for all contractors.
 - For those contractors who reported evaluation scores, at least 70% of youth received a positive evaluation from their supervisor.
- No contractor met the following objectives:

- 70% of employed youth work 120 hours or more
- 50% of credit-deficient youth recover 5 credits
- 70% of enrolled youth complete 10 workshops
- Most contractors provided few worksite evaluations for the fall and spring periods.

Recommendations

- ✓ Contractors to prioritize recruitment of CFS youth, since CFS is funding the program.
- ✓ Given that although all contractors and subcontractors are experienced in operating this type of program, many of the objectives were not met, SSA to revisit the objectives and determine whether the goals should be revised.
- ✓ SSA to consider structuring the program so that youth do not remain in the program once they no longer qualify by age, or cannot join if they are over the age range at the time of enrollment, rather than the eligibility date being fixed at May 1.
- ✓ SSA to consider structuring the program to end eligibility when youth leave the system under which they qualified for entry.
- ✓ SSA to continue the program, or institute a similar program, for 18- and 19-year-olds.
- ✓ Contractors to work on transitions for all youth within three months of aging out of the program by helping them to find unsubsidized employment or enroll in another employment program, for example youth programs under the Workforce Investment Board.
- ✓ SSA to specify in the contracts a maximum number of hours to be worked over the school year.
- ✓ Youth who have not graduated high school not to be permitted to work more than 10 hours per week.
- ✓ Contractors to make efforts to place youth in jobs with the potential to become permanent, especially older youth.
- ✓ SSA to host an event for contractors and subcontractors to share best practices.
- ✓ SSA to stress the importance of data entry and tie payments to completed data reports.

Who Participated?

Eligible youth were aged 14-19, with age eligibility at the upper end determined by the youth's age on May 1, 2013. For this reason, some youth were 20 when the program began on July 1. Substantially higher numbers of Probation youth were both referred and enrolled.

<u>Agency</u>			<u>Gender</u>		<u>Age on July 1, 2013</u>			<u>Ethnicity</u>	
CFS	299	23%	Male	60%	14	7%	17	African American	60%
Probation	856	65%	Female	40%	15	13%	18	Caucasian	8%
WBA	163	12%			16	20%	19-20	Hispanic	25%
								All others	7%

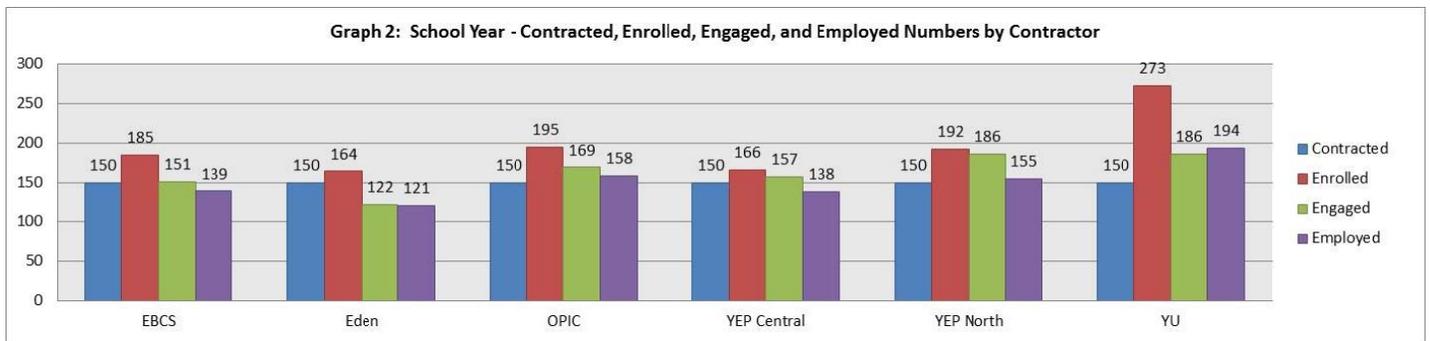
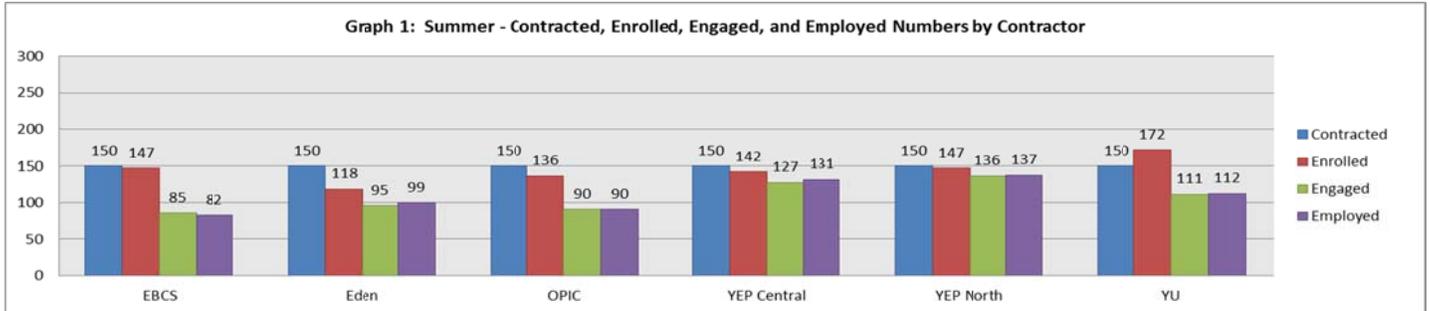
How Much Was Done?

- There were 900 total slots available. Each contractor was allotted 150 slots for a region, with YEP holding contracts for two regions and thus having an allotment of 300 slots across the two regions.
- YU was most successful at enrolling youth during both the summer and the school year. Because of their high enrollment during the school year, during that period they also had the largest number of youth who were engaged and employed.
- YEP in both Central and North County was more successful at engaging youth, once enrolled, in both periods.
- Only YEP in both regions maintained a number of engaged youth sufficient to fill nearly all their slots during the summer. All providers except Eden met or exceeded the target to fill all contracted slots with engaged youth during the school year.

Table A. Enrollment and Participation

	Summer	After School
Contracted slots	900	900
Youth referred	3363	4340
Youth enrolled	862	1175
Percent of referred youth enrolled	26%	27%
Youth engaged (10+ hours work or education)	644	971
Percent of referred youth engaged	19%	22%
Percent of enrolled youth engaged	75%	83%
Youth employed (worked 4+ hours)	651	904
Percent of referred youth employed	19%	21%
Percent of enrolled youth employed	76%	77%

- "Enrolled" youth submitted all necessary eligibility documentation and attended an orientation. "Engaged" youth spent at least 10 hours in program activities, including any combination of employment, educational activities, and soft-skills workshops. "Employed" youth worked at least 4 hours.
- Complete enrollment and participation outcomes are included in the Appendix for the summer and school year by contractor (Tables 1 and 2) and subcontractor (Tables 3 and 4).



- A larger percentage of Probation youth enrolled in the program compared to CFS and WBA youth, but lower percentages of Probation youth were engaged or employed, while substantially larger percentages of CFS youth were engaged and employed.
- Youth from each referring agency worked approximately the same number of hours during the summer: 99 for CFS, 102 for Probation, and 100 for WBA.
- Youth from each agency worked statistically similar hours during the school year: 117 for CFS, 131 for Probation, and 123 for WBA.

Table B. Recruitment and Participation by Referring Agency

	Summer			School Year		
	CFS	Probation	WBA	CFS	Probation	WBA
Youth referred	928	1984	451	1109	2519	710
Youth enrolled	227	541	94	260	768	147
Percent of referred youth enrolled	24%	27%	21%	23%	30%	21%
Percent of enrolled youth engaged (10+ hours of activity)	82%	72%	71%	86%	81%	85%
Percent of enrolled youth employed (worked 4+ hours)	82%	74%	71%	79%	76%	79%

How Well Was It Done?

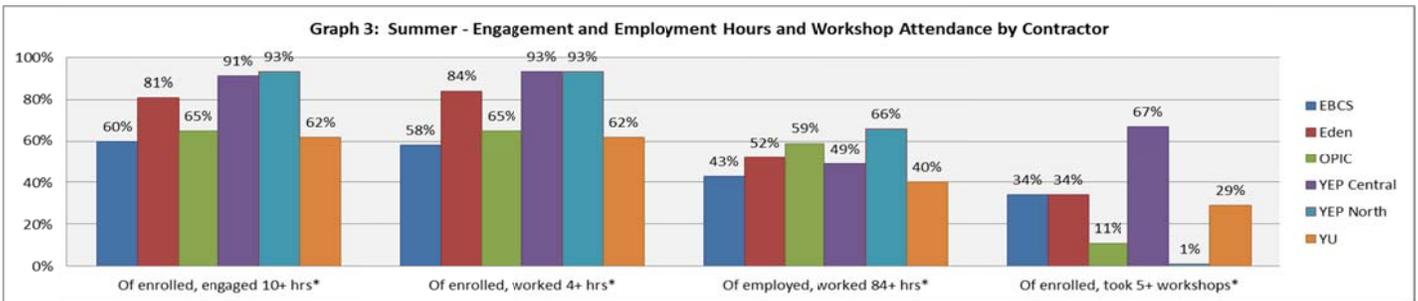
Employment and Workshop Attendance

Youth could work a maximum of 120 hours over the summer and 10 hours per week over the school year. Participants were to attend at least five job readiness workshops provided by contractors during the summer and ten workshops during the school year.

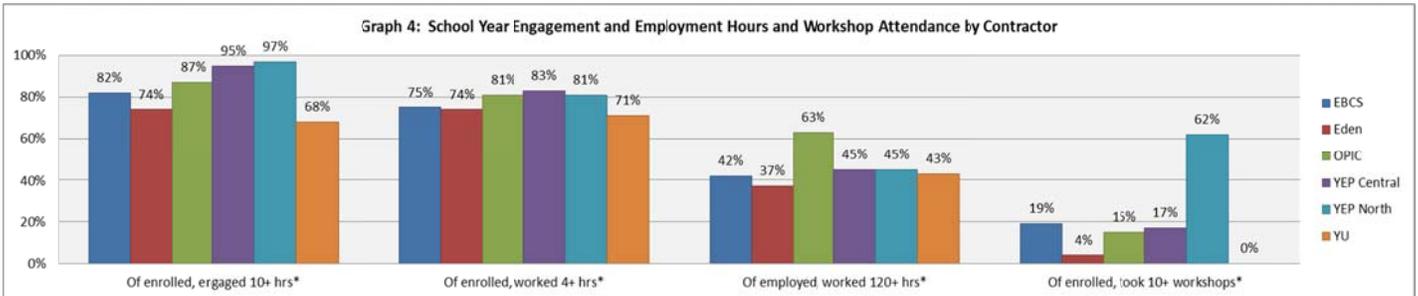
- Employed youth worked an average of 88 hours during the summer and 143 hours during the school year.
- OPIC and YEP North region youth worked the most hours over the summer, on average 98 for YEP North and 95 for OPIC. YU youth worked the least, an average of 80 hours.
- OPIC and YU youth worked the most hours during the school year, on average 272 for OPIC and 185 for YU.
- Although the contracts specified that youth were to work a maximum of 10 hours per week during the school year, 42 youth worked more than 400 hours during the school year, including two youth who worked more than 1000 hours, essentially full time. Only three of these youth were indicated in the data system as having graduated high school, and 9 were not yet 18.
 - Contractors were told verbally that the maximum for the school year was 150 hours, although this was not specified in the contract. Some contractors held firmly to the 150 hour maximum, while others permitted youth to work additional hours.
- See the Appendix for complete engagement, employment, and workshop attendance data for the summer and school year for each contractor (Tables 5 and 6) and subcontractor (Tables 7 and 8).

Table C. Engagement, Employment and Workshops

Contract Objective	Summer	School Year
80% of enrolled youth work at least 4 hours	75%	77%
70% of employed participants work 70% of contract maximum hours (84 for summer, 120 for school year)	52%	46%
70% of enrolled participants complete at least 5 workshops in the summer, 10 workshops during the school year	29%	19%



*Differences statistically significant at p<.05



*Differences statistically significant at p<.05

Youth Evaluations of Worksite

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

- Youth evaluations of worksite were collected for 66% of employed youth during the summer, 21% of employed youth during the fall, and 31% of employed youth during the spring.

- Youth were generally very satisfied with their work experience, rating their worksites on average 32.2 out of 35 in summer 2013, 32.6 in fall 2013, and 32.6 in spring 2014. Further, 90% of youth employed in summer rated their overall experience a 4 or 5 on a 5-point scale, 95% in fall, and 94% in spring. Almost all youth with all providers would recommend their worksite to another youth. See the Appendix for complete outcomes for summer, fall and spring by contractor (Tables 9, 10 and 11) and subcontractor (Tables 12, 13 and 14).
- Youth from CFS, Probation and WBA were equally satisfied with their worksites.

Youth Focus Groups

Candace Tejuco, an MSW student intern, conducted focus groups at three locations (Soulciety, YEP, and YU) in spring, 2014.

Strengths of the Program

- ✓ Supportive, positive relationships with program staff
- ✓ Multiple chances to engage with the program
- ✓ Learning the power of persistence
- ✓ Increases in self-esteem and confidence
- ✓ Becoming motivated to set higher goals for themselves
- ✓ Support for educational activities

Opportunities for Improvement

- ✓ Worksites more geared to the career interests of the youth
- ✓ More hours for both work and educational activities, both for earnings and to prepare for “real job hours”
- ✓ Worksites with the potential to become permanent
- ✓ Exposure to other environments and people, possibly including field trips and speakers coming in

Child Welfare Worker Focus Group

- Focus group participants were all ILSP workers who serve primarily older youth.
- The CWWs were well informed about the program and encouraged youth on their caseloads to join.
- They reported that most of their youth are very focused on employment and are very interested in the program.
- While participating youth are interested in getting more work hours, not bonuses, CWWs expressed that the bonuses are an important “carrot,” especially for youth doing poorly in school.
- CWWs seldom or never had any contact with program staff.
- Because some of the providers are located in problem neighborhoods, where there was at least one instance of an attempted robbery while youth were waiting for the bus, one CWW recommended supervising youth even off the premises.
- Most CWWs at the focus group were most strongly concerned about the ability of the program to serve out-of-county youth and older youth, especially Non-Minor Dependents, who they believe are in greater need of the experience and income provided by the program than 14-year-olds.
- They also urged that more work hours be provided, especially for older youth.

Are Participants Better Off?

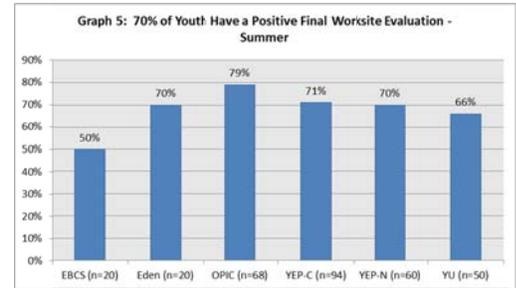
Worksite Evaluations of Youth

The primary outcome sought for youth was a positive evaluation by their employer of 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:

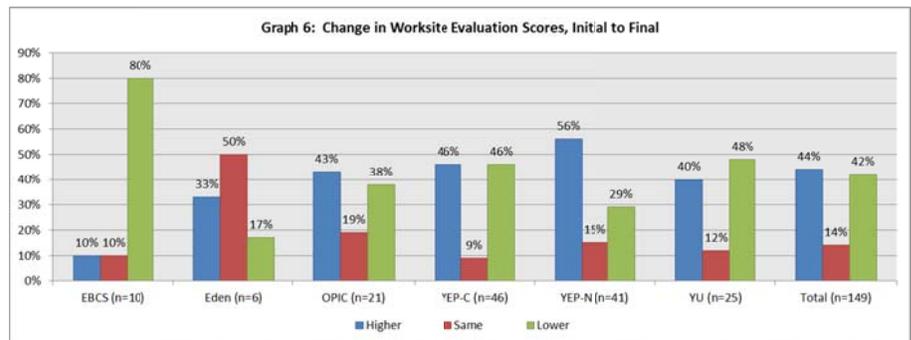
- | | | |
|------------------------------|-------------------------------|-------------------------------|
| *Attendance | *Problem Solving | *Teamwork |
| *Punctuality | *Motivation/Positive Attitude | *Develops Work Skills |
| *Cooperation with Supervisor | *Demeanor at Work | *Appropriate Workplace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

Contract objectives included that 70% of youth would receive a positive evaluation from their supervisor at the end of the summer program, defined as scoring 75% or better on the evaluation form (37.5 out of 50 points).

- Worksite evaluation scores were provided for 50% of the youth who worked at least 20 hours during the summer, for a total of 312.
- Only 97 worksite evaluation scores were reported between all providers for the fall, and only 77 for the spring. Because there were so few, these scores were not analyzed.
- All contractors except EBCS and YU met the objective.
- OPIC and YEP Central reported worksite evaluation scores for three-quarters of their youth, but the other contractors reported far fewer.
- Complete outcomes can be found in the Appendix for summer, fall and spring by contractor (Tables 15, 16 and 17) and subcontractor (Tables 18, 19 and 20).



We also compared initial and final summer worksite evaluation scores for youth for whom both scores were provided. We did not compare school year scores because many fewer scores were reported. There was no contract objective related to the improvement of worksite evaluation scores.



- EBCS and Eden provided both initial and final scores for only a few youth.
- More than half the youth at YEP North had higher scores on their final worksite evaluations.
- Except for EBCS, those whose scores were higher and those whose scores remained the same combined to exceed the number of those whose scores dropped.
- 86% of those youth whose worksite evaluation scores remained the same had initial scores in the positive range (better than 75%).
- No differences among youth from the three referring agencies were statistically significant. However:
 - More Probation youth improved their scores than CFS and WBA youth, and fewer WBA youth had lower scores.
 - Both CFS and Probation youth received lower final worksite evaluation scores (39.6 and 39.4 on a 50-point scale, respectively) than WBA youth (44.8).



Credit Recovery

In addition to work, youth could be paid for up to 10 hours a week during the summer and 5 hours a week during the school year for educational activities, such as credit recovery or preparing to take the GED; bonuses could be earned for a variety of educational achievements. The contract provided that 50% of credit-deficient youth would recover at least 5 credits during the summer and 5 credits during the school year.

- Educational assessments were performed for 84% of enrolled youth, and of those, 19% were found to be credit-deficient.
- Only YEP in both regions reported any youth as having recovered credits during the summer, and only YEP Central met this objective. It is possible that the other providers failed to report credit recovery data.
- No youth were reported as having recovered credits during the school year.
- See Appendix, Table 21 for educational outcomes for subcontractors.

Table D. Contract Objective: Credit Recovery (Summer Only)

	EBCS	Eden	OPIC	YEP-C	YEP-N	YU	Total
Percent of youth for whom an educational assessment was completed	86%	100%	90%	98%	100%	92%	84%
Percent reported as credit-deficient	5%	30%	3%	25%	27%	24%	19%
50% of credit-deficient youth will recover 5 credits	0%	0%	0%	51%	39%	0%	21%

Conclusion

Most contractors met one of the two most important contract objectives, for youth to receive a positive evaluation from their supervisor. Only one contractor, in one of their two regions, met the objective for credit-deficient youth to recover 5 credits during the summer, with four contractors not reporting any youth as having recovered 5 credits.

Enrollment and Participation

Significant efforts were made to increase enrollment for summer 2013 over previous years, including expanding eligibility from 15-18 years old to 14-19 years old and adding WBA youth. Contracts were executed in a timely fashion, giving ample time to the contractors for recruiting, and updated eligibility lists were provided on a monthly basis. CFS did a mass mailing to eligible foster youth and sent email blasts to CWWs. Summer enrollment did not rise at a commensurate rate with the increase in referrals, which contractors attributed to the challenges of recruiting their entire complement of youth from scratch during the late spring. Helped by the ability of contractors to roll over summer youth participants into the school year program, all contractors but one were able to engage youth sufficient to fill all slots during the school year. With the rollover of youth from the 2013-2014 school year into the summer 2014 program, better enrollment and participation should be expected.

Although all the contractors and subcontractors are experienced in operating the program, none were able to meet most contract objectives around enrollment, employment, or workshop attendance during the summer. Contractors attributed the lack of participation to vacations, conflicting activities, lack of child care, family problems, and other non-program related factors. While targets for engagement and minimum employment were met by most contractors during the school year, no contractor met targets for 120 hours of employment or workshop attendance. SSA may consider revisiting the targets to determine if they are realistic or should be revised.

The enrollment rate was slightly lower for CFS youth than for Probation and WBA youth, although larger percentages of enrolled CFS youth were engaged and employed. This is of particular concern because foster youth will soon need to be self-supporting, and work experience is vital to increasing the likelihood that they will find employment once emancipated. In view of the fact that CFS dollars are paying for the program, contractors should be encouraged to prioritize the recruitment of CFS youth.

Eligibility

While the program is open to youth 14 to 19 years old, in practice youth were allowed to enroll in the program as long as they were 19 or younger on May 1, 2013. As a result, some youth were 20 when they began work on July 1, and 15% of all enrolled youth turned 20 by the end of the school year, with 1% turning 21 during the year. In addition, youth are currently permitted to continue in the program even if they leave the system that referred them, and this is particularly problematic for WBA youth when they are sanctioned or drop off the CalWORKs rolls since they are funded through WBA. Thus, it was possible for a youth to have joined the program in April 2014 who had turned 20 and ceased involvement with the authorizing agency in May 2013, before the work program began on July 1. CFS may wish to consider instituting a mechanism for ending enrollment or participation in the program for youth who would no longer be eligible to join by age, agency involvement, or both, either by establishing eligibility on a rolling basis and/or terminating participation at the end of the summer program and possibly the end of the fall program for such youth.

Beginning in September, 2014, the program will be open only to youth ages 14-17. Youth who are 18 and 19 have a great need for this program, especially in the current job market, where they are often competing with older, more experienced workers. These are youth for whom a job reference and resume-building work experience are likely to reap near-term benefits. It is hoped that a way will be found to continue the program or institute a similar program for these older youth.

Transitions Out of the Program

We are now at the first point where substantial numbers of youth will be leaving the program because of age. Starting immediately but continuing on into the future, contractors should be instructed to work intensively with youth who will be losing their eligibility for several months before the end of their time in the program, helping them find or prepare to find unsubsidized employment and/or connecting them with other programs that assist youth with employment, such as youth services provided under the Workforce Investment Board. It would also be helpful if, to the maximum extent possible, contractors seek placements for older youth that have the potential to turn into unsubsidized jobs.

Contractors and Subcontractors

Many contractors and subcontractors did not report many, or sometimes any, scores for youth evaluations of worksite and worksite evaluations of youth. There is also some question about whether credit recovery data was entered by all contractors, since most showed no youth recovering credits. At the next contractor meeting, data entry for these items should be stressed, and SSA should require data entry for invoice payment.

The contractors could benefit from sharing experience and knowledge about recruitment and how to encourage and support participation. To facilitate the sharing of such information and assist the contractors in meeting the contract objectives, CFS could host an event for contractors and subcontractors to share best practices. Alternatively, each contractor and subcontractor could be asked to list their most successful strategies in a variety of program activities, and these could be compiled into a best practices handbook.

Quotes from Youth

I've been learning and it is really fun and exciting coming to work every day.

It's a great feeling working.

This work experience was an honor ... I want to go to school for business and would love to hold a position similar to [my supervisor's]!

I have learned a lot from so many people and I am glad I got to meet so many inspirational people.

I know how to adapt better to people's attitudes and judgment.

[My supervisor] showed me how to be a great employee through his leadership on tasks.

I learned a lot about working hard and keeping a job.

This worksite is very hard to handle at times, but an excellent learning experience.

Working at the clinic has been an overall positive and exciting experience. I feel that all the work I'm assigned will prepare me to work in the medical assisting field.

Awesome experience. I learned a lot from all of the staff here and I feel that I can really benefit from this experience.

They're talking about hiring me!

I would most definitely recommend this program to other youth.

Thanks for the opportunity to work as an intern this summer.

APPENDIX

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Soul: Soulciety

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YEP-N: Youth Employment Partnership North
YU: Youth UpRising

Table 1. Referred, Enrolled, Engaged, and Employed by Contractor - Summer

Recruitment and Participation by Contractor	EBCS	Eden	OPIC	YEP-C	YEP-N	YU	Total
Contracted slots	150	150	150	150	150	150	900
Youth referred	528	468	550	481	522	808	3363
Youth enrolled	135	113	132	139	147	171	837
Percent of referred youth enrolled	26%	24%	24%	29%	28%	21%	25%
Youth engaged (10+ hours of program activities) to fill all contracted slots	88	96	88	120	136	106	643
Youth employed (worked 4+ hours)	85	99	88	132	137	107	648
Percent of enrolled youth employed	63%	88%	67%	95%	93%	63%	77%
Average hours worked	51	144	136	92	108	87	149

Table 2. Referred, Enrolled, Engaged, and Employed by Contractor – School Year

Recruitment and Participation by Contractor	EBCS	Eden	OPIC	YEP-C	YEP-N	YU	Total
Contracted slots	150	150	150	150	150	150	900
Youth referred	724	630	683	584	654	1052	4340
Youth enrolled	185	164	195	166	192	273	1175
Percent of referred youth enrolled	26%	26%	29%	28%	29%	26%	27%
Youth engaged (10+ hours of program activities) to fill all contracted slots	151	122	169	157	186	186	971
Youth employed (worked 4+ hours)	139	121	158	137	155	194	904
Percent of enrolled youth employed	75%	74%	81%	83%	81%	71%	77%
Average hours worked	113	112	255	111	108	145	143

Table 3. Enrolled, Engaged, and Employed Youth by Subcontractor - Summer

Contractor	EBCS		Eden	OPIC				YEP					YU		
Subcontractor	EBCS	CUC	--	BYA	OPIC	PUEBLO	SSCF	ACOE	BE	EBAYC	Soul	YEP-C	YEP-N	Unity	YU
Number of enrolled youth*	70	77	118	49	31	27	29	28	1	24	114	0	122	1	171
Number of engaged youth**	30	58	96	40	10	23	15	24	1	20	105	0	115	1	105
Number of employed youth***	27	58	99	40	10	23	15	24	1	20	108	0	116	1	106
Percent of enrolled youth employed (worked 4+ hours)	39%	75%	84%	82%	32%	85%	52%	86%	100%	83%	95%	0%	95%	100%	62%
Average hours worked	52	31	144	113	126	142	173	71	0	125	92	0	105	69	87

*An "enrolled" youth is one who has been referred as eligible by the County, submitted required work eligibility documentation, and completed the contractor requirements and initial orientation.

** An "engaged" youth is enrolled and additionally has completed at least 10 hours of program activity (workshops, academics, employment).

*** An "employed" youth worked at least 4 hours. It is possible for a youth to have been employed but not engaged.

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Table 4. Enrolled, Engaged, and Employed Youth by Subcontractor – School Year

Contractor	EBCS		Eden	OPIC				YEP					YU		
Subcontractor	EBCS	CUC	--	BYA	OPIC	PUEBLO	SSCF	ACOE	BE	EBAYC	Soul	YEP-C	YEP-N	Unity	YU
Number of enrolled youth*	93	92	164	59	62	33	41	39	1	28	124	3	163	0	273
Number of engaged youth**	76	75	122	49	51	30	39	38	1	26	118	1	159	0	186
Number of employed youth***	72	67	121	46	46	29	37	27	0	24	109	1	131	0	194
Percent of enrolled youth employed (worked 4+ hours)	77%	73%	74%	78%	74%	88%	90%	69%	0%	85%	88%	33%	80%	0%	71%
Average hours worked	81	53	251	75	77	308	144	68	0	92	99	5	67	0	179

*An "enrolled" youth is one who has been referred as eligible by the County, submitted required work eligibility documentation, and completed the contractor requirements and initial orientation.
 ** An "engaged" youth is enrolled and additionally has completed at least 10 hours of program activity (workshops, academics, employment).
 *** An "employed" youth worked at least 4 hours. It is possible for a youth to be employed but not engaged.

Table 5. Participation by Contractor - Summer

Contract Objective	EBCS	Eden	OPIC	YEP-C	YEP-N	YU	Average
80% of enrolled youth work at least 4 hours**	58%	84%	65%	93%	93%	62%	75%
Average number of hours worked*	86	87	95	83	98	80	88
70% of employed youth work at least 70% of maximum hours (84 hours)**	43%	52%	59%	49%	66%	40%	52%
70% of enrolled youth attend at least 5 workshops**	34%	34%	11%	67%	1%	29%	29%

*Differences statistically significant at p<.05
 ** Differences statistically significant at p<.001

Table 6. Participation by Contractor – School Year

Contract Objective	EBCS	Eden	OPIC	YEP-C	YEP-N	YU	Average
80% of enrolled youth work at least 4 hours*	75%	74%	81%	83%	81%	71%	77%
Average number of hours worked*	113	112	255	111	108	145	143
70% of employed youth work at least 70% of maximum hours (120 hours)*	42%	37%	63%	45%	45%	43%	46%
70% of enrolled youth attend at least 5 workshops	19%	4%	15%	17%	62%	0%	19%

*Differences statistically significant at p<.001

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Table 7. Participation by Subcontractor - Summer

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS	CUC	--	BYA	OPIC	PUEBLO	SSCF	ACOE	BE	EBAYC	Soul	YEP-C	YEP-N	Unity	YU
Number of enrolled youth	70	77	118	49	31	27	29	28	1	24	114	0	122	1	171
80% of enrolled youth work at least 4 hours	39%	75%	84%	82%	32%	85%	52%	86%	100%	83%	95%	0%	95%	100%	62%
Average number of hours worked	75	92	87	82	91	116	98	73	70	119	86	0	94	69	80
70% of employed youth work at least 70% of maximum hours (84 hours)	32%	48%	52%	49%	64%	72%	63%	32%	0%	85%	52%	0%	64%	0%	41%
70% of enrolled youth attend at least 5 workshops	36%	33%	34%	14%	3%	26%	0%	36%	0%	0%	75%	0%	2%	0%	29%

Table 8. Participation by Subcontractor – School Year

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS	CUC	--	BYA	OPIC	PUEBLO	SSCF	ACOE	BE	EBAYC	Soul	YEP-C	YEP-N	Unity	YU
Number of enrolled youth	93	92	164	59	62	33	41	39	1	28	124	3	163	0	273
80% of enrolled youth work at least 4 hours	77%	73%	74%	78%	74%	88%	90%	69%	0%	86%	88%	33%	80%	0%	71%
Average number of hours worked	107	119	112	210	301	260	249	84	0	112	118	8	108	0	145
70% of employed youth work at least 70% of maximum hours (84 hours)	42%	42%	37%	57%	63%	69%	68%	30%	0%	58%	50%	0%	43%	0%	43%
70% of enrolled youth attend at least 10 workshops	13%	25%	4%	2%	24%	21%	17%	23%	0%	61%	15%	0%	62%	0%	0%

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Table 9. Intern Evaluations of Worksite by Contractor, 35-point Scale, Youth Who Worked 20 or More Hours – Summer 2013

Contract Objective	EBCS n=26	Eden n=63	OPIC n=58	YEP-C n=104	YEP-N n=66	YU n=70	Average n=387
Average score on intern evaluation of worksite (maximum of 35 points)	31.5	31.4	32.6	32.6	32.8	32.3	32.3
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	92%	91%	97%	92%	88%	86%	91%
Percent who would recommend their worksite to another youth	89%	87%	91%	95%	91%	96%	92%
Percent of youth working 20+ hours who completed the intern evaluation of worksite	33%	68%	64%	83%	49%	68%	62%

Table 10. Intern Evaluations of Worksite by Contractor, 35-point Scale, Youth Who Worked 20 or More Hours – Fall 2013

Contract Objective	EBCS n=0	Eden n=51	OPIC n=30	YEP-C n=43	YEP-N n=0	YU n=53	Average n=177
Average score on intern evaluation of worksite (maximum of 35 points)	--	33.0	31.4	32.1	--	33.5	32.7
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	--	96%	90%	95%	--	98%	96%
Percent who would recommend their worksite to another youth	--	98%	77%	91%	--	89%	90%
Percent of youth working 20+ hours who completed the intern evaluation of worksite	0%	50%	20%	36%	0%	33%	22%

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Table 11. Intern Evaluations of Worksite by Contractor, 35-point Scale, Youth Who Worked 20 or More Hours – Spring 2014

Contract Objective	EBCS n=16	Eden n=54	OPIC n=78	YEP-C n=51	YEP-N n=0	YU n=41	Average n=240
Average score on intern evaluation of worksite (maximum of 35 points)	31.8	33.2	32.2	33.5	--	32.0	32.6
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	88%	98%	94%	96%	--	90%	94%
Percent who would recommend their worksite to another youth	88%	100%	87%	90%	--	90%	91%
Percent of youth working 20+ hours who completed the intern evaluation of worksite	14%	52%	52%	43%	0%	26%	30%

Table 12. Intern Evaluations of Worksite by Subcontractor, 35-point Scale, Youth Who Worked 20 or More Hours - Summer

Contractor Subcontractor	EBCS		Eden	OPIC				YEP					YU		
	EBCS n=2	CUC n=24	-- n=63	BYA n=25	OPIC n=4	PUEBLO n=24	SSCF n=5	ACOE n=21	BE n=1	EBAYC n=16	Soul n=83	YEP-C n=0	YEP-N n=49	Unity n=0	YU n=70
Average score on intern evaluation of worksite (maximum of 35 points)	25.0	32.1	31.4	33.6	35.0	31.9	28.8	33.0	33.0	32.8	32.5	--	32.8	--	32.3
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	100%	92%	91%	96%	100%	96%	100%	95%	100%	94%	92%	--	86%	--	86%
Would recommend their worksite to another youth	50%	92%	87%	100%	100%	92%	100%	91%	100%	94%	96%	--	90%	--	96%
Percent of youth employed 20+ hours who completed the intern evaluation of worksite	92%	44%	68%	66%	36%	96%	31%	88%	100%	80%	81%	0%	43%	--	69%

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Table 13. Intern Evaluations of Worksite by Subcontractor, 35-point Scale, Youth Who Worked 20 or More Hours - Fall

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS n=0	CUC n=0	-- n=51	BYA n=5	OPIC n=6	PUEBLO n=9	SSCF n=10	ACOE n=1	BE n=0	EBAYC n=0	Soul n=42	YEP-C n=0	YEP-N n=0	Unity n=0	YU n=53
Average score on intern evaluation of worksite (maximum of 35 points)	--	--	33.0	31.0	31.7	31.2	31.7	34.0	--	--	32.1	--	--	--	33.5
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	--	--	96%	80%	100%	89%	90%	100%	--	--	95%	--	--	--	98%
Would recommend their worksite to another youth	--	--	98%	100%	67%	78%	70%	100%	--	--	91%	--	--	--	89%
Percent of youth employed 20+ hours who completed the intern evaluation of worksite	0%	0%	50%	12%	13%	32%	29%	5%	0%	0%	43%	0%	0%	0%	33%

Table 14. Intern Evaluations of Worksite by Subcontractor, 35-point Scale, Youth Who Worked 20 or More Hours - Spring

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS n=6	CUC n=10	-- n=54	BYA n=21	OPIC n=20	PUEBLO n=17	SSCF n=20	ACOE n=0	BE n=0	EBAYC n=0	Soul n=51	YEP-C n=0	YEP-N n=0	Unity n=0	YU n=41
Average score on intern evaluation of worksite (maximum of 35 points)	30.2	32.8	33.2	34.0	32.5	33.1	29.3	--	--	--	33.5	--	--	--	32.0
Percent who rated their overall work experience a 4 or 5 on a 5-point scale	83%	90%	98%	100%	95%	100%	80%	--	--	--	96%	--	--	--	90%
Would recommend their worksite to another youth	83%	90%	100%	86%	90%	88%	85%	--	--	--	90%	--	--	--	90%
Percent of youth employed 20+ hours who completed the intern evaluation of worksite	10%	19%	52%	50%	44%	61%	57%	0%	0%	0%	52%	0%	0%	0%	26%

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Table 15. Worksite Evaluation (Soft Skills) Scores, by Contractor, 50-point-Scale - Summer

Contract Objective	EBCS n=20	Eden n=22	OPIC n=68	YEP-C n=94	YEP-N n=60	YU n=49	Average n=312
Average final worksite evaluation percentage score	76%	85%	87%	79%	83%	81%	82%
Percent receiving a positive final evaluation (75%, or 37.5 points)	50%	70%	79%	71%	70%	66%	71%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	25%	22%	76%	75%	45%	49%	50%

Table 16. Worksite Evaluation (Soft Skills) Scores, by Contractor, 50-point-Scale – Fall

Contract Objective	EBCS n=0	Eden n=1	OPIC n=28	YEP-C n=53	YEP-N n=12	YU n=3	Average n=97
Average final worksite evaluation percentage score	--	100%	78%	77%	85%	83%	79%
Percent receiving a positive final evaluation (75%, or 37.5 points)	--	100%	64%	68%	75%	100%	69%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	0%	1%	19%	45%	8%	2%	12%

Table 17. Worksite Evaluation (Soft Skills) Scores, by Contractor, 50-point-Scale – Spring

Contract Objective	EBCS n=3	Eden n=0	OPIC n=11	YEP-C n=34	YEP-N n=4	YU n=25	Average n=77
Average final worksite evaluation percentage score	86%	--	77%	80%	77%	76%	79%
Percent receiving a positive final evaluation (75%, or 37.5 points)	67%	--	46%	68%	75%	56%	61%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	3%	0%	7%	29%	3%	16%	10%

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Table 18. Worksite Evaluation (Soft Skills) Scores, by Subcontractor, 50-point Scale - Summer

Contractor	EBCS		Eden	OPIC					YEP					YU	
Subcontractor	EBCS n=5	CUC n=15	-- n=20	BYA n=28	OPIC n=6	PUEBLO n=21	SSCF n=13	ACOE n=18	BE n=0	EBAYC n=8	Soul n=76	YEP-C n=0	YEP-N n=52	Unity n=0	YU n=50
Average final worksite percentage score	87%	72%	85%	88%	87%	81%	93%	81%	--	92%	78%	--	82%	--	81%
Percent receiving a positive final evaluation (75%, or 37.5 points)	80%	40%	70%	82%	83%	67%	92%	78%	--	88%	70%	--	67%	--	66%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	20%	28%	22%	74%	55%	84%	81%	75%	0%	40%	75%	0%	46%	0%	49%

Table 19. Worksite Evaluation (Soft Skills) Scores, by Subcontractor, 50-point Scale - Fall

Contractor	EBCS		Eden	OPIC					YEP					YU	
Subcontractor	EBCS n=0	CUC n=0	-- n=1	BYA n=9	OPIC n=3	PUEBLO n=14	SSCF n=2	ACOE n=4	BE n=0	EBAYC n=0	Soul n=49	YEP-C n=0	YEP-N n=12	Unity n=0	YU n=3
Average final worksite percentage score	--	--	100%	76%	81%	78%	--	89%	--	--	76%	--	85%	--	83%
Percent receiving a positive final evaluation (75%, or 37.5 points)	--	--	100%	67%	67%	64%	--	75%	--	--	67%	--	75%	--	100%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	0%	0%	1%	21%	7%	50%	6%	19%	0%	0%	50%	0%	10%	0%	2%

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Table 20. Worksite Evaluation (Soft Skills) Scores, by Subcontractor, 50-point Scale - Spring

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS n=2	CUC n=1	-- n=0	BYA n=7	OPIC n=3	PUEBLO n=1	SSCF n=0	ACOE n=2	BE n=0	EBAYC n=0	Soul n=32	YEP-C n=0	YEP-N n=4	Unity n=0	YU n=25
Average final worksite percentage score	79%	100%	--	87%	58%	68%	--	92%	--	--	81%	--	77%	--	76%
Percent receiving a positive final evaluation (75%, or 37.5 points)	50%	100%	--	71%	0%	0%	--	100%	--	--	66%	--	75%	--	56%
Percent of youth working 20+ hours for whom a worksite evaluation score was reported	3%	2%	0%	17%	7%	4%	0%	10%	0%	0%	33%	0%	3%	0%	16%

Table 21. Educational Outcomes by Subcontractor - Summer

Contractor	EBCS		Eden	OPIC				YEP						YU	
Subcontractor	EBCS	CUC	--	BYA	OPIC	PUEBLO	SSCF	ACOE	BE	EBAYC	Soul	YEP-C	YEP-N	Unity	YU
% for whom an educational assessment was completed	91%	82%	100%	94%	81%	93%	90%	89%	100%	100%	100%	0%	100%	0%	92%
% reported as credit-deficient	0%	10%	30%	9%	0%	0%	0%	0%	0%	33%	31%	--	25%	--	24%
If credit-deficient, earned at least 5 credits	--	0%	0%	0%	--	--	--	--	--	50%	51%	--	36%	--	0%

Post Reunification Services (PRS) Descriptive Summary

July 3, 2014

Prepared by:

Jennifer Uldricks, Management Analyst

510-271-9191, uldrij@acgov.org
Planning, Evaluation and Research



Post-Reunification Services (PRS)

The PRS intervention is intended to support families at the vulnerable point of reunification and to provide case management services that can remain in place post child welfare case dismissal. When children are first reunified, they and their families are often faced with multiple transitions, which can include changes in schools, therapeutic service providers, and child welfare workers if the case is transferred from a Family Reunification (FR) worker to a Family Maintenance (FM) worker. With the ultimate goal of preventing re-entry into foster care following reunification and reducing the time between reunification and case dismissal, the PRS program enrolls families 30 to 60 days before or after reunification and can continue to provide services up to a maximum of 18 months.

Referrals for the PRS pilot were limited to the K140 FR/FM Vertical Case Management (VCM) unit. Due to the small number of families served by the K140 unit, the primary challenge since PRS implementation has been a lack of referrals. PRS services are provided by Family Support Services of the Bay Area (FSSBA) and since its inception in February 2012, there has been a strong collaborative relationship with child welfare staff. FSSBA staff have attended K140 unit meetings, participated in the development of a referral process and worked together with child welfare workers at TDMs to offer their voluntary services.

Key Findings

1. Due to the small number of families with closed PRS cases (n=15), and 12 to 24 month follow up time required to track reunification and reentry outcomes, it is not yet possible to compare outcomes of families who participated with those who did not participate in PRS. This report represents a descriptive summary of families served, services provided and program costs to date. PRS has served 22 families and 32 children since its inception in February 2012 and April 2014.
 - PRS has provided services to 61% of the families active to the K140 Vertical Case Management unit that reunified with their children (19 of 31)
 - Only 33% of families were referred to PRS within 30 to 60 days of reunification; the generally small number of families served by K140 unit likely contributed to this lack of fidelity to the service delivery model.
 - Of families whose PRS cases were closed as of April 30, 2014, only 20% participated in PRS services after the dismissal of their child welfare case (3 of 15).
2. Since the K140 VCM unit has exclusive access to refer families to the PRS program, they have not been able to refer families to the Family Preservation (FP) program to preserve referrals for the pilot implementation of PRS. While K140 workers expressed their appreciation for case management supports provided by PRS in a focus group, they also expressed that some of their families would be more appropriately served by Family Preservation, which conducts a reunification assessment with the family, is recognized by the Courts, and is generally considered a more intensive service.

Recommendations

- ✓ If PRS services continue to be funded:

- Expand the number of FR units that can refer families to PRS and re-open Family Preservation to families served by the K140 unit so that families can be more appropriately matched to services.
- Establish and adhere to clearer eligibility guidelines about when in the reunification process to refer families.
- Develop performance measures for service quality objectives such as time to engagement, assessment completion, and visit frequency.

How Much Was Done?

Families Served

PRS served 22 families and 32 children since its inception in February 2012 and April 2014. Two families received services twice.

Demographics

Ethnicity	n	%	Age of children	n	%
Latino	11	50.0%	0 - 5	9	28.1%
African American	5	22.7%	6 - 10	4	12.5%
White	2	9.1%	11 - 13	4	12.5%
American Indian	1	4.5%	14 - 17	3	9.4%
Unknown/Missing	3	13.6%	missing	12	37.5%
Total	22	100%		32	100%

Referral characteristics	# of families	referred w/ in 60 days of FR end	# families reunified*
Referred while active to FR	9	1	7
<i>Referred an average of 5.1 (range: 1.4-9.5) months prior to the completion of FR (*average excludes 1 family still active to FR)</i>			
Referred while active to FM	12	6	11
<i>Referred an average of 6.7 (range: 0.2 - 40.5) months after the completion of FR</i>			

Although the program contract states that families will be referred 30 to 60 days before or after reunification, only 10% of families referred in FR and 50% of families referred in FM were referred within that timeframe. This wide

variation is likely due to the challenge of implementing a new service with a limited number of eligible families to refer due to the small number of families served by K140. However, this also suggests the need to either develop clearer referral guidelines or to revise the program model.

On average, families have participated in PRS services for less than the maximum time allowed, although families who are still active to PRS have participated in services longer. Among families with closed PRS cases, only 13% participated in services for more than 9 months and only 20% participated after their child welfare case ended.

Case status and program duration	Closed case	Open case	Total
# families served	15	7	22
# families, current case open 6+ months	9	6	15
# families, current case open 9+ months	2	2	4
# families, PRS case open after FM dismissal	3	0	3
Average duration current case (months)	6.5	9.8	7.6

PRS case closure reason and visit frequency	n	Average # of monthly visits
Engaged	6	2.4
Non participation	6	0.7
Moved	1	0.9
Missing	2	1.3
Still open	7	2.4
Total	22	1.8

The families who received the highest average number of monthly visits are families whose cases are still open and those who were considered engaged in services at PRS case closure. However, on average, neither group received weekly visits. Although FSSBAs PRS proposal indicated that they typically provide weekly visitation in their home

visitation programs, no performance standard for contact frequency is included in the current contract.

Although 77.3% of families received an initial assessment using the North Carolina Family Assessment Scale (NCFAS), only 46.7% of families with closed cases received both an initial and closing NCFAS assessment. The NCFAS

NCFAS Assessments Completed	n	%
Initial Assessment Completed	17	77.3%
Closing Assessment Completed	9	60.0%
Initial and Closing Assessment Completed	7	46.7%

assessment is intended to assess family functioning in key domains and to be used as a case planning tool.

How Well Was It Done?

Timely Engagement	# days
Average time, referral to first contact	18.2
Average time, referral to first home visit	27.5
Average time, referral to case opening	38.5

On average, it appears that there is a substantial delay between the date of referral and the date of first contact, first home visit and case opening. Although there are no performance standards for

timely engagement written in the contract, timely contact with families is considered a best practice in family engagement. Current performance suggests that it may be helpful to review the flow of the referral and intake process to identify challenges to more timely engagement of families.

Are Clients Better Off?

Among the small number of families who received both an initial and closing NCFAS assessment, average scores did increase in all domains except for Caregiver/Child Ambivalence, although due to the small sample size it is not possible to determine if the increase is statistically significant. Also, is not possible to attribute these increases in family functioning to PRS services as families were also concurrently receiving child welfare services.

Change between Initial and Closing NCFAS Assessment Scores

	engaged		non participation		missing		Total	
	n	average change	n	average change	n	average change	n	average change
Environment	2	1.0	1	1	1	0	4	0.8
Parental Capabilities	3	0.8	1	0	1	1	5	0.7
Family Interactions	3	0.8	1	0	1	1	5	0.7
Family Safety	1	0.0	1	0	1	1	3	0.3
Child Well - Being	2	0.5	0	-	2	0	4	0.3
Social/Community Life	2	0.0	0	-	1	0	3	0.0
Self-Sufficiency	3	0.8	1	0	2	0	6	0.4
Family Health	2	0.5	0		1	1	3	0.7
Caregiver/Child Ambivalence	3	-1.3	1	0	2	0	6	-0.7
Readiness for Reunification	2	0.0	1	0	2	0	5	0.0

Methodology

Data sources for this analysis include:

- PRS service data extracted from the administrative database maintained by SSA (CFSCMS)
- Child welfare data extracted from CWS/CMS.
- A focus group conducted with the K140 Unit in October 2013, which included questions about PRS.
- The BASSC Case Study: "Reducing Re-entry Rates: Alameda County Social Services Agency's Post-reunification Services Program" by Rhonda Smith
- Semi-annual Waiver progress reports to the state.

Cost Analysis

Due to the small number of referrals made to PRS as a result of being limited to the K140 unit, the PRS only expended 42.3% of the funds awarded for this contract.

Program Costs	
Estimated total program costs, Feb-12 to Apr-14	\$ 236,308
Average cost per family	\$ 10,741
Average # months of PRS services (through 4/30/14)	8.3
Average cost per month of service per family	\$ 1,289

The PRS proposal projected a monthly caseload capacity of 20 families and a monthly budget of \$20,713, for an average monthly cost per family of \$1,036. The actual average monthly cost per family was 24.4% higher than originally projected.

Appendix: NCFAS-G+R Assessment Domain Scales and Subscales

<p>A. ENVIRONMENT</p> <ul style="list-style-type: none"> 1 Housing Stability 2 Safety in the Community 3 Environmental Risks 4 Habitability of Housing 5 Personal Hygiene 6 Learning Environment 7 Overall Environment 	<p>B. PARENTAL CAPABILITIES</p> <ul style="list-style-type: none"> 1 Supervision of Child(ren) 2 Disciplinary Practices 3 Provision of Developmental/Enrichment Opportunities 4 Use of Drugs/Alcohol Interferes with Parenting 5 Promotes Child(ren)'s Education 6 Controls Access to Media/Reading Material 7 Parent(s)'s/Caregiver(s)'s Literacy 8 Overall Parental Capabilities
<p>C. FAMILY INTERACTIONS</p> <ul style="list-style-type: none"> 1 Bonding with Child(ren) 2 Communication with Child(ren) 3 Expectations of Child(ren) 4 Mutual Support Within the Family 5 Relationship Between Parents/Caregivers 6 Family Routines/Rituals 7 Family Recreation and Play Activities 8 Overall Family Interactions 	<p>D. FAMILY SAFETY</p> <ul style="list-style-type: none"> 1 Absence/Presence of Domestic Violence Between Parents/Caregivers 2 Absence/Presence of Other Family Conflict 3 Absence/Presence of Physical Abuse of Child(ren) 4 Absence/Presence of Emotional Abuse of Child(ren) 5 Absence/Presence of Sexual Abuse of Child(ren) 6 Absence/Presence of Neglect of Child(ren) 7 Absence/Presence of Access to Weapons 8 Overall Family Safety
<p>E. CHILD WELL-BEING</p> <ul style="list-style-type: none"> 1 Child(ren)'s Behavior 2 School Performance 3 Child(ren)'s Relationship with Parent(s)/Caregiver(s) 4 Child(ren)'s Relationship with Sibling(s) 5 Child(ren)'s Relationship with Peers 6 Cooperation/Motivation to Maintain the Family 7 Overall Child Well-Being 	<p>F. SOCIAL/COMMUNITY LIFE</p> <ul style="list-style-type: none"> 1 Social Relationships 2 Relationships w/ Child Care, Schools, and Extracurricular Services 3 Connection to Neighborhood,Cultural/Ethnic Community 4 Connection to Spiritual/Religious Community 5 Parent(s)'s/Caregiver(s)'s Initiative and Acceptance of Available Help/Support 6 Overall Social/Community Life
<p>G. SELF-SUFFICIENCY</p> <ul style="list-style-type: none"> 1 Caregiver Employment 2 Family Income 3 Financial Management 4 Food and Nutrition 5 Transportation 6 Overall Self-Sufficiency 	<p>H. FAMILY HEALTH</p> <ul style="list-style-type: none"> 1 Parent(s)'s/Caregiver(s)'s Physical Health 2 Parent(s)'s/Caregiver(s)'s Disability 3 Parent(s)'s/Caregiver(s)'s Mental Health 4 Child(ren)'s Physical Health 5 Child(ren)'s Disability 6 Child(ren)'s Mental Health 7 Family Access to Health/Mental Health Care 8 Overall Family Health
<p>I. Caregiver/Child Ambivalence</p> <ul style="list-style-type: none"> 1 Parent/Caregiver Ambivalence Toward Child 2 Child Ambivalence Towards Parent/Caregiver 3 Ambivalence Exhibited By Substitute Care Provider 4 Disrupted Attachment 5 Pre-Reunification Home Visitations 6 Overall Caregiver/Child Ambivalence 	<p>J. Readiness for Reunification</p> <ul style="list-style-type: none"> 1 Resolution of Significant CPS Risk Factors 2 Completion of Case Service Plans 3 Resolution of Legal Issues 4 Parent/Caregiver Understanding of Child Treatment Needs 5 Established Back-Up Supports and/or Service Plans 6 Overall Readiness for Reunification

5. Percent of Children Reentering Child Welfare Supervised Foster Care in Less than Twelve Months														
For Exits to Reunification from Child Welfare Supervised Foster Care														
Interval													Yr. Ending*	
													Time 1:	2007
Jul 1-Jun 30	*	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Time 2:	2013
														% Change
	Alameda	18.9	16.4	18.7	20.9	18.9	20.2	18.3	13.8	14.8	17.3	14.8		-21.7%
	California	11.8	11.6	12.5	13.1	12.1	11.3	12.2	11.6	12.2	12.5	12.1		0.0%
6. Children in Child Welfare Supervised Foster Care Placement, by Placement Type - Ages 0 to 17 only														
Interval													Yr. Ending*	
													Time 1:	2007
Jul 1		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Time 2:	2014
	Alameda													% Change
Family Setting	Kin	1,062	938	872	833	851	702	664	553	508	481	537		-35.5%
	County	214	152	130	121	145	115	109	117	117	107	106		-12.4%
	FFA	874	772	734	665	553	524	465	391	302	310	286		-57.0%
	Guardian-Dep.	32	21	12	14	15	15	11	15	16	8	7		-50.0%
	Pre-Adopt	29	18	29	32	36	29	5	23	18	17	24		-25.0%
Congregate Care		410	405	327	317	273	186	145	116	108	99	101		-68.1%
Other		468	483	423	367	349	298	273	264	225	229	214		-41.7%
Total		3,089	2,790	2,528	2,349	2,222	1,869	1,672	1,479	1,294	1,251	1,275		-45.7%
													Time 1:	2007
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Time 2:	2013
														% Change
Family Setting	Kin	34.4%	33.6%	34.5%	35.5%	38.3%	37.6%	39.7%	37.4%	39.3%	38.4%	42.1%		18.8%
	County	6.9%	5.4%	5.1%	5.2%	6.5%	6.2%	6.5%	7.9%	9.0%	8.6%	8.3%		
	FFA	28.3%	27.7%	29.0%	28.3%	24.9%	28.0%	27.8%	26.4%	23.3%	24.8%	22.4%		
	Guardian-Dep.	1.0%	0.8%	0.5%	0.6%	0.7%	0.8%	0.7%	1.0%	1.2%	0.6%	0.5%		
	Pre-Adopt	0.9%	0.6%	1.1%	1.4%	1.6%	1.6%	0.3%	1.6%	1.4%	1.4%	1.9%		
Congregate Care		13.3%	14.5%	12.9%	13.5%	12.3%	10.0%	8.7%	7.8%	8.3%	7.9%	7.9%		-41.3%
Other		15.2%	17.3%	16.7%	15.6%	15.7%	15.9%	16.3%	17.8%	17.4%	18.3%	16.8%		
Total		3,089	2,790	2,528	2,349	2,222	1,869	1,672	1,479	1,294	1,251	1,275		

Congregate Care	13.2%	14.4%	13.1%	13.7%	12.5%	10.1%	8.8%	8.2%	8.6%	7.2%	6.7%		-46.5%
Other	16.3%	17.9%	17.2%	16.4%	16.4%	16.9%	17.1%	18.8%	21.3%	29.2%	33.8%		
Total	3,297	2,916	2,666	2,480	2,338	2,010	1,802	1,627	1,504	1,617	1,720		

															Time 1:	2007
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			Time 2:	2014
	California															% Change
Family Setting	Kin	26,358	26,307	26,599	26,372	23,167	20,143	18,465	18,982	19,602	20,809	21,971				-16.7%
	County	10,795	9,450	8,424	7,544	6,749	5,934	5,640	5,425	5,276	5,390	5,639				-25.3%
	FFA	18,877	18,873	19,154	19,488	18,109	17,633	16,952	16,024	14,706	15,050	15,687				-19.5%
	Guardian-Dep.	4,890	4,824	4,711	4,211	3,850	3,182	2,699	2,252	1,924	1,661	1,450				-65.6%
	Pre-Adopt	2,321	2,172	2,207	2,265	2,254	2,323	1,579	1,536	1,502	1,560	1,604				-29.2%
Congregate Care		7,103	6,826	6,285	5,779	4,991	4,271	3,953	3,923	3,844	3,858	4,000				-30.8%
Other		11,145	10,599	9,346	9,167	8,738	8,440	8,047	7,814	8,416	10,360	12,194				33.0%
Total		81,489	79,051	76,726	74,826	67,858	61,926	57,335	55,956	55,270	58,688	62,545				-16.4%
																Yr. Ending*
															Time 1:	2007
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014			Time 2:	2014
																% Change
Family Setting	Kin	32.3%	33.3%	34.7%	35.2%	34.1%	32.5%	32.2%	33.9%	35.5%	35.5%	35.1%				2.9%
	County	13.2%	12.0%	11.0%	10.1%	9.9%	9.6%	9.8%	9.7%	9.5%	9.2%	9.0%				
	FFA	23.2%	23.9%	25.0%	26.0%	26.7%	28.5%	29.6%	28.6%	26.6%	25.6%	25.1%				
	Guardian-Dep.	6.0%	6.1%	6.1%	5.6%	5.7%	5.1%	4.7%	4.0%	3.5%	2.8%	2.3%				
	Pre-Adopt	2.8%	2.7%	2.9%	3.0%	3.3%	3.8%	2.8%	2.7%	2.7%	2.7%	2.6%				
Congregate Care		8.7%	8.6%	8.2%	7.7%	7.4%	6.9%	6.9%	7.0%	7.0%	6.6%	6.4%				-13.0%
Other		13.7%	13.4%	12.2%	12.3%	12.9%	13.6%	14.0%	14.0%	15.2%	17.7%	19.5%				
Total		81,489	79,051	76,726	74,826	67,858	61,926	57,335	55,956	55,270	58,688	62,545				

SSA

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	FY 13-14
Revenues							
Federal	\$35,072,127	\$37,288,082	\$37,850,022	\$37,239,148	\$34,179,161	\$33,826,022	\$38,745,050
State Assistance	\$12,288,524	\$12,438,591	\$13,444,708	\$13,451,481	\$12,985,229	\$12,079,053	\$13,075,948
State Administration	\$22,429,164	\$23,372,996	\$22,052,469	\$22,145,989	\$20,020,413	\$20,329,252	20,789,345
County	\$31,698,693	\$30,332,984	\$29,795,374	\$29,252,996	\$27,232,523	\$26,139,545	\$30,484,143
Sub Total	\$101,488,508	\$103,432,653	\$103,142,573	\$102,089,614	\$94,417,326	\$92,373,872	\$103,094,485
Expenditures							
Administration	\$51,249,191	\$52,744,804	\$57,596,860	\$66,997,817	\$76,450,519	\$80,826,429	80,908,301
Assistance	\$41,696,248	\$37,126,232	\$31,340,342	\$28,220,261	\$26,635,099	\$25,307,720	23,610,870
Total Welfare Department	\$92,945,439	\$89,871,036	\$88,937,202	\$95,218,078	\$103,085,618	\$106,134,149	104,519,171
Surplus/Deficit	\$8,543,069	\$13,561,617	\$14,205,371	\$6,871,536	(\$8,668,292)	(\$13,760,277)	(\$1,424,686)
Cumulative Surplus/Deficit	\$8,543,069	\$22,104,686	\$36,310,058	\$43,181,593	\$34,513,301	\$20,753,024	\$19,328,338

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

PROBATION

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	FY 13-14	FY 14-15 EST
Revenues								
Federal	\$13,791,494	\$14,569,869	\$15,610,537	\$16,423,368	\$19,232,393	\$20,123,364	\$16,283,323	\$3,666,364
State Assistance	\$4,413,263	\$3,456,369	\$3,260,940	\$4,129,086	\$5,128,558	\$5,867,268	\$4,722,769	\$997,084
State Administration	\$184,969	\$208,016	\$218,922	\$363,674	\$2,745,728	\$3,383,843	\$3,359,243	\$647,182
County	\$13,087,316	\$13,242,784	\$13,416,926	\$14,448,182	\$17,553,486	\$18,646,464	\$14,301,866	\$3,266,258
Sub Total	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,660,165	\$48,020,939	\$38,667,202	\$8,576,888
Expenditures								
Administration (Base)	\$18,496,857	\$20,801,624	\$21,892,081	\$22,729,622	\$22,996,857	\$22,946,224	15,996,069	3,999,016
Administration (Investments)					\$6,862,274	\$8,514,545	8,989,878	1,689,448
Assistance	\$12,980,185	\$10,675,414	\$10,615,244	\$12,634,688	\$14,801,034	\$16,560,170	13,681,255	2,888,424
Total Probation Department	\$31,477,042	\$31,477,038	\$32,507,325	\$35,364,310	\$44,660,165	\$48,020,939	38,667,202	8,576,888
Surplus/Deficit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Surplus/Deficit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Investments Above Year One Costs (To Include Waiver Investments)

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

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

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

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

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

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

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

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

The FY 14-15 base admin allocation is budgeted at the same FY 13-14 amount for three months. Probation has access to an additional amount of \$2.47M beyond the base for investments under the Waiver for three months.

Alameda County DCFS Goals, Initiatives and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BY2	Budgeted Amount	SFY 13/14 Qtr. 3 Actual	SFY 13/14 Qtr. 4 Actual	SFY 14/15 Qtr. 1 Actual	Total Actual	Total Amount Claimed to Code 701	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level (Use 0 to 10 to rate)	Specify Phase II Status State Continuing, Descaled, or Terminated in the initial County Waiver Extension Plan
Reduced First Entries													
Another Road to Safety (ARS)	O	1,905,000	265,571	281,523	341,323	888,417	888,417	1,016,583			888,417	8	Continuing
Mobile Response Team (MRT)	O	106,250	0	0	0	0	0	106,250			0	8	Continuing
Voluntary Diversion	O	38,403	2,840	2,492	3,423	8,755	8,755	29,648			8,755	5	Continuing
Children's Hospital Consultation	O	294,679	126,477	48,710	58,974	234,161	234,161	60,518			234,161	5	Continuing
Foster Care Hotline	O	878,458	284,015	330,668	11,928	626,611	626,611	251,847			626,611	5	Continuing
Screening, Stabilization, and Transition Services (STAT)	O	187,500	0	52,543	0	52,543	52,543	134,957			52,543	8	Continuing
Family Finding and Engagement (FFE)	O	214,460	46,272	57,550	57,550	161,372	161,372	53,088	161,372			3	Restructured
Enhanced Kinship Support Services Program (KSSP)	O	1,438,688	283,284	274,285	329,611	887,180	887,180	551,508			887,180	6	Continuing
Subsidized Child Care	O	981,593	123,395	54,321	26,038	203,754	203,754	777,839	21,846		181,908	7	Continuing
Project Permanence (Wraparound)	O	351,000	63,165	95,704	0	158,869	158,869	192,131			158,869	5	Continuing
Additional Family Finding/Transportation Workers	O	337,058	33,016	26,189	26,189	85,394	85,394	251,664	85,394			5	Continuing
Foster Parent Recruiter	O	154,629	35,607	35,030	35,030	105,667	105,667	48,962	105,667			5	Continuing
Increased Reunification													
The Gathering Place (TGP)	O	1,383,454	264,860	520,681	0	785,541	785,541	597,913			785,541	5	Continuing
CDA Housing Assistance	O	1,062,500	61,782	376,552	6,345	444,679	444,679	617,821			444,679	5	Continuing

Services to Enhance Early Development (SEED) Enhancement/Public Health Nurse	○	387,994	26,930	17,501	26,123	70,554	70,554	317,440	(1,056)		71,610	7	Continuing
Bay Area Collaborative of American Indian Resources	○	46,875	9,250	9,150	3,317	21,717	21,717	25,158			21,717	4	Continuing
Parent Advocate Expansion	○	1,865,432	454,958	214,233	434,754	1,103,945	1,103,945	761,487			1,103,945	8	Continuing
Post-Dependency Services Package	○	178,058	25,160	25,598	13,722	64,480	64,480	113,578			64,480	5	Continuing
Foster Youth Mentoring Program (FSSB)	○	269,750	0	42,066	41,040	83,106	83,106	186,644			83,106	5	Continuing
West Coast Children's Clinic-project 1959/AWOL	○	363,168	0	0	0	0	0	363,168			0	5	Continuing
LGBTQ Services for foster youth (Sunny Hill Services)	○	343,675	111,545	70,808	45,852	228,205	228,205	115,470			228,205	5	Continuing
Independent Living Skills Program (ILSP)-education specialist, education mentors, ILSP contract	○	1,138,500	109,421	67,776	242,483	419,680	419,680	718,820			419,680	5	Continuing
Youth Fellow Board (i.e., Youth Advocate Panel)	○	1,426,774	244,726	258,616	185,015	688,357	688,357	738,417			688,357	8	Continuing
Beyond Emancipation Education Specialist	○	83,750	15,515	17,162	15,000	47,677	47,677	36,073			47,677	5	Continuing
Young Parent Opportunities	○	600,000	5,908	0	0	5,908	5,908	594,092			5,908	5	Continuing
Summer Youth Employment Program	○	11,019,942	1,778,948	2,294,334	3,638,970	7,712,252	7,712,252	3,307,690			7,712,252	5	Continuing
Alameda County Office of Education Mentors	○	272,335	(139)	99,811	31,411	131,083	131,083	141,252			131,083	8	Continuing
MISSEY Advocates	○	293,940	67,716	35,820	27,088	130,624	130,624	163,316			130,624	8	Continuing
Creating Entrepreneurship Opportunities (CEO) Youth Program (Lincoln)	○	131,250	35,000	26,250	8,750	70,000	70,000	61,250			70,000	5	Continuing
Paternity Testing (Lab Corp of America)	○	112,500	4,255	1,368	1,444	7,067	7,067	105,433			7,067	5	Continuing
General Goals													
High-End Group Homes	○	1,109,138	219,519	247,300	217,236	684,055	684,055	425,083			684,055	8	Continuing
Child Welfare Staff	○	0	0	0	0	0	0	0	0			6	Continuing
Additions to County Counsel	○	1,922,645	380,098	760,196	0	1,140,294	1,140,294	782,351			1,140,294	6	Continuing
Medi-Cal Consultant	○	110,074	29,626	27,414	27,414	84,454	84,454	25,620	84,454			3	Continuing

Research and Evaluation Consultants	○	717,633	63,424	96,659	96,659	256,742	256,742	460,891	256,742			6	Continuing
Court Appointed Special Advocate (CASA) Program	○	446,319	160,771	181,906	0	342,677	342,677	103,642			342,677	6	Continuing
Discretionary Fund	○	485,146	105,207	125,207	94,656	325,070	325,070	160,076		325,070		6	Continuing
Eligibility Program Specialist	○	125,000	31,017	26,499	26,499	84,015	84,015	40,985	84,015			6	Continuing
Child Welfare Case Study	○	60,488	0	0	0	0	0	60,488	0			6	Continuing
Employment Counselors in Linkages Program	○	279,752	0	0	0	0	0	279,752	0			6	Continuing
School Resource Officer	○	234,000	0	51,610	0	51,610	51,610	182,390			51,610	6	Continuing
Youth Crossover (Georgetown)	○	75,682	3,805	9,255	17,744	30,804	30,804	44,878			30,804	5	Continuing
Total Expenditures		33,433,488	5,472,944	6,862,787	6,091,588	18,427,319	18,427,319	15,006,169	798,434	325,070	17,303,815		
Percent of Total Expenditures			29.70%	37.24%	33.06%				4.33%	1.76%	93.90%		

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BY2	Budgeted Amount	SFY 13/14 Qtr. 3 Actual	SFY 13/14 Qtr. 4 Actual	SFY 14/15 Qtr. 1 Actual	Total Actual	Total Amount Claimed to Code 702	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level <i>(Use 0 to 10 to rate)</i>	Specify Phase II Status State Continuing, Descaled, or Terminated in the initial County Waiver Extension Plan
Family Preservation Unit (FPU)	O						\$545,338					10	Continuing
PT (Monica Laird)	O	\$100,000	0	\$90,920		\$90,920		\$9,080	\$90,920			8	Continuing
Data Research and Reporting Team (DARRT)	O	\$583,976	\$239,359	\$196,025	\$122,920	\$558,304		\$25,672	\$558,304			10	Continuing
Evening Reporting Centers	N	\$155,219	\$73,251	\$28,687	\$54,378	\$156,316		-\$1,097			\$156,316	4	Terminated/Re-Purposed
Additional Probation Investments	O	\$250,000						\$250,000				9	Continuing
Project Permanence	O	\$375,000		\$239,264		\$239,264		\$135,736			\$239,264	9	Continuing
Emergency Family Support Services	O	\$422,223	\$148,701	\$280,654	\$34,130	\$463,485		-\$41,262		\$23,491	\$439,994	8	Continuing
Delinquency Prevention Network Contracts	O	\$1,487,141	\$504,652	\$481,772		\$986,424		\$500,717			\$986,424	10	Continuing
Juvenile Services—Other Probation Staff Time	O	\$2,182,351	\$622,258	\$1,572,599	\$1,478,020	\$3,672,877		-\$1,490,526	3,672,877			10	Continuing
Juvenile Services—Public Defender Staff	O	\$506,335	\$405,068	\$400,000		\$805,068		-\$298,733			\$805,068	8	Continuing
Juvenile Hall Unit 6	N	\$1,184,920	\$213,500	\$232,235		\$445,735		\$739,185	\$445,735			7	Terminated

Alameda County Probation Goals, Initiatives and Investments, and Expenditures (in thousands)	(New or ongoing activity from previous years) Code N or O here for BY2	Budgeted Amount	SFY 13/14 Qtr. 3 Actual	SFY 13/14 Qtr. 4 Actual	SFY 14/15 Qtr. 1 Actual	Total Actual	Total Amount Claimed to Code 702	Unexpended Funds	Internal Expend	Direct Expend	External Expend	Project Impact Level <i>(Use 0 to 10 to rate)</i>	Specify Phase II Status State Continuing, Descaled, or Terminated in the initial County Waiver Extension Plan
Yoga	N	\$50,000						\$50,000				4	Terminated
Libraries	N	\$208,025		-\$63,946		-\$63,946		\$271,971			-\$63,946	6	Terminated
Cross-over Youth (part-time PM)	O	\$50,000						\$50,000				8	Continuing
Court Notifications – Offender Link	N	\$75,000						\$75,000				5	Terminated
Interns	O	\$3,125						\$3,125				7	Continuing
Project Reconnect	O	\$72,045						\$72,045				9	Continuing
Kevin Grant Consulting	O	\$26,835						\$26,835				8	Continuing
Contract currently on RFP	O	\$1,250,000						\$1,250,000				10	Continuing
Expeditor (1) and Resource Co-Coordinator	O	\$75,000						\$75,000				10	Continuing
Total Expenditures		\$9,057,195	\$2,206,789	\$3,458,210	\$1,689,448	\$7,354,447	\$545,338	\$1,702,748	\$4,767,836	\$23,491	\$2,563,120		
Percent of Total Expenditures			30.00%	47.00%	23.00%	100.00%			64.83%	.32%	34.85%		



Alameda County
**Social Services
Agency**

Michelle Love
Assistant Agency Director

Department of Children & Family Services
675 Hegenberger Road
Oakland, CA 94621
(510) 667-7714 / Fax: (510) 667-3937
lovemi@acgov.org
<http://alamedasocialservices.org>

Lori A. Cox, Agency Director

September 23, 2014

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: Title IV-E Waiver – Memorandum of Understanding

RECOMMENDATION:

In order to reform the child welfare system in Alameda County, better support at-risk families, and reduce the number of children in foster care, it is recommended that your Board:

- Approve and authorize the Board President to sign the Title IV-E Waiver Memorandum of Understanding.

SUMMARY/DISCUSSION:

This letter requests action by your Board for approval of a Memorandum of Understanding (MOU) between the Social Services Agency (SSA), Probation Department, and the California Department of Social Services (CDSS), for the purpose of extending the Title IV-E California Well-Being Project (Demonstration). With the execution of the MOU, SSA & Probation will begin implementing the County Demonstration Plan beginning October 1, 2014.

Alameda County has participated in the Demonstration since 2007. Your Board authorized and approved the County's Five Year (2007-2012) Title IV-E Waiver Capped Allocation Demonstration Project Plan on February 6, 2007 (File 21786, C-2007-15), and executed the original MOU with CDSS on June 26, 2007 (File 20967, C-2007-73).

In August 2014, CDSS received approval from the federal Department of Health & Human Services (DHHS) to extend the Demonstration through September 30, 2019. Alameda County worked with the state on the design of the Demonstration and the negotiation with DHHS. SSA and Probation staff have developed a plan to use the flexibility afforded by the Demonstration to: (1) improve the array of services and supports available to children, youth, and families involved in the child welfare and juvenile probation systems; (2) engage families through a more individualized casework approach that emphasizes family involvement; (3) increase child safety without an over-reliance on out-of-home care; (4) improve permanency outcomes and timelines; (5) improve child and family well-being; and (6) decrease recidivism and delinquency for youth on probation.

SSA and Probation have discussed the financial aspects of the Waiver and have reached an agreement that SSA will pass through to Probation a capped and indexed allocation (derived from agreed-upon baselines) to support both Probation foster care administration and assistance expenditures.

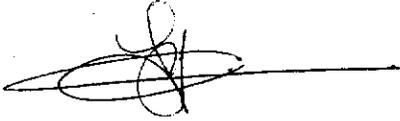
SELECTION CRITERIA/PROCESS:

Not applicable.

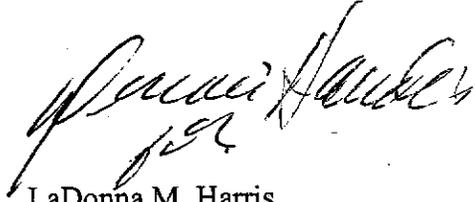
FINANCING:

Participating in the waiver will not require additional NCC.

Sincerely,

A handwritten signature in black ink, appearing to be 'Lori Cox', with a long horizontal line extending to the right.

Lori Cox
Agency Director

A handwritten signature in black ink, appearing to be 'LaDonna M. Harris', written in a cursive style.

LaDonna M. Harris
Chief Probation Officer



Lori A. Cox
Agency Director

Thomas L. Berkley Square
2000 San Pablo Avenue, Fourth Floor
Oakland, California 94612
510-271-9100 / Fax: 510-271-9108
ssadirector@acgov.org
<http://alamedasocialservices.org>

June 19, 2014

Honorable Board of Supervisors
Administration Building
Oakland, CA 94612

Dear Board Members:

SUBJECT: Approval of New Award and Related Service Agreement resulting from the FY 2014-2015 Another Road to Safety Program Request for Proposal

RECOMMENDATION

- A. Approve award resulting from the FY 2014-2015 Another Road to Safety Program Request for Proposal (RFP) for the award period of July 1, 2014 through June 30, 2015 with authority to renew upon mutual agreement for two additional Fiscal Years, 2015-2016 and 2016-2017; and,
- B. Approve a new service agreement with A Better Way (Principal: Shahnaz Mazandarani; Location: Berkeley) (Procurement Contract No. 10394, Master Contract No. 900874) in the amount of \$1,500,000 for the period of July 1, 2014 through June 30, 2015 with authority to renew two (2) additional one-year terms not to exceed \$1,500,000 per fiscal year through June 30, 2017 for the service delivery of in-home support services to at-risk families in Alameda County.
- C. Approve and delegate authority to the Social Services Agency Director, or designee, to execute the contract under the master contracting process.

SUMMARY/DISCUSSION

This letter requests action by your Board to approve and authorize award and related contract with A Better Way, Inc. to provide intensive in-home support services to at-risk families in Alameda County to reduce the number of families that enter the child welfare system. The ARS program is designed to increase the safety and protection of children at risk of child abuse and neglect by engaging families in

a variety of support services, such as, mental health, parenting and child development, substance abuse, health care, domestic violence, case management, etc. Services will be provided throughout the County through a formal collaboration between A Better Way, Inc. and Prescott Joseph Center for Community Enhancement, La Familia Counseling Services, and partnering agencies.

SELECTION CRITERIA/PROCESS:

On February 14, 2014 Social Services Agency (SSA) released the FY 2014-2015 Another Road to Safety Program Request for Proposal (RFP). The RFP was posted on both SSA and General Services Agency (GSA) Purchasing websites with e-mail distribution to County vendors and subscribers to the E-Gov Goods and Services – Current Contract Opportunities mailing service. Two networking/bidder's conferences were held at locations in both the North and South County with a total of 20 attendees representing ten (10) agencies.

On April 1, 2014 two responses to the RFP were received. All responses were pre-screened for completeness in accordance with RFP Specifications and were evaluated by the County Selection Committee (CSC) comprised of five evaluators representing County and non-County subject-matter experts. Of the two qualified proposals A Better Way, Inc. is recommended for award.

Due to utilization of Federal funds a waiver of the SLEB policy was issued by the Office of Contract Compliance on January 3, 2014 (waiver #F593).

SSA received one request for appeal from Family Support Services of the Bay Area. The Agency upheld the RFP rating and rankings and denied the appeal.

A maximum total of 500 evaluation points were available for this RFP. The following is the evaluation summary:

RANKING	BIDDER NAME	LOCATION	FINAL RATING (500 pts. max.)	RECOMMENDED FOR AWARD
1	A Better Way	Berkeley, CA	445.6	√
2	Family Support Services of the Bay Area	Oakland, CA	415.6	

FINANCING:

The requested FY 2014-2015 contract award for A Better Way (\$1,500,000) will come from Title IV-E Waiver Re-investment funds available in the FY 2014-2015 Agency budgets and will be included in the planned budget for FY 2015-2016 and FY 2016-2017. There are no new net County costs.

Sincerely,


Lori A. Cox
Agency Director