

California
Department of Social Services
Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP)

Semi-Annual Progress Report for 1/1/12 - through 6/30/12

This semi-annual progress report covers the reporting period from January 1, 2012 through June 30, 2012, for the California Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project (CAP). This report fulfills the requirement in Section 5.4 of the federal Waiver Terms and Conditions and provides updates for project oversight and monitoring activities, county implementation of funded waiver strategies, and the CAP state evaluation efforts.

I. OVERVIEW

On March 31, 2006, the California Department of Social Services (CDSS) received approval from the United States Department of Health and Human Services (DHHS) for the CAP. The five-year demonstration project allows counties flexibility to use federal and state foster care maintenance and administrative funds for the provision of direct services to children and their families and supports child welfare practice, program, and system improvements for early intervention, reunification efforts, and reduction in out-of-home placements. The target population is Title IV-E and non-Title IV-E eligible children ages zero through nineteen currently in out-of-home placement, or who are at risk of entering or re-entering foster care. Any foster care savings that occur as a result of the waiver demonstration must be reinvested by the participating counties in child welfare services program improvements. Alameda County and Los Angeles County are the two participating counties. The demonstration project was implemented on July 1, 2007.

II. CDSS PROJECT ACTIVITIES

During the first six months of Project Year Five, the CDSS CAP Project Team has focused on reviewing preliminary outcomes of the CAP and looking forward to extending the project beyond the bridge period of July 1, 2012 through June 30, 2013. On February 8, 2012, CDSS staff participated in a Title IV-E Waiver Convening held in Sacramento, California to discuss planning considerations and processes for the waiver extension. This meeting was hosted by Casey Family Programs and included representatives from 34 California counties, the County Welfare Directors Association, and from the Administration for Children and Families (ACF), Assistant Secretary George Sheldon, and Commissioner Bryan Samuels. Presentations highlighted the use of data, evidence-based practices, and functional outcomes under new waiver projects; cost neutrality issues; and experiences and examples from the current California and Florida flexible funding projects. These discussions identified initial information and questions from interested counties which will be addressed through subsequent county meetings and technical assistance.

The Child Protection and Family Support Branch (CPFBSB) remains the lead in project management tasks, which include coordination of the CAP Project Team, monthly conference calls with the participating counties, federal progress reporting and provision of technical assistance. The CPFBSB continued to work with the participating CAP counties and the project team to craft a formal extension proposal for a multi-year extension of the current project. The CPFBSB facilitated several discussions in order to identify progress made, challenges with the existing project and possible future enhancements for an extension. The final proposal was submitted to ACF on February 6, 2012.

The Financial Services Bureau (FSB) continued to perform tasks supporting the claiming and payment operations for the CAP. The FSB further provided additional technical assistance to the independent evaluator to support the completion of the Interim Fiscal Study.

The Estimates Branch has provided extensive technical assistance to the participating CAP counties, interested counties and the independent evaluator. The Estimates Branch developed a fiscal guideline for interested counties that requested support with identifying the feasibility of entering into the waiver extension. This information has been distributed to over a dozen interested counties, and requests continue to come in from new counties.

The Estimates Branch has also developed a preliminary outline for a supplemental State evaluation. This outline will be used to help facilitate a discussion with CDSS and the participating counties to capture additional case level data for the project. In addition to this evaluation, the Estimates Branch has worked closely with the independent evaluator to provide technical assistance around the fiscal allocations and claiming for the Interim Fiscal Study.

As previously reported in the last semi-annual progress report, California has fully implemented the realignment of state funds by shifting funding responsibility from the state to the local county governments. Under realignment, specific state tax revenues will be redirected to the counties to fund the Foster Care, Adoptions, and Child Welfare Programs. The funding requires counties to provide a share of the funds necessary to operate the county programs. The tax revenue funds will cover the state share of the match funds required for each County's Title IV-E Waiver Project and the counties will continue to provide their share of the funds.

The Research Services Branch (RSB) has oversight and accountability with the third party independent evaluator for the project. The RBS has also worked with the evaluator to support the completion of the Interim Fiscal Study, while also working toward the final evaluation, which is due to ACF on December 31, 2012. The Interim Fiscal Study was submitted to ACF on June 28, 2012.

III. STATUS OF THE DEMONSTRATION – COUNTY SECTIONS

Alameda County

A. COUNTY IMPLEMENTATION ACTIVITIES

Alameda Department of Children and Family Services (DCFS)

One major success in Alameda County has been the nearly 40 percent reduction in the number of youth placed in a foster care setting. This report will highlight key achievements using data analysis and other research methodologies to reinforce our experience that the waiver has been very successful.

This report will also focus on the partnerships that have developed during the course of the waiver. It is our belief that these partnerships would not have had a platform on which to develop without the waiver. The report will also address how our partnerships have strengthened children and families. Finally, appendices will include financial data analysis as it relates to cost savings and cost neutrality.

For this report, each waiver strategy will be listed as a heading, and under each heading, the project status and implementation assessment sections will be included.

Updated Activities for January 1, 2012 through June 30, 2012

Goal One: Increase number of children who can remain safely in their home thus reducing first entries into care.

Another Road to Safety (ARS) (FY 2011-12 Budget Amount - \$1,612,243) and Children's Hospital Contract (FY 2011-12 Budget Amount - \$230,200)

During this fiscal year, DCFS continued to expand services by zip codes to geographic areas that showed a high incidence of child abuse and neglect reports and investigations. The DCFS continues to consistently utilize the ARS providers for Path II referrals. Path II referrals are referrals that an Emergency Response (ER) or Dependency Investigations (DI) Child Welfare Worker (CWW) investigate and determine that no further Child Protective Service (CPS) intervention is warranted, and the family is referred to the ARS program in their community (zip code). This differential response after a formal investigation is a well coordinated diversion to community services that support families in addressing issues without the family having to enter the child welfare system. The ER and DI CWWs use this option to serve families as opposed to informal (voluntary) or formal (court-ordered) Family Maintenance (FM) services. Referring CWWs and receiving ARS Agency Family Advocates (FAs) have increased their communication to better serve families and help with family engagement, prevention, and early intervention. CWWs identify areas of concern and prioritize referrals for follow-up by the community partner agencies. This process ensures that involvement with and completion of services is given more emphasis as both the ARS FA advocate and DCFS CWW can collaboratively support the effort.

ARS program enrollments continue to rise as DCFS staff in ER and DI continues to refer families. As such, ARS providers have hired additional staff to keep pace with program growth. During this reporting period, ARS has ended the use of the Life Skills Progression (LSP) tool as it has been determined by DCFS and the ARS providers that the tool does not meet the needs of the program. The LSP tool has been replaced by the North Carolina Family Assessment Scale (NCFAS). The NCFAS tool is family and user friendly, is a more appropriate tool in helping with clinical case management, and informs advocates and clinicians on family progress in areas of family functioning and child well-being. In addition, the NCFAS tool is inclusive of all ages of the children in the home and will also be used for the purpose of program evaluation. All ARS staff has been trained in the NCFAS tool and implementation occurred on April 1, 2012.

Although there have been some challenges, through continued support from DCFS management, ARS providers have demonstrated more effective organizational leadership and the capacity to operate and manage the ARS program within their agencies. The ARS agency directors and clinical supervisors continue to proactively coach and develop their staff as appropriate. The DCFS is pleased in this update as the agencies are moving toward being more self-reliant in managing ARS operations while adhering to contractual obligations and meeting DCFS expectations and goals for the program.

ARS: 1/1/12 - 6/30/12									
Agency	New Families Referred this Reporting Period			Number of Children/Youth by Age: New Families Referred this Reporting Period			Families Served this Reporting Period	Number of Families Closed this Reporting Period	Still Actively Enrolled
	Path 1	Path 2	Total	0-5	6-17	Total			
FSSBA	11	71	82	87	122	209	33	31	28
PJC	33	23	56	33	71	104	17	13	17
La Familia	24	45	69	54	127	181	26	25	25
Total	68	139	207	174	320	494	76	69	70

The ARS evaluation is being completed. Efforts have been made to match the contractor data to the DCFS data in order to more accurately analyze initial findings. Preliminary descriptive findings from the observed data set (January 2007 to December 2010) show that over time, Path II referrals represent nearly two-thirds of all ARS referrals and that physical abuse and general neglect were the predominant referral reasons for Path II. General neglect was the predominant referral reason listed for Path I referrals. A more detailed descriptive and outcome analysis will be available in Fall 2012.

Voluntary Diversion Program (FY 2011-12 Budget Amount -\$30,000)

This strategy was established to serve a small number of cases in which a child is being cared for by a relative or fictive kin caregiver, and 1) the parents agree for the child to remain with the relative or fictive kin caregiver; and 2) the parents do not want

reunification services. The goal of these cases is for the relative/fictive kin to obtain legal guardianship of the child through Probate Court.

The DCFS contracts with Legal Assistance for Seniors (LAS) to fulfill this waiver strategy. The LAS provides guardianship advocates and legal representation throughout the probate guardianship proceedings. The process to obtain a probate guardianship is a long one that involves a great deal of paperwork and procedural steps. Without representation, self-represented litigants often have difficulty with correctly completing the required forms and meeting the procedural requirements, such as giving proper notice to relatives and providing the required information and documents to the Court Investigator's Office. The partnership with LAS ensures that the proposed guardians have the best possible chance in successfully completing the guardianship proceeding in a timely manner.

During this reporting period, LAS provided legal services to 16 proposed guardians referred by DCFS. These 16 proposed guardians are caring for a total of 27 children.

Lesbian, Gay, Bisexual, Transgender, Queer and Questioning (LGBTQ) Services for Foster Youth (FY 2011-12 Budget Amount - \$68,464)

In late June 2012, DCFS collaborated with Bay Area Youth Center (BAYC), Family Builders, and the Youth Acceptance Collaborative (YAC) to provide a continuum of services to support LGBTQ youth and their families. The YAC will provide LGBTQ youth, caregivers and families the education, information and support needed to move from attitudes and behaviors of rejection to acceptance. The YAC staff will be co-located at Alameda County Assessment Center and will be part of the multi-disciplinary team acting as the first point of contact for youth that might need out of home placement. Additionally, youth, their families, and caregivers will have access to crisis intervention services; mental health support, including family therapy and peer support groups; drop-in services, and outreach. The YAC will also offer consultation services to CWWs and providers to support their ability to respond to and address the needs of LGBTQ youth in out-of-home care.

Goal Two: *Increase number of children and youth in least restrictive settings.*

Faith Initiative (FY 2011-12 Budget Amount -\$275,000) and Foster Parent (Resource) Recruiter (FY 2011-12 Budget Amount -\$125,000)

The Faith Initiative continued its recruitment efforts of county-licensed foster homes and its community outreach.

On December 16, 2007, DCFS had 211 licensed foster homes. As of June 22, 2012, that number increased to 260 county licensed homes. Of these homes, 26 (10 percent) renewed or became licensed during the six months of this reporting period. There were 25 license closures during this period. Also during this reporting period, the Faith

Initiative conducted 23 recruitment events. In addition, there were 28 Faith Initiative visits to places of worship for recruitment.

In August 2011, DCFS hired a foster parent recruiter to coordinate a variety of recruitment and retention efforts with DCFS and the Faith Initiative. The recruiter conducts five monthly support groups for foster parents and plans to start a sixth group in the next few months.

The DCFS is in the process of collecting, tabulating, and matching recruitment data with licensing data to determine how far Faith Initiative referrals progress within the five-step licensing process. Still engaged in the data collection process, DCFS is modifying its existing Exits to Outcome (ETO) database and entering demographic and referral source information from prospective foster parents in 2011 and 2012. The evaluation will aim to describe the characteristics of those prospective foster parents who complete each of the five licensing process steps. Focus groups and in-depth interviews with Faith Initiative community participants are planned as part of a qualitative assessment of the Faith Initiative's community impact.

Enhanced Kinship Support and Kinship Support Services Program (KSSP) Contract Augmentation (FY 2011–12 Budget Amount – approximately \$1,125,822)

The DCFS currently contracts with Family Support Services of the Bay Area (FSSBA) and Lincoln Child Center to provide support services to relative caregivers through the KSSP with the goal of maintaining the youth in their kinship homes without DCFS intervention. Families can self-refer to a KSSP, a CWW can refer anywhere in the dependency process, and the KSSP can do its own outreach and marketing to reach potential participants. The Waiver funds an additional case manager for each contractor and additional respite care for caregivers.

Provider	Time Period (Time Period Figures for June 1, 2012 to June 30, 2012 are not yet available)	Caregivers Served	Children Served
KSSP - Family Support Services of the Bay Area	January 1, 2012 – May 31, 2012	251	142
KSSP - Lincoln Child Center	January 1, 2012 – May 31, 2012	281	65

The addition of a case manager to each KSSP agency has enabled more clients to be served with case management. For example, FSSBA has increased its capacity from 100 to 180 case management services per month. In addition, the availability of respite care has both been increased and broadened. Previously, all respite care was funded through the County Department of Adult and Aging Services. Under that contract, respite care could be provided for 15 hours per month to caregivers aged 60 and over. With waiver funding, caregivers of any age can be provided up to 24 hours of respite care per month. Because the programs were already providing the same services, the expansion proceeded promptly and smoothly once additional funding became available.

A telephone survey of program participants is currently under way. The survey includes a stress and well-being questionnaire, a checklist of caregiver concerns, questions regarding alternate arrangements for the children, and how the participants learned about this program. As of June 27, 2012, ninety-two surveys have been completed, with a target of completing 150. Based on preliminary results, caregivers experience many challenges in maintaining their roles as caregivers.

- A majority, 57 percent, reported problems with having enough money to get by, and in unsolicited comments a number described these problems as chronic.
- About half also have difficulty getting enough time for themselves and many were experiencing problems with their own health.
- A substantial number had concerns about the emotional, behavioral, and academic well-being of the children they cared for.
- A large percentage reported having problems in their relationships with the children's parents.

The KSSP can help with many of these problems by connecting caregivers with community and public services. Caregivers are assisted in negotiating problematic relationships with the parents and child and are given an opportunity to share problems and experiences with others. Given the number of problems these caregivers face, there is no question that participants need the support provided by the program. In unsolicited comments, respondents often described the program as a "godsend" in times of crisis and in dealing with ongoing stressors, and many expressed great appreciation for the program.

At the same time, most caregivers reported moderate to low levels of overall stress and moderate to high levels of well-being.

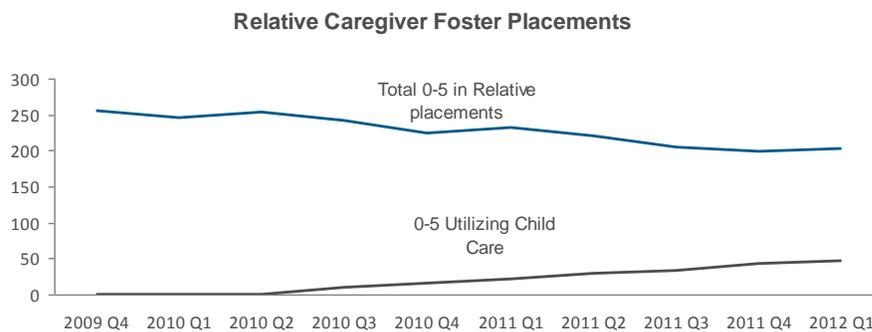
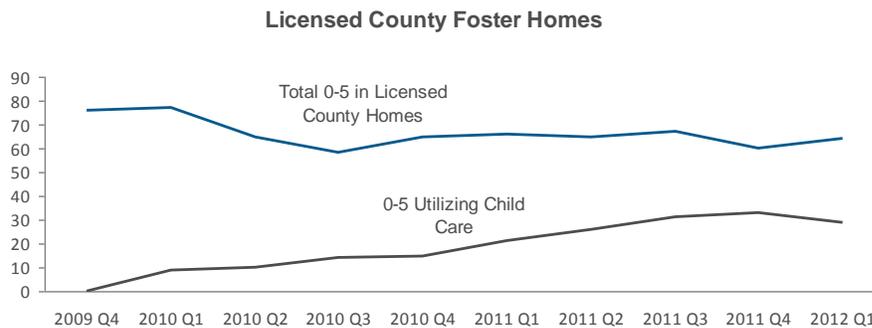
- Most caregivers reported that the children would go to other relatives if they were unable to continue to provide care.
- Fifty eight percent had explicit agreements with other relatives in place.
- Thirteen percent knew of a least one relative who would likely take over although this had not been discussed within the family.
- Twenty percent of caregivers reported that there was no family member who could take the children.
- Nine percent were unsure if there was a relative who would assume that responsibility.

Furthermore, these responses should be considered in context. Children are likely to be currently living with the most suitable relative. It is likely that the relative who initially took custody was the person with the deepest commitment to the child. Even for those with explicit agreements in place, it is not certain that the designated relative would be able and/or willing to step in at the time that a current caregiver became unable to continue in that role. If another family caregiver took over, he or she might face the same stressors and have need of the same supportive services.

Subsidized Child Care (FY 2011–12 Budget Amount -\$750,000)

Subsidized child care is an available service to county licensed foster homes, approved relatives, and fictive kin caregivers who are employed or have a documented medical disability that interferes with their ability to care for a foster youth ages zero – 12. The service is available to dependent foster youth who have children; however, only six have participated in this service to date.

Preliminary analysis of childcare utilization data from 2010 to the first quarter of 2012 indicates a steady and consistent rise in childcare utilization in county licensed foster homes and relative placements with children aged zero – five. Throughout 2010-12, the program has served 146 children in 117 caregiver homes. Fifty percent of all county licensed foster homes caring for children aged zero – five were using the childcare program by the fourth quarter of 2011. Relative caregiver utilization steadily increased since childcare became available to this group in September 2010. Utilization currently stands at 22 percent of all relatives placements caring for zero - five.



The current childcare evaluation effort focuses upon two main areas: 1) determining the extent to which the program helped recruit new relative and licensed county foster homes, and 2) assessing the program’s effect upon placement stability and permanence. A large telephone survey of foster homes and relative caregivers is scheduled to begin in July to assess satisfaction with the program, and learn more about employment characteristics and childcare options for all placement homes caring for children zero – five.

*Family Finding and Engagement (FFE) (Includes search clerks and FFE training)
(FY 2011-12 - Budget Amount -\$376,802)*

The purpose of FFE is to place children who live in non-relative/non fictive kin foster care with extended family or fictive kin. When a change of placement is not possible, the goal is to establish a lasting relationship between a foster youth and his/her family or other caring adult. Currently, there are four FFE CWW units: two secondary units provide time-limited FFE work on front-end and back-end cases by CWW referral, and two pilot units of primary CWWs (FR and PYC) provide FFE services as part of their regular case carrying responsibilities. The “secondary” designation refers to FFE CWWs who are secondarily assigned to cases in order to perform FFE activities exclusively for up to six months. They are assigned in addition to the “primary” CWWs who retain normal case-carrying responsibilities. The DCFS is also experimenting with two pilot units of “primary” CWWs with reduced caseloads who perform FFE responsibilities as part of their normal case-carrying responsibilities.

Table 1 details search activity of five search clerks who search for absent parents and relatives using the web-based subscription internet search tool Accurint; all four FFE units rely on Accurint searches completed by FFE clerks.

Table 1

Search Clerk Activity 1/1/12 – 6/30/12	
CWW requested - searches for absent parent and/or relative search ¹	186
CWW requested - relative search only	286
Registration requested - searches for absent parent and/or relative search ¹	242
Total Searches ²	714

Note: Searches as of mid-June 2012. (1) Totals may include either search type, or both, counted as one request. (2) Provides the number of searches requested; the number of searches completed within the period may be slightly different.

During this reporting period the test pilot units served a combined total of 203 cases; secondary FFE units served 236 cases (Table 2).

Table 2

FFE Cases 1/1/12 – 6/30/12	FR* FFE Pilot Unit	PYC* FFE Pilot Unit	Secondary FFE (2 units)
New Cases	38	11	125
Active Cases	21	81	50
Closed Cases	40	15	97
Total Cases Served during reporting period**	96	107	236

. ** Columns do not add down to Total Cases Served as some new cases were also closed cases.

In June 2012, FFE pioneer Kevin Campbell concluded a series of monthly FFE staff trainings and program consultations that began in August 2011. Mr. Campbell provided clarification on model fidelity, and promoted discussion within the FFE Steering Committee on how and whether to integrate certain model practices, such as the “blended perspective meeting”, into the county’s practice of FFE. In the FR FFE pilot unit, staff have identified two family finding strategies, interviewing and case mining, that

have produced the most success in identifying potential relatives for lifelong connections and placement. Over the last six months, staff in the FFE/FR unit have increased their comfort level in FFE tasks and have expressed less resistance to meeting with multiple relatives to discuss FFE efforts and the direction of the case. Anxieties have decreased which has improved early engagement and increased referral for relative assessment approval and/or supported informed decision making with relatives regarding placement options. In the secondary units, staff received guidelines and direction on how to share written family finding results for each case in a way that is clear and accessible to the court and other departmental staff.

Challenges include CWW difficulties with relative engagement across state lines. The Interstate Compact on the Placement of Children (ICPC) requests and coordination remains a challenge. There is also a general concern that CWWs and relatives may lack the means to sustain lifelong connections for children not placed with family members. Identifying and assigning eligible FFE cases within the primary units remains a challenge. Cases coming into the FR units have not been plentiful. For the secondary units, one of the biggest challenges is the internal process of getting family finding started in a timely basis, particularly on bypass cases.

The evaluation of FFE continues with a year long time study of 52 FFE cases across all four FFE units. Preliminary data from early time study cases suggests that CWWs in the pilot units devote more time to casework and less time to FFE activities than the secondary units, and less time to family finding in particular. Preliminary analysis of the FFE secondary units showed that approximately half of the cases that receive FFE are placed with relatives or returned to parent/guardian within six months of FFE termination. Rate of relative placement and reunification are higher when FFE is offered at the front-end rather than the back-end.

Table 3

<i>Placement and Permanence Outcomes Six Months after FFE termination. FFE Cases served between 1/1/10 – 8/31/11</i>	<i>Secondary FFE Model Post-2010 (n=201)</i>	
<i>Cases served within 100 days of Removal</i>		
	(n=127)	
<i>Reunified/Returned</i>	27	21%
<i>Adopt/Guard Place</i>	1	1%
<i>Relative Placement</i>	33	26%
<i>Foster home/FFA</i>	59	46%
<i>Group Home</i>	3	2%
<i>AWOL and 601/602</i>	4	3%
<i>Cases served 3 months – two years of Removal</i>		
	(n=40)	
<i>Reunified/Returned</i>	9	23%
<i>Adopt/Guard Place</i>	3	7%
<i>Relative Placement</i>	8	20%
<i>Foster home/FFA</i>	15	38%
<i>Group Home</i>	2	5%
<i>AWOL and 601/602</i>	3	7%
<i>Cases served over 2 years after Removal</i>		
	(n=34)	
<i>Reunified/Returned</i>	1	3%
<i>Adopt/Guard Place</i>	0	0%
<i>Relative Placement</i>	6	18%
<i>Foster home/FFA</i>	11	32%
<i>Group Home</i>	15	44%
<i>AWOL and 601/602</i>	1	3%

Mentoring Program (FY 2011-12 Budget Amount - \$15,360)

During this reporting period, the mentoring program contract was awarded to a local non-profit agency, and they began accepting referrals from DCFS in early June 2012. Utilization data will be provided in the next progress report.

Goal Three: Increase number of children who safely and permanently reunify with their families within 12 months.

Paths to Success (P2S) (FY 2011–12 Budget Amount -\$1,713,727) and Children's Hospital Contract

P2S has also ended the use of the LSP tool as it has been determined by DCFS staff and P2S providers that the tool did not meet the needs of the P2S program. The LSP tool has been replaced by the NCFAS tool. The NCFAS tool is more family and user friendly. After all P2S providers and staff received a comprehensive training, the NCFAS tool was implemented on April 1, 2012. DCFS has also expanded the geographic areas served by P2S providers as there is capacity given the existing caseloads of P2S FAs.

The DCFS in close collaboration with Social Service Agency's (SSAs) Information Systems Department (ISD) developed a web-based case management system to be

utilized by both providers and DCFS program staff to better support documentation, reporting requirements, screening and assessment, and program evaluation efforts. This system will be implemented on July 1, 2012.

P2S: 1/1/12 - 6/30/12											
Agency	New Families Referred this Reporting Period	Number of Children/Youth by Age: Families Referred this Reporting Period			Families Served this Reporting Period	Number of Children/Youth by Age: Families Served this Reporting Period			Number of Families Closed this Reporting Period		Still Actively Enrolled
		0-5	6-17	Total		0-5	6-17	Total	Successfully Completed: Engaged at Closure	Other closure reason	
FSSBA	12	6	13	19	24	16	27	43	7	5	12
PJC	8	9	24	33	14	13	33	43	4	1	9
La Familia	16	7	32	39	26	16	51	67	7	8	11
Total	36	22	69	91	64	45	111	156	18	14	32

The study period for the second round of evaluation of P2S has been further extended to June 2012 to increase the analysis sample size. This outcome evaluation will focus on subsequent child welfare referrals and foster care entry within six months of the conclusion of P2S services as compared to families receiving FM services who did not receive P2S services.

The Gathering Place (TGP) (FY 2011–12 Budget Amount - \$1,073,430)

Child welfare research indicates that frequent, quality visitation with parents and their children is a key factor of reunifications and reducing reentries to foster care. TGP is a family-friendly visitation center in Oakland operated by Alternative Family Services in partnership with DCFS, with a satellite location in Pleasanton. The goal of TGP is to increase visitation frequency and reduce the amount of therapeutic intervention and structure as quickly and safely as possible with the intent of improving the timeliness of reunifications and reducing recidivism. Services at TGP include therapeutic visitation, supervised visitation, and observed visitation. Transportation is available.

TGP began operations in April 2011. By July 2011, TGP had already reached capacity. From January 1, 2012 to May 31, 2012, fifty-nine children were referred for visitation, and 76 children have been admitted for visitation (some clients were referred before the reporting period but began services during the reporting period). During the reporting period, 50 visit plans were created. A total of 55 children began supervised or observed visitation during this period, and 29 children began therapeutic visitation. The average length of services received at TGP for closed visit plans is 143 days for therapeutic visitation and 139 days for supervised and observed visitation. Children receiving therapeutic visitation services received an average of 51 hours of service, and children receiving supervised and/or observed visitation services received an average of 35 hours of service. Figures including June 1, 2012 to June 30, 2012 are not yet available. Operations at the initial site of TGP continue to run smoothly.

The steering committee attributes the remarkable efficient and trouble free roll-out and operation of the program to having met weekly for more than a year, including most of the first year after TGP opened, allowing for early identification of potential problems and prompt ironing out of any difficulties.

The second site of TGP in Pleasanton in south Alameda County opened in late February 2012, when it began offering supervised and observed visitation services. Therapeutic visitation services have been stalled by delays in obtaining Medi-Cal certification of the site. Because of Medi-Cal concerns over the existing site, it was necessary to move TGP-Pleasanton to a different suite in the same office complex. Staff hopes to obtain the Fire Marshall's approval of the new site by the end of the first week of July. Medi-Cal certification will likely not be granted until September, and therapeutic visitation will be limited to the Oakland location until that time. TGP-Pleasanton is open partial days on Tuesday, Wednesday, and Thursday, with a plan to expand hours as demand grows.

The goal of TGP is to increase visitation frequency and reduce the amount of therapeutic intervention and structure as quickly and safely as possible with the intent of being able to improve the timeliness of reunification and reduce recidivism. The contracted provider is currently collecting extensive data, and Program Evaluation Research (PER) is constructing a retroactive comparison group. The evaluation will focus on the relationship between expanded visitation services and reunification outcomes. To maximize the number of families who can be included in the study and follow them for a year after beginning TGP services, the extraction and analysis of data will begin in January 2013.

Project Permanence (Wraparound) (FY 2011–12 Budget Amount -\$356,000)

P2 provides short-term wraparound services for six - 12 months to help facilitate permanent placements. The program targets youth who are transitioning from non-permanent homes (such as group homes and certain foster homes) to permanent placements, as well as youth at-risk of losing their permanent placements.

During this reporting period, P2 added a new bi-lingual wraparound team. Preliminary results from the new discharge survey indicated the program's ability to link families with "natural support" systems in the community may be an area for program improvement (see Table 1). In response, P2 has revamped the Family Team Meeting to bring it into greater accord with wraparound principles, and shifted the meeting facilitator to the family specialist position. The P2 staff received extensive training in the use of two new tools that promote natural supports and family voice and choice. The first tool, "connectivity map", helps the team assess for natural supports that can be utilized and implemented in a family's wrap plan. The second tool, Domain Cards, helps a family choose the wrap domain of their preference. In addition to monthly team meetings, P2 plans to meet with the family two weeks after intake for the purpose of introducing the connectivity map and begin to assess the family for supports. These changes are

beginning slowly, but there has been reported success with the use of new tools and the revamped FTM structure.

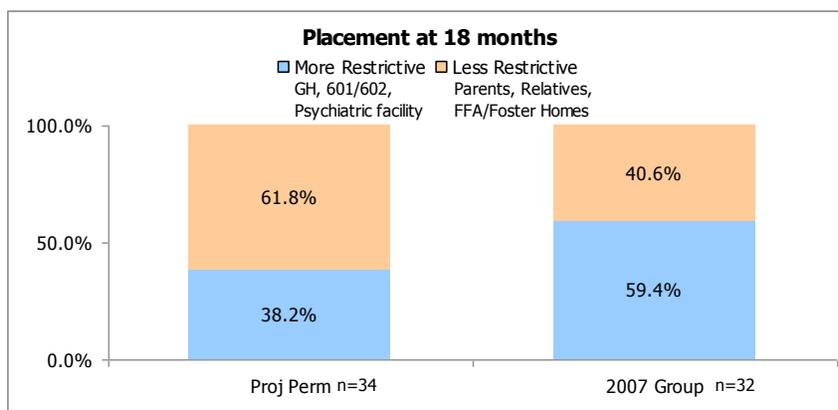
Table 1

<i>Wrap Core Principle Categories</i>	<i>Caregiver (n=15)</i>	<i>Youth (n=16)</i>
Natural Supports Q1	4	4.25
Natural Supports Q2	4.2	3.88
Cultural Sensitivity Q3	4.67	4.31
Cultural Sensitivity Q4	4.67	4.69
Family Voice Q5	4.67	4.63
Persistence Q6	4.73	4.81
Strengths Based Q7	4.8	4.75
Individualized Services Q8	4.8	4.63
Overall Satisfaction Q9	4.73	4.75

Note: Likert scale 1-5, with 5 indicating the highest domain attainment as measured by the survey questions.

In March, PER completed a study of group home cases that P2 served (See A Study of Group Homes Cases Served by Project Permanence – Appendix A:viii.). The analysis showed that P2 served disproportionately higher numbers of rate classification level (RCL) level 12-14 placed youth. Similar high RCL youth were not able to step down in 2007, the year prior to the program’s inception. Compared to a matched group of equivalent-risk group home youth from 2007 who did not receive wraparound services, P2 youth tended to be in less restrictive placements 12 and 18 months after stepping down or receiving wraparound services (see Table 2). Although not statistically significant, the difference would likely be significant with a larger sample size. Less restrictive placements that P2 facilitated reduced time in group home care, and generated estimated comparative savings of approximately \$546,874 in costs for 37 cases studies with a 12 month period. This figure does not take into account additional savings realized from fewer restrictive placements such as juvenile probation, incarceration, and psychiatric hospitalizations. Future analysis will explore youth from other placement types that P2 serves.

Table 2



Goal Four: Increase percent of timely guardianships and adoptions.

Services to Enhance Early Development (SEED), Public Health Nurse (PHN) Expansion (FY 2011 – 12 Budget Amount - \$360,395)

The PHNs were added to the SEED units in order to enable this integrated case management program to be provided to all children ages zero to three who are initially placed in out-of-home care. The PHNs are key members of the team working with an individual child, performing a range of duties related to medical and dental record-keeping, developmental screening medical case management, coordination of care between providers, and provision of medical consulting to the team, the courts, and medical providers. Between the start of the expansion on August 1, 2008 and May 31, 2012, four hundred and seventy-three children have been served by SEED, with 180 SEED cases currently active. Figures including June 1, 2012 to June 30, 2012 are not yet available.

For the first time since the Waiver expansion, SEED has fully staffed a total of 2.5 full time equivalent (FTE) PHN positions.

The evaluation will use Child Welfare Services/Case Management System (CWS/CMS) data to analyze outcome data in two ways:

- (1) Comparing children entering SEED in annual cohorts from 2006 to determine their similarities and differences, and trends in their child welfare outcomes.
- (2) Comparing children entering SEED after the expansion with similar children who did not receive SEED services.

Currently PER is constructing the comparison group for (2) above. In addition, the study will utilize data collected by the Center for the Vulnerable Child on the type and quantity of services received by children in the program. Extraction and analysis of the data will begin at the beginning of September 2012. This will allow at least two years to elapse after entry in to SEED for children who entered the program between August 1, 2008 and July 31, 2010, after the expansion.

Bay Area Collaborative of American Indian Resources (BACAIR) in Team Decision Making (TDMs) (FY 2011– 12 Budget Amount - \$37,500)

In September 2011, DCFS contracted with the American Indian Child Resource Center, who is the lead agency for BACAIR, to provide a representative at TDMs for families who identify as American Indian/Alaskan Native (AI/AN) or having AI/AN heritage.

The BACAIR is a collaborative of community-based organizations that work to promote culturally appropriate resources and a permanent connection for AI/AN families in the child welfare system while providing wellness, cultural support, and restoration to families at risk through collaboration, advocacy, and education. The goals of this waiver strategy are to: 1) increase the number of culturally appropriate placements for AI/AN children; 2) increase placement stability for these children; 3) increase families'

involvement in culturally appropriate services; and 4) decrease the disproportionate number of AI/AN children in foster care.

The following table lists the number of invited and attended TDMs to which a BACAIR representative was invited during this reporting period (June numbers are not yet available):

2012	Invited	Attended
January	14	7
February	13	7
March	10	7
April	6	5
May	17	13

Goal Five: Increase and develop supports for all foster care exits.

Parent Advocate (PA) Expansion (FY 2011 –12 Budget Amount - \$1,486,400)

Under the CAP funded contract with A Better Way (ABW), PAs receive training, mentorship, and coaching toward professional development in time management, business etiquette, conflict resolution, professional writing skills, transitional care planning, mental health orientation, technological/desktop skills, and cultural competency. The DCFS continued to expand the number of PAs during this reporting period from eight to ten, and increased racial/ethnic diversity of PA staffing, which included the hiring of one Spanish speaking advocate. To address the parity in benefits between ABW and subcontractor, United Advocates for Children, the program established a cycle of management meetings to address benefits parity and arranged regular visits from Human Resources to the advocates to explain variations in policies and other clarifications.

The program developed and implemented a pre-candidate series of workshops to prepare and target recruits to be considered for hire as PAs. This month long intensive workshop series replaced a year long orientation process. The program engaged four pre-candidates in this series, and hired three PAs out of the process. The PAs began the practice of initiating early phone calls to parents whose children had just been removed in order to inform them of their child's safety, engage them in responding effectively and expediently, and prepare them with as much information as possible for the TDM. The program is also embarking upon a new fatherhood engagement strategy. At the first meeting, fathers were gathered into a focus group to understand what is needed to establish a regular group for fathers and to build commitments for attendance and support. In consultation with one of the veteran PAs and father, the team is writing a proposal for moving a fatherhood engagement strategy forward.

During this reporting period, the program served a total of 72 families, enrolling 50 new families and closing cases for 27 families. The PAs attended 55 percent or 170 out of 308, of all front end TDMs (Emergency Removal and Consideration of Removal TDMs). The PAs attended 31 other TDMs to support parents currently or previously assigned to

them. PAs conducted 12 Parent Orientation meetings, and five Communicating History and Transition (CHAT) meetings.

As part of the evaluation of the PA Program, DCFS and PER implemented a new discharge survey in November 2011. The current response rate is low (33 percent). ABW is attempting to increase the response rate by offering incentives to parents who complete the discharge survey. Preliminary results from completed surveys indicate that parents are generally satisfied with their PA experience. The ABW is using a new web-based database that captures more detailed service activities.

Preliminary Parent Advocate Discharge Results

Parent Engagement Domain (n=9 out of 27)	Question 1	Question 2	Composite Score
Congruence & Sameness of experience	4.44	4.56	4.50
Concrete Services	4.11	4.44	4.28
Self Efficacy/Empowerment	4.56	4.44	4.50
Parent Decision Making	4.67	4.56	4.62
Cultural Sensitivity	4.22	4.78	4.50
Overall Satisfaction	4.56	4.78	4.67

Note: Likert scale 1-5, with 5 indicating the highest domain attainment as measured by the survey questions.

Post-Reunification Services (formerly Post-Dependency Services Package) (FY 2011– 12 Budget Amount -\$103,565)

There is a strong and collaborative relationship between program and child welfare staff. Director and staff of the post-reunification program have attended unit meetings to discuss the program, received referrals from the CWWs in the K140 unit (the FR/FM vertical case management unit) and have worked together at TDMs in offering the voluntary services. Once enrolled, the families have been consistent in meeting with staff to work toward their goals.

The primary challenge is the lack of referrals. Only two children were served by Post-reunification Services this reporting period. Post-Reunification services will initially be provided only to families served by the Vertical Case Management Unit. Evaluation of these additional services will be incorporated into the larger evaluation of the Vertical Case Management Unit and to assess whether provision of post-reunification support services reduces the time to dismissal of the FM case after the family has reunified.

Goal Six: Enhance the Safety Net for transitional age and emancipating youth.

Services for Independent Living Services Program (ILSP) Youth (includes Education Specialist, Education Mentors, and ILSP contract) FY 2011-12 Budget Amount - \$996,905)

ILSP Curriculum Redesign

The ILSP prepares foster youth for independent lives after emancipation from foster care. The ILSP services are available to all foster and probation youth age 16 and older. The contract for the provision of ILSP classes to eligible youth was increased to allow for a curriculum redesign aimed at updating the types of information to be taught, restructuring the material, and designing new modalities for delivering the information to youth, aimed at better preparing transition age youth for adulthood. The curriculum redesign is complete, and the contract curriculum specialist will train the ILSP trainers in June or July of 2012.

The evaluation team conducted three focus groups with ILSP youth, two at the North County location and one at the South County location. North County youth were much more enthusiastic about the program. While financial incentives are important to entice youth to attend, especially initially, these youth described vital personal connections with staff and a feeling that, in comparison with their foster placements, the people who cared about them and their futures were at ILSP. Connections were often formed because staff is available throughout the day, giving youth the opportunity to come in to talk about their problems outside of class time. These personal relationships provide much of the glue that binds youth to the program; one said point blank, "I wouldn't come without Mr. J." As a result, youth expressed a strong desire to live up to the high expectations ILSP staff had for them. The youth offered some suggestions for improvement, many of which were about additional material they wanted covered, including budgeting on Assembly Bill (AB) 12 funds, how to build credit, and how to use new technology in banking. In addition, they asked for less classroom format in favor of more of an "open mic" approach, and more hands-on presentation of material. Surprisingly, they expressed an interest in having longer classes because "you squish in a lot" in the current one hour and twenty minutes, and in having more weekend programs beyond the current Saturday computer program.

In comparison, South County youth were fairly disconnected from the program and program staff. They enumerated more reasons for not attending classes than for attending them and did not discuss program staff at all. They found the classes long, boring, repetitive, and "too much like school." While North County youth were open to more activities and classes on the weekend, South County youth wished that all activities were held during the week. They especially wanted computer classes, which are currently provided only at the North County location, to be accessible in South County, possibly online. This group had many comments on the delivery of material; they wanted more variety, more group work, and more board work. The South County program is provided in a community college classroom that is only open during actual class hours, and food is not permitted. If youth want a snack they must go outside. The youth wanted the opportunity to spend some time out of the classroom where they spend all their time at desks, and a location where they can eat. The South County program is very small, although roughly a third of Alameda County's ILSP-eligible foster youth are placed in South County. The evaluation team believes that, to improve the program at South County, the program needs a space to call its own that is convenient to Bay Area Rapid Transit (BART), outfitted with a few computers for working on resumes and scholarship applications, and where snacks can be provided and youth

can eat a light dinner during class, as is done in North County. In addition, the team recommends keeping open hours three days a week from approximately 2:00 p.m. until after classes end so that youth can drop in to work on the computers, consult with the trainer on future plans, talk through problems, or just “shoot the breeze” to build an emotional connection with the program. The team suggests arranging for Alameda County’s program for emancipated youth, Beyond Emancipation, to out-station a worker at South County once a month so that South County youth can form a relationship with that program. The South County program also needs a dynamic trainer with whom youth will enjoy spending time and whose approval they desire.

An end-of-the-year assessment was administered to youth to measure their retention of key material regarding banking, budgeting, housing, food and nutrition, interpersonal skills, employment, and sexual health. Results indicate generally high levels of retention. Youth scored an average of 79 percent. They scored particularly well on the employment questions; the percentage correct for the five employment questions was 93 percent, 82 percent, 89 percent, 89 percent and 93 percent. This is encouraging, as obtaining and succeeding in employment is critical in establishing an adult life and doubly critical for youth who do not have family to fall back on.

Additional plans for the evaluation include analyzing Ansell-Casey Life Skills assessments administered at the beginning and end of the ILSP school year and the youth satisfaction survey administered at the end of the school year.

A planned survey of emancipated youth failed due to lack of response.

Transitional Living Conferences (TLC), formerly Emancipation Conferences

The TLC provides foster youth approaching the age of emancipation with a formal meeting to plan for life after foster care. The TLC also introduces these youth to DCFS’s aftercare case management provider community based organizations, Beyond Emancipation. In late 2010, DCFS used waiver savings to create a new position, Lead TLC Supervisor, to coordinate and administer the program. For the period January 1, 2012 thru May 31, 2012, a total of 100 youth received a TLC. In addition, 49 Youth Advocates attended 45 TLC Meetings for 45 youth (some Youth Advocates were there to shadow the process). The TLC process continues to receive positive feedback from staff and youth.

With the January 1, 2012 implementation of AB12, the TLC program planned modifications that explained the option and benefits of remaining in care until age 21, such as the current housing options and a safety net in the form of ongoing support from a social worker to provide resources and referrals around employment, education, and wellness. The TLC program staff consulted with Youth Advocates to develop a special script for this purpose and Youth Advocates attend TLCs to explain these benefits. The challenge of the decrease in TLC facilitators (from five to three) during the previous period was resolved with the return of two facilitators bringing the total number of facilitators back to five. There is the continuous challenge of weekly cancellations of TLCs for reasons ranging from the social worker or youth forgetting that the TLC was

scheduled, doctors appointments, obligations at school for the youth, to illness or family emergencies. One of the ways the cancellation issue is being handled is for the TLC Scheduler to place reminder calls or send emails to the participants before the meeting. The social workers are encouraged to mail the TLC brochure with the TLC appointment included to the youth or they send a reminder letter.

The focus of the TLC evaluation will compare emancipation outcomes of those who received a TLC with those who did not receive a TLC in order to assess the program's effect on preparing youth for successful emancipation. The AB12 produced an additional intended outcome for TLCs: transitional age youth making an informed decision to remain in care as a non-minor dependent. As of this writing, data tracking procedures for AB12 non-minor dependents have yet to be completely worked out. At this time, there is no clear way to measure whether youth who participate in a TLC are more likely to stay in care under AB12 than those who do not participate in a TLC. As DCFS puts AB12 data collection procedures into place, the evaluation of this outcome will move forward. PER is also developing a TLC satisfaction survey to provide participant feedback about the TLC as well as measure the impact of Youth Advocate participation on TLC satisfaction.

Beyond Emancipation Education Specialist (FY 2011-12 Budget Amount - \$67,000)

From January 1, 2012 through June 20, 2012, Beyond Emancipation (BE) provided services to 186 unduplicated in-care and aftercare youth clients as follows:

- One hundred and fifty-six unduplicated clients received education advising services.
- Five unduplicated clients projected to receive education advising services 6/20 through 6/30/2012.
- Twenty-five (approximate) in-care youth received education expenses processed by the Education Specialists.

There was an increase in the number of youth receiving education support in the ILSP classes through Education Specialist "office hours" during senior classes. Education support included:

- Financial aid assistance.
- College enrollment and acceptance assistance (community college and four year college).
- GED/HS Diploma referrals.

Transcript analysis was conducted for nearly 100 current foster youth.

The number of clients served would be significantly higher if the total included all youth served. However, that larger number would consist primarily of youth already dismissed from their dependency status.

The BE is still developing capacity to collect and analyze data. Two recent developments will improve this capacity for FY 2012/2013.

- 1) In order to help distinguish between in-care and aftercare clients, Ken Shaw, CWS, has agreed to share the Social Services Agency's (SSAs) quarterly report on youth dismissed from care. The Education Specialists will review this report for their clients and enter dismissal dates into the database.
- 2) Additionally, at a recent BE Board Meeting, approval was given to hire a research consultant that will assist in improving our capacity to evaluate service delivery, impact, and outcomes.

This reporting period, BE wrote and published three education guides to benefit current and former foster youth and their service providers, mentors, and caregivers:

- ▶ *College Access Programs: A Guide for Allies of Underserved Youth.*
- ▶ *High School Diploma and GED Resources: A Guide for Transition Age Youth.*
- ▶ *Financing Your Education: A Guide for Transition Age Youth.*

On-going coordination with BE's TLC Specialists will assure effective integration of education services into SSA's aftercare planning and TLC process. Database fields were refined and added to more accurately track education services provided.

Challenges encountered this reporting period included:

- Navigating the new AB 12 landscape (*i.e.* knowing the procedures for helping youth opt-in, and figuring out the intricacies of education related payments, housing payments, etc.).
- Inconsistent ILSP attendance made consistency and follow-ups difficult for work with in-care youth Providing education support to in-care youth not actively involved in ILSP.
- Consistently tracking student goals and outcomes.

This summer, BE plans to meet with ILSP staff to discuss changes needed to make interactions with youth during ILSP classes as effective as possible as well as to increase emphasis on using coaching techniques to help youth explore and achieve their education and career goals.

The PER will focus on examining the efforts to secure pre and post education services (*i.e.* transcript analysis, Free Application for Federal Student Aid (FAFSA) application, money for books and other post-secondary education supplies). Data should be available in the third quarter of 2012.

Young Parent Opportunities (YPO) (FY 2011–12 Budget Amount -\$762,000)

The DCFS currently contracts with Brighter Beginnings and Tiburcio Vasquez Health Center (TVHC) using Waiver funds to provide services through YPO. The YPO has

three goals: 1) to move pregnant and parenting teens receiving CalWORKs toward attainment of a high school diploma or GED, (2) to improve the parenting skills, nutrition, and financial management knowledge of teen parents, and (3) to prevent child abuse and neglect. The program provides case management services, including home visits, referrals to and incentives for attending parenting, nutrition, and financial management classes, and monitoring of school progress and school completion for participants to receive bonuses from Cal-Teen Welfare to Work. From January 1 to May 31, 2012, Brighter Beginnings served 228 youth and TVHC served 149 youth.

The main implementation issues continue to be communication between the contractors and the County, and understanding of protocols/procedures. While the contractors have an excellent working relationship and productive communication with the program manager at the County, there have been continuing issues around communication with the County's employment counselors. Communication problems have centered primarily around how non-compliant clients should be managed, inconsistent handling of cases by the employment counselors, and employment counselors not notifying the contractor of changes in a client's status (sanction, closure, etc.). When contractors cannot be sure how a case will be handled by an employment counselor, it is difficult to explain the process and consequences of non-compliance to clients. Communication with employment counselors is improving.

Another challenge is getting clients to take advantage of the incentives for completing parenting, nutrition, and financial management classes. Clients may be located quite a way from the agency and are supposed to be attending school, so it is challenging to get them to come to the agency to engage in classes. Although parenting classes have been offered on site, only a few YPO clients attended enough sessions to receive the incentive payment. The incentive of \$25 for six sessions of parenting class is not an adequate inducement. In-home education can work, but it is also difficult to provide six sessions without an outside class. Even parenting classes conducted in a classroom at school did not yield a high number of YPO participants earning bonuses. This is an area that needs further problem-solving.

The evaluation will consider the following areas as compared to the previous, similar Cal-Learn program:

- YPO participants' attendance and progress in school activities.
- YPO participants' attainment of a high school diploma or GED.
- Sanctions to YPO participants due to non-participation in school.
- YPO participants' completion of parenting, nutrition, and financial management classes.
- Number of referrals for child maltreatment for children of YPO participants.

The PER will use the data already being collected by Brighter Beginnings and TVHC. Data extraction and analysis will begin in September, 2012.

*Summer Youth Employment Program (SYEP) and Year Round Employment
(FY 2011–12 Budget Amount - \$3,053,000)*

The DCFS contracted with SYEP and Youth Uprising (YU) to provide employment services to foster and at-risk probation youth. Employment experience better prepares such youth for independent adult lives. Services include providing work readiness workshops, locating and arranging employment opportunities, and paying youths' wages. In addition to being paid minimum wage for all hours worked in the program, youth were paid bonuses for attending workshops. During the school year, youth could work up to 10 hours and attend one developmental workshop per week. From January 1, 2012 through May 31, 2012, YEP served 164 youth and YU served 68 youth in the after school employment program. A contract with Oakland Private Industry Council is in place for summer 2012, when up to 950 foster and probation youth will be served.

The Summer 2011 program was significantly hampered by the timing of contracts and the poor quality of lists of eligible youth provided to the contractors, with the vast majority of the contact information incorrect. In comparison, the school year eligible lists were much better, with an error rate of perhaps 30 percent on addresses and phone numbers. In addition, many summer youth continued in the school year program. However, contracts for the school year program were finalized very late; as a consequence, YEP's program began in late November and YU's in mid-February.

While YU used many of the same employers for the school year program, YEP moved most youth to new employers. The longer duration of the program has permitted many more workshops to be offered, including topics such as anger management, food handling and safety, and customer service. The YEP offers workshops on Fridays, after which youth submit timesheets and pick up their paychecks. YEP also builds extra time into the workshops so youth can talk about issues that arise at their jobs.

The Summer 2012 program is now in early implementation. The problems with timing, contracts, and quality of lists remain. There are a number of new subcontractors this year. To make evaluation easier, a common Worksite Evaluation of Intern form has been designed and distributed, based on a 50 point scale. In addition, this year will also include an Intern's Evaluation of Worksite, to provide the youths' perspectives on their job placements.

The Summer 2011 report is now complete. The program was delivered by two contractors, YEP and YU. In addition to its employment services, YU's program requires youth to attend an equal number of hours of summer school. Evaluation results indicated that SYEP was generally successful in increasing youths' soft skills and, for YU, in supporting youth in completing summer school. The program proved especially helpful for youth whose initial soft skills evaluations were low, suggesting the program may be particularly effective for those who are least prepared to work. The contractors did not perform equally in increasing soft skills. Youth served by YEP showed statistically significant improvements in soft skills scores, while YU's youth did

not. However, 49 percent of YU youth completed summer school and 39 percent earned at least one high school credit as part of the program. The most potent predictor of high final soft skills scores and greater gains in soft skills was the number of hours worked.

Evaluation of the school year program will begin after the program ends on June 30, 2012. The 2012 iteration of the summer program will begin on July 1, 2012 and end on September 30, 2012 with data to be provided by contractors by the end of October with an analysis to follow.

*Alameda County Office of Education (ACOE) Mentors (FY 2011–12
Budget Amount -\$210,000)*

ACOE - Foster Youth Mentors (FYS) has served 84 foster youth during this report period. As of the date of this report, there are 67 active mentor cases. Overall, the number of college connections has increased. However, challenges remain maintaining consistency of service for foster youth whose placement has changed during the program year and for those who are placed in remote area of outlying counties. FYS is seeking additional funding in order to augment the current service model in order to serve more foster youth.

Outcome data will be collected and analyzed in July and August of 2012. Analysis of outcome data will be used to determine FYS's effect on academic improvement, reduction in number disciplinary issues, and reduction in truancy. Analysis is expected to occur in the Fall of 2012.

Project 1959 and Project Absent Without Leave (AWOL) - WestCoast Children's Clinic (WCC) (FY 2011-12 Budget Amount - \$310,022)

Waiver funds are being used for both of these projects to pay for services that cannot be billed to Medi-Cal because a youth does not show up or is unavailable for a face-to-face meeting with a clinician. Project 1959 is an existing program that provides placement stabilization services to youth who are in unstable placements. All Project 1959 face-to-face therapy services are billed to Early and Periodic Screening, Diagnosis and Treatment (EPSDT), while the waiver pays for no-shows. Project AWOL is a waiver funded enhancement to Project 1959 that will be provided by contractor WestCoast Children's Center. Project AWOL will provide outreach and counseling to locate and connect with youth who have run away from placement or have recently returned from an AWOL episode and are not available for face-to-face contact with WestCoast clinicians. Once youth are located and persuaded to engage in therapy, their services will be transferred to Project 1959.

Project AWOL has suffered repeated delays due to contract and data-sharing issues. While the program began briefly in mid-February and served three youth, it is on hold until the labor issues are resolved.

Due to the late start of Project AWOL, the evaluation will be descriptive, covering the experiences with and insights about the work of program, a process study of the administrative aspects of the program, and the number of AWOL days before and after youth begin receiving Project AWOL services, if the program operates for a sufficient amount of time to make that useful.

*Youth Advocate Fellows (YAF) (formerly known as Youth Advocate Panel-YAP)
(FY 2011-12 Budget Amount - \$1,125,511)*

A total of 11 YAF were employed by the end of this reporting period, with one departure in May of a veteran Youth Fellow who started a job with the Annie E Casey Foundation outside of California. In April 2012, the previous YAF director stepped down. The WCC engaged in a two month long search for a new program director that will start in mid July. The program is currently developing a proposal to extend the YAFs to three years from the current two year limit.

During this reporting period, the YAF attended 95 TDM meetings and 42 TLC. They participated in 39 DCFS projects, conducted two trainings, and participated in 24 workgroups/subcommittee meetings.

In March 2012, DCFS and WCC conducted a strategic planning meeting with the YAF and managers from both agencies to review YAF strengths and challenges after the first 12 months of operation as a fellowship program. Overall, the meeting was characterized by a spirit of teamwork and sense of community, and served as an important milestone in the work of collaboration between DCFS and WCC. This meeting produced a revised YAF mission statement, which is as follows: *The Youth Advocate Program at Westcoast Children's Clinic improves services, experiences, and outcomes for youth in foster care by including the voice and perspective of current and former foster youth. This involves direct and indirect advocacy, policy input, and training in collaboration with the Alameda County Department of Children & Family Services.*

Among the challenges identified at the meeting, some of the most notable were:

- 1) Incomplete curriculum geared to the goals and objectives of the fellowship,
- 2) Inconsistent enforcement of the disciplinary process,
- 3) Ineffective use of assessment information in identifying Fellows' strengths and weaknesses for individual development plans and workload capacity,
- 4) Inconsistent program structure.

To address these challenges, five outcome-based objectives were created and/or clarified, with plans developed for measuring internal performance.

As part of the qualitative evaluation of this strategy's impact on child welfare practice and programs, PER conducted two focus groups with YAF Fellows and four in-depth interviews with DCFS managers. The PER also conducted a small survey of workgroup

leaders to assess the substance of YAF participation in DCFS workgroups. PER is in the process of collecting TDM data and surveys to assess whether YAF participation in TDMs has an effect upon TDM satisfaction and TDM outcomes, and a similar plan for data collection is underway to assess the effect of YAF participation in TLC.

Agency Staffing and Administrative Investments

Child Welfare Staff (FY 2011–12 Budget Amount - \$4,180,000)

DCFS did meet the goal of hiring 50 new CWWs (63 new CWWs had been hired between June 2009 and March 2011); however, due to attrition, the current number of CWWs is less than the number of CWWs when the waiver started.

	Pre-Waiver	As of June 2012	Difference
Child Welfare Workers	275	265	-10
Child Welfare Supervisors	57	67	10
Search clerks	0	4	4
Totals	332	336	4

As stated in the previous waiver progress report, caseloads have decreased substantially in all program areas due to significant declines in the numbers of children entering and accelerated number of children exiting. Worker turnover has continued at fairly high levels although the attrition rate before the Waiver-funded expansion was at 30 percent. The staffing increases have had positive effects in reducing worker caseloads, allowing more time for thoughtful casework and family engagement activities, and increasing worker morale.

Evaluation efforts will focus on documenting the impacts of lower caseloads on outcomes for children, expanding family engagement and worker morale. PER has been reauthorized to conduct a workload study in Summer 2012 which will provide valuable new data on casework and caseloads for inclusion in the overall analysis of waiver effectiveness.

Research and Evaluation Consultants (FY 2011-12 Budget Amount -\$364,187)

Three FTE Management Analysts continue in their assignments in the SSA Finance Department PER Unit. The purpose of this strategy is to enable descriptive and/or outcome evaluations to be conducted for all implemented waiver strategies and to provide DCFS with the data needed to make evaluation-informed decisions on which waiver investments to maintain, increase, reduce, or eliminate.

Medi-Cal Consultant (FY 2011-12 Budget Amount -\$97,606)

There are no updates this reporting period.

PER will focus on how the determination of eligibility will be improved with the assistance of the Medi-Cal consultant. Potential quantitative analysis will entail a review of administrative records including Medi-Cal applications and rates of eligibility determination.

Eligibility Program Specialist (FY 2011-12 Budget Amount - \$190,000)

There are no updates this reporting period. An Eligibility Program Specialist was hired in order to create and maintain a standardized training manual for the DCFS eligibility workers of Alameda County. There are five areas eligibility workers must navigate in order to determine and receive funds for eligible children of Alameda County. The areas are: Foster Care, Medi-Cal, Kin-Gap, Adoption Assistance Program (AAP), and Emergency Assistance (most of or all of these funding streams are drawn down from State funds). An outline in the most recent and available draft, the Eligibility Technicians (ET) maintain the responsibility to ensure that funding and medical coverage for children in placement is not interrupted. This manual was created to help establish monitoring of information submitted by CWWs, Juvenile Probation Officer (JPO), Care Providers Foster Family Agency (FFA), Group Homes (GH), Foster Family Homes (FFH) Relatives, Legal Guardians, and Court Orders.

PER will focus on how the determination of eligibility will improve with the assistance of the program specialist and the creation implementation of the policy and procedures for the ETs. Potential quantitative analysis will entail a review of administrative records including foster care applications and rates of eligibility determination.

Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth (MISSEY) Advocates (FY 2011–12 Budget Amount -\$68,912)

As mentioned in the last progress report, two MISSEY advocates are now on board. During this reporting period, they have:

- conducted commercially sexually exploited youth trainings for staff at five different group home facilities.
- provided support groups and outreach to the youth in those group homes.
- provided training to DCFS staff, the community, and child welfare staff in surrounding counties.

Child Welfare Case Study (FY 2011–12 Budget Amount -\$73,021)

During Summer 2011, PER hired 6 recent Title IV-E Master of Social Work (MSW) graduates as Summer Research Associates with the intention of completing the workload study as described under the 'Child Welfare Staff' heading. Given the short lead time to get the study up and running, delays in labor discussions prevented the study from being implemented. Instead, PER utilized the Summer Research Associates to conduct an extensive case reading study of two cohorts of first entries to Family

Reunification services to better understand Alameda County’s recent reunification trends. The findings from this study were included as an attachment to the prior report.

Employment Counselors in Linkages Program (FY 2011–12 Budget Amount - \$640,000)

Efforts continue to expand the job responsibilities for these employment counselors. One initiative that DCFS is examining is using three counselors to assist relatives in applying for CalWORKs.

Behavioral Health Services

Screening, Stabilization, and Transition Services (STAT) Provided to Non-Medi-Cal Eligible Clients (FY 2011–12 Budget Amount -\$150,000)

There has been no change in this waiver strategy during this reporting period. The data table below shows two sets of numbers for STAT ineligible clients; those clients preliminarily identified before additional processing by Carol Brown, Medi-Cal Consultant et al.; and the finalized numbers as deemed ineligible. It typically takes one to one and a half months to provide Ms. Brown with the preliminary ineligible list to process due to the timing of the invoicing process to Behavioral Health Care Services (BHCS).

2012	Initial Number Ineligible Clients	Final Number Ineligible Clients	Ineligible Medi-Cal Costs
January	47	5	\$2,576.07
February	62	5	\$3,977.64
March	51	4	\$2,889.27
April	17	3	\$1,766.97
May	44	pending*	pending
June	64	pending	pending

*preliminary amounts, additional processing in progress

Mobile Response Team (MRT) (FY 2011-12 Budget Amount - \$85,000)

The MRT will have served an estimated total of 51 children during this reporting period. Of these children served, many had multiple crisis episodes. A consistent challenge of MRT continues to be the unpredictability of client contact in order to sufficiently staff the program effectively.

Data matching from Alameda County Behavioral Health Care (ACBHC) is projected to occur in July and August of 2012. MRT, ACBHC and Child Welfare data will be matched to determine MRT’s effect on placement stability. Analysis is expected to occur in the Fall of 2012.

CASA (Court Appointed Special Advocates of Alameda) Program (FY 2011–12 Budget Amount - \$403,838)

CASA have served 225 foster youth and recruited 62 new volunteers during this reporting period. CASA has established a new service initiative, Youth Speak! This initiative trains and supports CASA youth and volunteers in public speaking and recruitment enrichment activities with the intent of promoting positive effect of the CASA program. CASA has also established a MOU with the “Be A Mentor” program to recruit and screen advocates for the CASA program. To date, CASA has conducted recruitment activities in over 20 community organizations including the Berkeley Lions Club, Latino Business Roundtable, Valley Community Church, and the Oakland Business College.

The CASA recruitment effort has had a relatively slow start due to locating and hiring appropriate staff. Evaluation of the recruitment effort will occur in the fall of 2012.

School Resource Officer (FY 2011-12 Budget Amount - \$135,000)

In October 2011, DCFS utilized waiver funding to provide a School Resource Officer employed by the Alameda County Sheriff’s Department to work at a site in the San Lorenzo School District. This officer conducts proactive police work and patrol areas adjacent to schools before school, during lunch breaks, and after school. Additionally, they assist site administrators with investigations, and assist in suspected child abuse reporting. The officer conducts educational programs to youth and families designed to prevent drug abuse and violence among school youth.

Additions to County Counsel (FY 2011–12 Budget Amount - \$1,488,080)

There are no updates for this reporting period.

The evaluation of additional staff attorneys will focus on qualitative assessment and process measures. Qualitative evaluation may include structured interviews, and/or focus groups with county counsel staff, DCFS CWWs, and court officers. Examples of process measures would be the trends in court hearings with county counsel representation, the number of continuances, and the number of hearings where court decisions match DCFS recommendations.

Discretionary Fund (FY 2011–12 Budget Amount -\$1,500,000)

In fiscal year 2011-2012, DCFS has spent about \$500,000 providing a variety of goods and services to nearly 540 families. The top five categories for this reporting period are the same as the last reporting period: 1) furniture; 2) housing move-in costs; 3) clothing; 4) other (orthodontia fees, eyeglasses, U visa fees, bicycle for a minor, etc.); and 5) baby furniture and supplies.

Nearly 42 percent or about \$231,000 has been spent on families who have been in the ER or FM programs, which is considered in front end of the child welfare system in Alameda County. This fact is a significant indicator that being able to have quick access to flexible funding and using that money to provide basic goods and services to families helps preserve them. It is a well known fact that housing in the Bay Area can be costly. It is not uncommon for a family of four to pay \$5,000 (security deposit, first and last month's rent) just to move to a new home. Virtually none of our families can afford that cost, so being able to access discretionary funds has helped many a CWW to secure newer, safer housing for our families.

Alameda Probation

Strategies to reduce the number of out-of-home placements remain in effect and are being expanded. Staffing levels have been restored and new programs established. A reorganization of staff is being implemented which has been beneficial in energizing many units within the department, including placement and family preservation. Title IV-E waiver dollars are being used to expand services and not solely for the maintenance of staff.

Screening for Out-of-Home Services (SOS)

The goal to utilize a review and approval process to reduce the number of out-of-home placement recommendations is targeted by the strategy of utilizing a Screening Committee. SOS is a MDT comprised of medical, mental health, education, social services and probation experts who meet Tuesday and Thursday to screen all youth considered for an out-of-home placement recommendation. SOS discusses the best recommendation for the youth after discussing the needs, strengths, services previously provided, resources currently available and the availability of these support areas within the local community. The number of out-of-home placement recommendations made by probation has consistently decreased. In the current reporting period, 75 out-of-home placement recommendations were requested by staff with 64 approved/recommended post SOS. SOS is beginning to track the placement orders made by the Court, in order to better compare SOS recommendations with final placement orders. SOS continues to utilize new alternatives to detention, such as the Evening Reporting Centers, and increased support services, such as Justice Works, to provide high levels of services to ensure youth remain successfully in their home. The SOS team is funded by waiver funds.

Collaborative Court

The Collaborative Court has continued to focus on alternative dispositions to out-of-home placement for youth with mental health concerns. Two DPOs serve a caseload of 25-50 youth. Close monitoring of specialized service participation and managing of input by clinicians are some of the intensive supervision services provided by this unit. Collaborative Court remains to be effective in treating youth in the least restrictive environment and renders services to a very difficult population that would otherwise be

removed from the home and placed in foster care. During this reporting period, Collaborative Court has received the support of three interns from Alameda County Probation's Volunteer in Probation Program, increasing the capacity of Collaborative Court to serve at-risk youth. These interns work as case aides, visit school sites to obtain attendance records, gather information for Multi-Disciplinary Hearings, visit with Collaborative Court minors who may be in-custody (acting as a support system during the detainment), assist with any clerical duties as they may relate to the submission of document for filing with the Court, and other activities as needed by the Probation Officer. Additionally, the interns attend the Court Hearings.

Family Preservation Unit (FPU)

The goal to reduce out-of-home placements is targeted by the strategy to increase youth served by the FPU. FPU has continued to provide services to maintain the youth in the home by providing Multi-Systemic-Therapy Services (MST). A total of 35 youth have received Medi-Cal services. Of these 35, thirty-three have full-scope Medi-Cal, two do not have full-scope Medi-Cal which means their services have been paid by Mental Health Services Act dollars. MST continues to be successful in interventions with high-needs youth and their families. During this reporting period, 55 percent of youth served by MST have avoided placement in residential facilities.

Eight DPOs and one Unit Supervisor comprise the FPU and are funded by waiver funds. Each Deputy carries a caseload of 20-25 juveniles and refers youth and their families to services provided by community-based organizations. Justice Works provides support for FPU in the way of case management. Their Violation Initiative Program utilizes Short-term Therapeutic Outreach to prevent removal from the home. During this reporting period, Justice Works has served 44 youth supervised by FPU. Of these 44 youth, 39 have avoided placement in residential facilities. In conjunction with the SOS committee, 60 FPU requests were made pre-SOS. Post SOS, 50 recommendations were made for FM services via FPU.

Transition Center

The Transition Center has a full time Unit Supervisor assigned as a member of the Transition Team. The Unit Supervisor, in partnership with the point of contact school administrator, works to achieve a supportive case plan. Initially, the case plan supports the goal of stabilizing the juvenile by securing an appropriate community re-entry environment matching risk level of minors post released from Juvenile Justice Center and case managers of five community based organizations funded under the City of Oakland's "Measure Y". Medical staff, Juvenile Hall school educators, mental health professionals, and case managers are available at the Transition Center. In addition to these services, the Unit Supervisor and one DPO coordinate the services of the Evening Reporting Centers which are an alternative to detention.

Additional Aligned Non-Funded Activities

- a. Collection of data on out-of-home placement recommendations is ongoing with the Placement database and SOS database.
- b. Communication between the bench officers and probation regarding treatment in the least restrictive environments and other alternatives to detention continues. Wraparound services continue and the county is planning for expansion.
- c. Needs and risk assessment tools and a graduated sanction grid are being developed. The Evening Reporting Center network has been expanded. The increased development and use of evidence-based intervention services, in conjunction with improved interviewing, cognitive behavioral interventions, family focused treatment, substance abuse/mental health counseling, and TDM approaches continue to be successful. These strategies are due to the waiver.

Probation continues to be successful in maintaining waiver goals, despite reduced staffing levels, by implementing the following:

- Implementing MDTs at critical decision points.
- Utilizing a validated risk/needs assessment tool Youth Level of Service/Case Management Inventory (YLS/CMI).
- Working with community-based organizations and improving community-based services.
- Expanding Probation's partnership with Justice Works, to shorten placement times, assist FPU in preventing removal, and provide increased aftercare support and services to returning youth.
- Adding additional referral options for probation staff and the expansion to the Delinquency Prevention Network, through Case Managers funded through "Measure Y" and Oakland School staff.
- Developing alternatives to detention, such as the Evening Reporting Centers.
- Strengthening non-custody supervision.
- Collaborative Court, SOS, and Family Preservation continue to be viable means to avoid removing youth from their homes.

Probation faces the following challenges and operational issues:

- Probation has fallen behind on data entry into CWS/CMS, due to staff changes and shortages.
- Training is scheduled to ensure Probation staff know how to use CWS/CMS and staff is continuing to work on getting up to date information into CWS/CMS.

B. LOCAL EVALUATION EFFORTS, IMPACTS, OUTCOMES AND TRENDS

Alameda DCFS

As detailed above in planned evaluations for individual strategies, significant efforts have been underway during this reporting period to understand the impacts and efficacy of strategies implemented by DCFS under the waiver. As many strategies were implemented in Project Years 2 and 3, the county is just now approaching the time when it will become possible to pull early data for a first cohort year of clients with a full twelve months to track outcomes of interest.

In addition to evaluations of individual waiver strategies, PER continues to provide the monthly Waiver Dashboard reports and quarterly Progress Reports to DCFS management on aggregate data trends that detail Alameda County's performance on its five year outcome goals:

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

During this reporting period, PER staff provided DCFS management with a report on the practice shift of serving more children and families in-home "Using a ratio of Pre-Placement FM to Family Reunification as a performance measure for the Title IV-E Waiver counties."

The following data trends are based data extracted from the CWS/CMS Dynamic Report System – Key Outcomes Presentation Tool, based on the CWS/CMS 2012 Extract¹ for 2007 – 2011 (April 1, 2007 to April 1, 2012 for point-in-time data), except as noted.

Youth placed in out-of-home care:

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

- Between the baseline period (4/1/07) and the most recent reporting period (4/1/12), there was a 37.2 percent reduction in the number of children in child welfare supervised foster care in Alameda County, from 2,557 to 1,515 children.

¹ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Williams, D., Simon, V., Hamilton, D., Lou, C., Peng, C., Moore, M., King, B., Henry, C., & Nuttbrock, A. (2012). *Child Welfare Services Reports for California*. Retrieved 1/8/2012, from University of California at Berkeley Center for Social Services Research website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Placement in least restrictive settings

DCFS has been successful in its efforts to increase the percentage of children/youth placed in least restrictive settings. Between the baseline period (4/1/07) and the most recent reporting period (4/1/12):

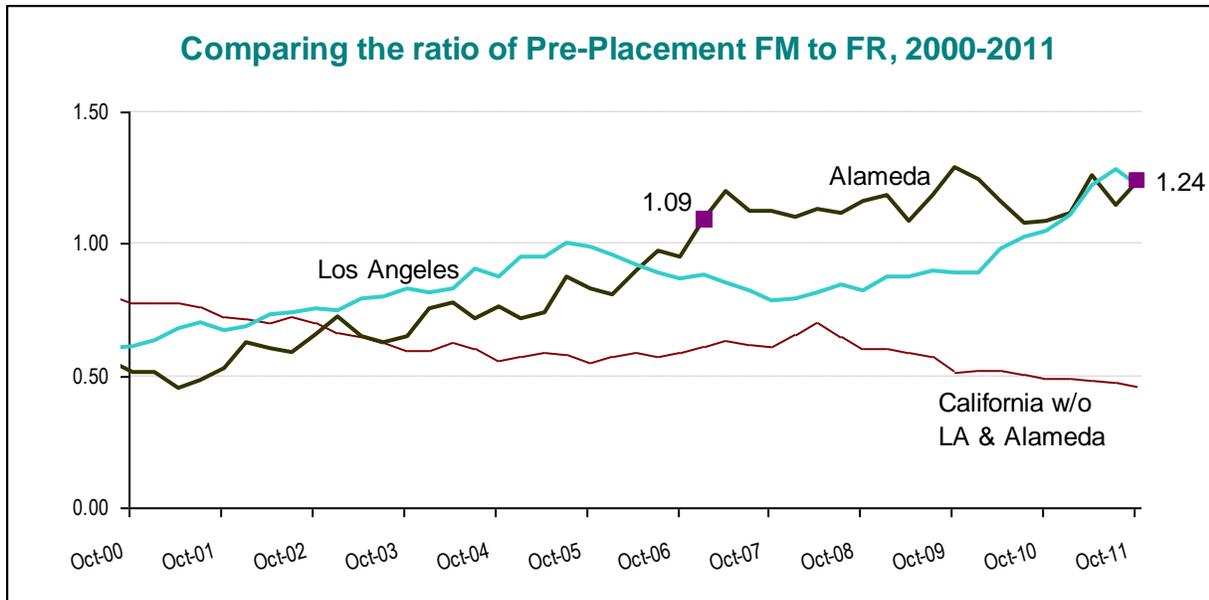
- There was a 13 percent increase in the percentage of youth placed with relatives, from 33.5 percent to 37.8 percent.
- There was a 35.2 percent decrease in the percentage of youth placed in congregate care, from 13.2 percent to 8.7 percent.

Caseload and Service Component

Between the baseline period (April 1, 2007) and the most recent reporting period (April 1, 2012)

Caseload and Service Component	Decrease	Increase	Represents
Number of youth with Family Maintenance services			
Number of children served in Pre-placement Family Maintenance		2.5%	Increase from 15.2% to 15.6%
Children being served in Family Maintenance overall		31.8%	Increase from 23.1% to 27.8%

Further, in a FM-FR ratio measure developed by Thomas Clancy of Alameda County's PER, a pronounced shift in the ratio of cases served by Pre-placement FM and Family Reunification since the waiver baseline period is evident. This is an even more sensitive measure of the shift to serve more youth in-home as it excludes cases in ER and Permanent Youth Connections, focusing more specifically on the proportion of new cases served in-home as opposed to out-of-home. Between the baseline measure on January 1, 2007 (the mid-point of the year prior to the start of the waiver) and the October 1, 2011, Alameda County's ratio of Pre-placement FM to Family Reunification cases further increased from 1.09 to 1.24.



Entries

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

- Between the baseline period (4/1/06-3/31/07) and the most recent reporting period (4/1/11-3/31/12), there was a 37.4 percent decline in the number of children who entered foster care for eight or more days, from 853 to 534 youth.

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

- Between the baseline period (7/1/06-6/30/07) and the most recent reporting period (using the 12-month period of 4/1/11-3/31/12), there was a 36.8 percent decline in the number of children who entered foster care for the first time for eight or more days, from 627 to 396 youth (See Appendix A.i. Alameda County Year 5, Q3 Progress Report).

First Placement Type

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

Between the baseline period (7/1/06-6/30/07) and the current reporting period (using the 12-month period of 5/1/11-4/30/12) (See Appendix A:iii. Alameda County Waiver December 2011 Dashboard):

- The number of children placed with a relative as a first placement increased by 46.3 percent, from 123 youth to 180 youth.

- Further, as a proportion of all new entries, first placements with a relative have increased by 142.1 percent, from 15.2 percent of all first placements to 36.8 percent of all first placements.

Successful Reunification

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

Between the baseline period (4/1/06-3/31/07) and the most recent reporting period (4/1/10-3/31/11) the percentage of youth reentering foster care within 12 months of reunification following a placement episode of eight or more days decreased by 26.1 percent from 18.4 percent to 13.6 percent.

Timeliness of Permanence through Adoption or Guardianship

Between the baseline period (7/1/06-6/30/07) and the current reporting period (using the 12-month period of 4/1/11-3/31/12) (See Appendix A.i. Alameda County Year 5, Q3 Progress Report).

- The percentage of youth in the exit cohort exiting to adoption within 24 months increased by 10.0 percent, from 33.9 percent to 37.3 percent.
- The percentage of youth in the exit cohort exiting to guardianship (all types) within 24 months decreased by 21.2 percent, from 48.2 percent to 38.0 percent

Timely Reunification

The waiver goal adopted for timely reunification was revised on June 28, 2011 at the monthly Waiver Executive Team meeting. The new reunification goal is patterned after the federal entry cohort reunification measure (C1.3), however, while the federal measure reports on a six month entry cohort, we have opted to track based on a 12 month cohort to: 1) reduce some of the variation that is seen between six month periods, 2) to be consistent with how we track successful reunification (12 month cohorts), and 3) to enable us to track performance for each of the remaining years of the waiver. The new goal was based data on available on the UCB website, using the June 2012 Quarter 1 extract.

After reviewing the data trend since the baseline year prior to the implementation of the waiver, which shows a decline in reunifications within 12 months for youth entering care for the first time (from 45.1 percent to 33.2 percent), the most recent 12 month cohort was selected as the baseline in order to determine a meaningful and feasible goal for the remainder of the waiver period.

- 2009 Baseline: Of youth who entered Alameda County foster care for the first time in 2009, thirty-three percent exited to reunification within 12 months.
- New goal: The revised reunification goal based on this 2009 entry cohort is 38 percent.

Between the new baseline period (2009) and the most current reporting period for this measure (4/1/10-3/31/11), there was a 14.5 percent increase in the percentage of children exiting foster care to reunification within 12 months of first entry, from 33.2 percent to 38.0 percent (See Appendix A:i. Alameda County Year 5, Q3 Progress Report).

ENTRIES

Between the baseline period (4/6/06 – 3/31/07) and the most recent reporting period (4/1/11 – 3/31/12).

Entries	Decrease	Increase	Represents
Number of children who entered foster care for 8 or more days	37.4% (from 853 to 534 youth)		Reduction in the number of youth entering out-of-home care
Number of children who entered foster care for the first time for 8 or more days	36.8% (from 627 to 396 youth)		Reduction in the number of youth entering out-of-home care for the first time

FIRST PLACEMENT TYPE

Between the baseline period (7/1/06-6/30/07) and the current reporting period (using the 12 month period of 5/1/11 – 4/30/12).

First Placement Type	Decrease	Increase	Represents
Number of children placed with a relative as a first placement (placement episodes of 8 or more days)		46.3% (from 123 to 180 youth)	Reduction in number of youth entering out-of-home care
Proportion of all new entries, first placements with a relative		142.1% (from 15.2% of all first placements to 36.8% of all first placements)	

SUCCESSFUL REUNIFICATION

Between the baseline period (4/1/06 – 3/31/07) and the most recent reporting period (4/1/10 – 3/31-11)

Successful Reunification	Decrease	Increase
Youth reentering foster care within 12 months of reunification following a placement episode of 8 or more days	26.1% (from 18.4% to 13.6%)	

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

TIMELINESS OF PERMANENCE THROUGH ADOPTION OR GUARDIANSHIP

Between the baseline period (7/1/06 – 6/30/07) and the current reporting period (using the 12 month period of 4/1/11 – 3/31/12)

Timeliness of Permanence through Adoption or Guardianship	Decrease	Increase
Percentage of youth in the exit cohort exiting to adoption within 24 months		10% (from 33.9% to 37.3%)
Percentage of youth in the exit cohort exiting to guardianship (all types) within 24 months	21.2% (from 48.2% to 38.0%)	

Alameda County Probation

Probation continues to expand and streamline its data collection and reporting capabilities, to better monitor the effectiveness of interventions. In October 2010, Probation Record Information System Managements (PRISM) was implemented to replace the old JUVIS system, and currently CWS/CMS is being populated by probation staff along with the Placement Database designed by probation. Interfaces between various databases are being pursued. The SOS database now tracks the court ordered decision for additional comparison. Probation continues to work with community providers to increase the reporting capabilities on the outcomes of youth served by these agencies.

During January 1, 2012 through June 30, 2012, Probation data for the SOS effort demonstrated the following successful results with 210 youth screened:

Placement	Pre SOS – Initial Recommendation by Probation Officer	Post SOS – Actual Recommendation by Deputy Probation Officer
Out-of Home	75	64
In-County Camp Program	34	25
Field Supervision in the Community	15	46
Family Preservation*	60	50
Probation without Wardship		4
State Division of Juvenile Justice	5	0
Undecided	21	21

C. CHALLENGES AND BARRIERS

For this reporting period, Alameda County has not reported any challenges or barriers to the project.

D. PLANNED ACTIVITIES FOR THE NEXT REPORTING PERIOD

Over the next six months, DCFS plans to continue the evaluation efforts of the waiver strategies. Evaluation reports expected to be completed next reporting period include:

- Workload
- Vertical Case Management (staffing)
- Discretionary Fund
- Enhanced Kinship Support
- Public Health Nurse Expansion (Services to Enhance Early Development)
- Voluntary Diversion
- Young Parent Opportunity
- Childcare
- Youth Fellow Board
- Voluntary Diversion
- Mobile Response Team
- Alameda County Office of Education and Beyond Emancipation Education Specialist

During the next reporting period, Probation plans to:

- explore the possibility of expanding the SOS process to include family prior to any out-of-home placements and possibly prior to a placement recommendation.
- review Interfaces between the SOS database, Placement database, Transportation database, and PRISM, and JCMS (the Juvenile Court Database) in order to gain more statistical information on youth placed out of home.
- train all Juvenile Services Staff on the SOS process and the resources available through SOS, FPU, and Collaborative Court.

Los Angeles County

A. COUNTY IMPLEMENTATION ACTIVITIES

Los Angeles Department of Children and Family Services (DCFS)

During the last six months of CAP Year Five (January 1, 2012 through June 30, 2012), Los Angeles DCFS continued its focus on multiple core strategies, including the Point of Engagement (POE) approach to strength-based practice and community partnering, Structured Decision Making (SDM), Team Decision Making (TDM), Concurrent Planning and the Permanency Partners Program (P3). Information on specific waiver funded strategies utilized during this period is as follows:

Updated Activities for January 1, 2012 through June 30, 2012

Expansion of Family TDM Conferences (FY 2011-12 Budget Amount - \$2,500,000)

As previously reported, DCFS expanded the use of TDM conferences to meet the needs of youth at high risk of aging out of care without permanency through the use of Permanency Planning Conferences (PPC). PPCs continue to be held for youth ages 12 and older in group home care or in foster care two years or longer with no identified permanency resources. When the population of youth 0-12 years of age in group homes began to increase, PPCs were scheduled for this target population of younger youth. On December 1, 2011, the County Director implemented policy that a PPC must take place once every four months for children ages 0-12 placed in a group home and that youth under the age of eight may not be placed in a group home without his approval. Accordingly, a group home placement request for a child age 12 or younger submitted to the Director must document a proactive discussion with the child's team; exploration and/or utilization of other intensive community-based services; consultation with the Coordinated Services Action Team (CSAT); as well as approval by the Regional Administrator; the Office of the Medical Director and Resource Management Division leadership. Additionally, PPCs are to be conducted for youth 0-12 who have been in a group home for four months or more and every four months afterward until the youth is moved to a lower level of care. Between January 1, 2012 and May 31, 2012, two hundred and one youth received a PPC. Outcomes for these 201 youth include:

Placement Plan Recommendations	Number of Youth	Percentage of Youth
Transition to a family-based setting, including home of parent, relative placement, placement with a non-relative extended family member, legal guardianship or adoption	53	26.43%
Transition to a lower level of care, including lower Rate Classification Level (RCL) group home setting, Foster Family Home, Foster Family Agency (FFA), Intensive Treatment Foster Care (ITFC) or D-Rate Foster Home	10 (5%
Maintenance in current level of care	120	60%
Termination of jurisdiction or emancipation	2	1%
Transition to a Regional Center placement	2	1%
Transition to a higher level of care	11	5.4%
Transition to Extended Foster Care	1	.05%
AWOL	2	1%

Focused Family Finding and Engagement (FFE) through Specialized Permanency Units at Three Regional Offices (FY 2011-12 Budget Amount - \$2,100,000)

Youth Permanency (YP) Units established during the first two years of the CAP continue to operate in three DCFS regional offices. These units serve the most challenging youth identified as high need, who may have the following characteristics: no or limited family connections, multiple recent replacements, heavy substance abuse, recent psychiatric hospitalization, and repeat runaways. YP Unit social workers continue to receive training and support that assist in connecting or reconnecting youth to siblings, parents, extended family members and adult mentors. Focused efforts also foster stability and permanency for these youth. Between January 1, 2012 and May 31, 2012, the three YP Units served 204 youth with the following outcomes:

YP Unit Outcomes between January 1, 2012 and May 31, 2012	Number of Youth (204 Total)	Percentage of Youth
Home of Parent	5	2.5%
Moving towards Adoption	13	6.4%
Adoption	1	0.4%
Legal Guardianship	11	5.4%
Moving towards Legal Guardianship	23	11.3%
Replacement from high-level residential group home care to a reduced level of care	18	8.31%
Emancipation with connections	31	15.2%
Increased connectedness with new or increased contact with extended family members, siblings or other committed adults	59	28.9%
No change in status and continue to receive specialized services in a YP Unit	43	21.2%

In reviewing the outcomes achieved by the YP Units, it is important to understand that youth served in these units are those identified as having the highest needs and those for whom finding connections and permanency is the most challenging. Although achieving connections without legal permanency is not the ideal, YP Unit CWSs report

seeing vast improvements in the emotional and behavioral health of these youth after they become connected to family or other important others.

Up-Front Assessments (UFA) on High-Risk Cases for Domestic Violence, Substance Abuse and Mental Health Issues (FY 2011-12 Budget Amount - \$10,100,000)

To reduce unnecessary entries and reentries into foster care and assist parents in accessing services necessary for timelier reunification, DCFS, via contracted community-based Family Preservation (FP) providers, continued to provide UFA of high risk referrals involving mental health, substance abuse and/or domestic violence. Providers participate in TDM conferences and provide quicker linkage to Alternative Response Services (ARS) and FP Services, allowing an increased number of children to remain safely with their families.

Between January 1, 2012 and May 31, 2012, two thousand and twenty-six families with 5,225 children received UFAs during referral investigations:

- Of the 2,026 families, 10.1 percent were referred for ARS and 14.5 percent were referred for FP services.
- Of the 5,225 children whose families were served, 716 (13.7 percent) children were promoted to a case and received the following services:

Case Services	Number	Percent
Voluntary Family Maintenance (VFM)	370	51.6%
Family Maintenance (FM)	186	26.0%
Voluntary Family Reunification (VFR)	29	4.1%
Family Reunification (FR)	131	18.3%

Prevention Initiative Demonstration Project (PIDP) (FY 2011-12 Budget Amount - \$1,250,000)

PIDP began its fourth year in Fiscal Year (FY) 2011-2012, continuing to provide preventative services to primary, secondary, and tertiary populations through innovative and diverse strategies. Each lead contracted agency developed its own array of services, but is expected to meet contract deliverables by addressing three over-arching goal areas: increasing economic opportunities, decreasing social isolation, and increasing access to community-based resources.

While PIDP was initially a 12-month project in FY 2008-2009, DCFS subsequently obtained an additional four months of local funds for the lead agencies and DCFS regional partners to fully develop and implement their prevention strategies. In FYs 2009-2010 and 2010-2011, CAP funding continued to be utilized to support the program. While the third year of PIDP saw a deepening of the PIDP strategies into the respective communities and increased engagement with the regional DCFS offices, there was a planned reduction in budget from \$5 million to \$2.5 million. This resulted in

PIDP agency staffing reductions; however, many of the agencies were able to leverage other funding and in-kind sources to address loss of funding. In the fourth year plan for FY 2011-2012, the budget for PIDP was originally reduced from \$2.5 million to \$1.25 million. On December 13, 2011, the Los Angeles County Board of Supervisors approved the Department's request to increase funding for FY 2011-2012 by an additional \$1.25 million (\$2.5 million total) and extended the term of the eight PIDP contracts for the bridge period starting July 1, 2012 to June 30, 2013. In addition, the Director was provided delegated authority, if necessary, to execute an optional six month period from July 1, 2013 through December 31, 2013.

Youth Development Services (YDS) (FY 2011-12 Budget Amount - \$2,454,000)

During CAP Year Five, the DCFS YDS Division continued to provide cash assistance to ILP-eligible youth. Waiver funds were utilized for this purpose due to the suspension of the Emancipated Foster Youth Stipend (EYS). This assistance is designed to aid transition age youth with educational and vocational expenses, including: tuition, books and supplies, exam fees, high school graduation expenses, high school graduation diplomas, general educational development (GED) incentives, travel and miscellaneous expenses (e.g., bus passes, airline tickets, parking). Also, waiver funds were allocated to redirect an equal amount of Chafee funds for the YDS Individualized Transition Skills Program contract to support each eligible youth's self-sufficient plans by providing direct funds for housing assistance, employment, job training, clothes, transportation, and education assistance.

Time Limited Family Reunification (TLFR) (FY 2011-12 Budget Amount - \$784,000)

To enhance the availability of alcohol and drug assessment treatment services for DCFS families who are eligible for TLFR services, DCFS increased the current Departmental Services Order (DSO) with the Department of Public Health (DPH) by 32 percent. The intent of these services is to connect DCFS families with children placed in out of home care for 15 months or less and a family reunification service component with timely, intensive and responsive substance services in order to facilitate reunification.

Since the increase in the DSO with DPH, there has been a 20 percent increase in the number of referrals for TLFR services. The number of completed assessments increased nine percent and client treatment services increased eight percent.

Adoption Promotion and Support Services (APSS) (FY 2011-12 Budget Amount - \$320,000)

Restoring the ten percent funding cuts to APSS is no longer included as a waiver strategy. Due to the length of the contract amendment process, it was determined that there was not sufficient time for the waiver funds to be spent by the providers this fiscal year. It was determined that the waiver funds could not be carried over to the next fiscal

year without adversely impacting the timeframes for the FY 2012-13 contract extension request.

*Child Abuse and Neglect Prevention, Intervention and Treatment Program (CAPIT)
(FY 2011-12 Budget Amount - \$515,000)*

DCFS initially increased funding by ten percent to 58 CAPIT contracts; with the plan to increase funding to 22 of these contracts in FY 2012-13, by an additional ten percent. The CAPIT agencies will first expend AB 1773 funding that is received from the State before they utilize the additional waiver funding. This increase in funding will increase at-risk families' access to community-based mental health and prevention-based services. Since CAPIT is billed after services are received, DCFS is currently not able to report outcomes related to the increase in CAPIT funding.

Hubs (FY 2011-12 Budget Amount - \$ 982,000)

The countywide Medical Hub Program is a partnership with DCFS, Department of Mental Health (DMH) and the Department of Health Services (DHS) to create better outcomes for children and families by providing expert medical examinations, forensic evaluations and mental health screenings.

The eight temporary Children's Social Workers (CSWs) began at the Medical Hubs on May 2, 2012 and DCFS is in the process of interviewing for the seven temporary Public Health Nurses (PHNs). Obtaining a pool large enough to select qualified PHN candidates willing to accept a temporary position has been difficult because several of the candidates have permanent jobs and declined temporary job offers.

Expanded Public Health Nurses (FY 2011-12 Budget Amount - \$1,891,000)

The mission of the PHN Program within DCFS is to promote health, safety, and well-being; prevent disease, and facilitate the provision of health care services for children and families served by DCFS.

The interview process has begun for the 20 temporary PHNs and the appointed five Acting PHN Supervisors to be co-located in DCFS regional offices. The PHN candidates have not been selected because obtaining a pool large enough to select qualified PHN candidates willing to accept a temporary position has been difficult because several of the candidates have permanent jobs and declined temporary job offers. The final selection of the five Acting PHNs is pending the PHN positions being filled.

Parents in Partnership (PIP)(FY 2011-12 Budget Amount - \$330,000)

PIP is a collaborative effort initiated in 2006 between DCFS and contracted parents who were formerly involved with DCFS and successfully reunified with their children. PIP was implemented to bring about system change to help facilitate timely reunification and

permanency through education, support, positive role modeling, and mentoring of DCFS involved parents by contract Parent Partners. The program was initially funded by the Annie E. Casey Foundation, but the funding stopped on December 31, 2011 due to a shifting in the Foundation's priorities.

This initiative will extend the current contract with parent partners to expand PIP services by rolling out parent partners to all regional offices. Currently, DCFS is implementing PIP in two new regional offices. PIP recruitment efforts for these two offices and other regional offices occurred and the newly hired PIPs have begun the PIP Training Academy. Recruitment is underway for all Regional Offices for a second Training Academy. The second Training Academy is scheduled for the beginning of September 2012.

Emergency Response (ER) Caseload (FY 2011-12 Budget Amount - \$1,919,000)

This initiative extended the services of 57 temporary CSWs currently assisting with the closure of ER referrals that have remained open over 60 days to one year each. Of the original 57 temporary CSWs hired, 28 remain. This expansion was originally approved until April 30, 2012, but has been extended until June 30, 2013. As of June 8, 2012, temporary CSWs have helped closed 4,646 referrals.

In-House Legal Services (FY 2011-12 Budget Amount - \$1,200,000)

The priority seeks to expand the current DSO with County Counsel to provide an additional 12 attorneys to the six existing attorneys co-located in regional offices to provide legal consultation. The attorneys will support the Department by providing consultation for the following matters: processing warrant requests and use of warrants; case specific issues; preparing CSWs to testify in Dependency Court; preparing trial documents; processing adoption documents; and training DCFS staff in all areas of dependency law, including new legislation. The out-stationed attorneys completed training the week of April 23, 2012 and reported to their respective offices.

Coaching and Mentoring (FY 2011-12 Budget Amount - \$145,000)

This initiative augments coaching and mentoring deliverables provided to CSWs, Supervising Children's Social Workers (SCSW) and agency partners based on the DCFS Core Practice Model to enhance skill development in strengths needs practice, engagement and teaming.

Project Screening and Assessment for Family Engagement (SAFE) (FY 2011-12 Budget Amount - \$70,000)

Project SAFE seeks to strengthen the screening and assessment process for better identification of the needs of clients' substance use disorders and provide timely access to treatment. The Project SAFE pilot is an interdepartmental project between DCFS and DPH with focus on an assessment to determine the existence or non-existence of a

parent or primary caregiver's Substance Use Disorder (SUD). When a parent or primary caregiver is referred for an assessment, a local SUD expert at a Community Assessment Services Center (CASC) will assess the client and if necessary, connect the client to a treatment provider. After the assessment, the CASC will provide the CSW with an assessment report and drug test results. The report will identify whether or not the parent or primary caregiver has a SUD, identify the specific treatment needs and connect the client to the treatment provider.

On April 2, 2012, Project SAFE was implemented in two DCFS offices and through June 11, 2012, one hundred and forty four clients were screened using the UNCOPE (Used, Neglected, Cut Down, Objected, Preoccupied, and Emotional) Addiction Screening Instrument with the following results:

Screening Results	Number of Clients
Subsequently referred for an assessment	80
Remain as an active investigation	64
Referrals were closed with a disposition of Unfounded or Inconclusive	39
Petitions filed	23
<ul style="list-style-type: none"> 16 receiving pre-disposition FR services 1 receiving pre-disposition FM services 6 receiving pre-disposition FM/FR services 	
Receiving VFM services	5
Receiving VFR services	1
Receiving FM/FR services	9
Open case at the time the referral was generated	1

Enhanced Specialized Foster Care with DMH (FY 2011-12 Budget Amount - \$340,000)

The Enhanced Specialized Foster Care project includes youth who are DCFS dependents and who had a new 241.1 referral ordered in delinquency or dependency court. These cases are referred to a MDT made up of staff from DCFS, Probation, DMH, and education consultants. The MDT is responsible for preparing a joint assessment and making recommendations to the Court regarding the appropriate legal status for the youth and for creating an appropriate case/service plan. This initiative expanded the Memorandum of Understanding (MOU) with DMH to hire five temporary Psychiatric Social Workers II (PSWs), allowing the better alignment with the DCFS Core Practice model. The five PSWs have been hired gradually with the fifth PSW reporting on July 2, 2012. Our agencies are working together to identify the most important data to collect.

Upfront Permanency Partners Program (P3) (FY 2011-12 Budget Amount - \$10,100,000)

In February 2010, the P3 program began a small Upfront P3 pilot in the Compton office to study the impact of Family Finding and Engagement (FFE) to identify family connections as early as possible. In September 2010, Health and Human Services

awarded the Department a five-year federal demonstration grant focused on strategies that help children achieve timely permanence. Building on the work of the P3 Upfront pilot, the Department was able to expand Upfront P3 to three offices in October 2011.

DCFS continued to expand the P3 programs to provide upfront family finding and engagement in all DCFS regional offices by hiring 15 additional P3 workers (CSW III) and two SCSWs. All P3 CSWs and SCSWs have been hired with the exception of one CSW. There have been two sessions of a two-day P3 training for newly hired P3 CSWs and SCSWs and an additional session will be held once the remaining P3 CSW is hired.

The criteria for newly detained children to receive upfront FFE services are as follows:

- Parent's whereabouts are unknown and no relatives have been identified for placement at the time of detention.
- Parent's location is known, but the parent is unable/unwilling to provide the names or addresses of any possible relative resources.
- Parent has provided possible relative resources but they have not been able to be located.
- Parent has identified relative resources but the relatives have been previously ruled out by the Department.

From January 1, 2012 to May 31, 2012, one hundred and twenty six children who did not have relative resources at the time of screening for the program are now placed in the following placement types:

- 100 children in foster care
- 10 children in relative homes
- 8 children in group homes
- 7 children in home of parent (four of which DCFS case closed)
- 1 child is absent without leave (AWOL)

Countywide Foster Youth Education Project

The initiative expands the First Supervisorial District Education Pilot Program by 20 CSW IIIs (four CSWs per supervisorial district) to be co-located in schools in each Supervisorial District. Additionally, DCFS is working with the Children Youth and Family Collaborative to secure school based academic remediation services for the youth participating in this program. Increasing the number of designated CSWs, clerical support and academic support will allow DCFS to collaborate with additional schools throughout the County in implementing this program. With this funding, an estimated 400 additional youth and families will be provided with intensive education services and support.

Additional Strategies

In addition to these specific CAP initiatives, DCFS has continued to utilize additional strategies to improve outcomes for children and families during CAP Year Five. These include:

Child Safety Enhancements

As detailed in our four previous progress reports, DCFS furthered its efforts to enhance and strengthen its focus on child safety through several widespread efforts. As reported, these efforts, originally overseen by the Emergency Response (ER) Redesign Workgroup, included updating computer systems, improving computerized management oversight, and enhancing ER training. Efforts also included working with the State for authority to extend the closure of referrals from 30 to 60 days, reallocating staff resources, and, safely reducing ER referrals. Staff reallocation involved redeployment of non-case carrying staff, temporary reassignment of program staff to ER line operations, and hiring temporary ER social workers.

To strengthen the Department's social work practice and as part of the Katie A. Settlement Agreement, the Department implemented the Quality Service Review (QSR) Process in June 2010. To date, QSRs have been held in 17 regional offices. By December 15, 2012, DCFS will successfully complete Phase III QSR baseline reviews in all 18 regional offices and a final baseline report will be issued. DCFS developed a QSR for the Child Protection Hotline (CPH) and ER to determine needed service improvement in both programs. Once the hotline and ER tools are completed, formal QSR reviews will be conducted on a small sample of referrals concurrent to the QSR Reviews on continuing service cases. DCFS will integrate the recommendations from the QSR into policy, procedure and practice.

On February 19, 2012, the Compton Coaching Pilot and In-depth Coaching began in the Compton office with six units of CSWs, DMH co-located staff and 15 contract providers with plans to subsequently roll-out to the rest of DCFS. At least three days a week, external coaches will be at the Compton, modeling effective engagement, teaming and assessment approaches with staff, families, and partners. Activities will include coaches accompanying supervisors in the field for home calls, shadowing individual supervisors when conducting group case conferencing, and modeling of team formation and facilitation.

To evaluate the effectiveness of child safety enhancements, DCFS monitors the following key ER activities and benchmarks: timely disposition of allegations and conclusion of referrals, and timely use of SDM for safety and risk assessments. DCFS continues to monitor timely response and timely social work. Per the University of California at Berkeley (UCB) Center for Social Services Research as of June 29, 2012, the rate of timely social work visits increased by 5.5 percent from 89.8 percent to 94.7 percent between the Baseline Period (July 1, 2006 – June 30, 2007) and Q1 2012. In

addition, between Q2 2007 and Q2 2012, the timely response for Immediate Response Investigations increased 1.4 percent from 97.3 percent to 98.7 percent.

- *Intensive Treatment Foster Care (ITFC)*

The DCFS ITFC Program, which provides intensive in-home services for children and youth ages 6–17 with serious emotional and behavioral problems in the community, continues to achieve success. ITFC is a trauma-informed program using Trauma Focused-Cognitive Behavioral Therapy as the preferred treatment intervention overseen by the DMH and California Institute for Mental Health (CIMH). It allows for placement of one severely emotionally disturbed youth in each specially trained foster home under the supervision of a Foster Family Agency (FFA) team that provides 24/7 access to crisis intervention and support. The team includes a program administrator, in-home support counselor, case managing social worker and therapist. A second option offered under the ITFC Program is Multi-Dimensional Treatment Foster Care (MTFC). MTFC is available for DCFS youth ages 12-17 who are in a group home, or children ages 6-11 who meet the eligibility requirements for an rate classification level (RCL) 9 facility or higher, and who have an identified caregiver who would provide a permanent home were it not for the child's severe problem behaviors. Well documented MTFC outcomes include positive changes in regards to child safety, placement permanence, and well-being. The current ITFC target population is expanding to include eligible non-minor dependents seeking extended foster care in an ITFC home under the auspices of Assembly Bill (AB) 12. At this time, seven ITFC providers have been approved to work with these non minor dependents.

DCFS has maintained ITFC contracts with 12 FFAs, four of which also offer the MTFC model.

- By June 20, 2012, DCFS had 80 certified homes.
- Since ITFC was instituted in May 2008, one hundred and ninety-two youth have entered and received intensive services with 40 youth entering in the last six months.
- Of the youth exiting ITFC, 57 percent have transitioned to a lower level of care. Of those transferring to a lower level of care, 61 percent reunified with parents, adoptive parents or legal guardians.

The recruitment, certification and maintenance of committed foster families willing to work with this target population remains a significant challenge in Los Angeles. The last waiver report noted that the DCFS mandate that all foster parents must be dually certified as foster and adoptive homes was a barrier to the certification of ITFC homes. DCFS asked the Los Angeles County Board of Supervisors to waive this requirement for ITFC foster homes. Unfortunately, this was not approved. In February 2012, DCFS and DMH ITFC staff and providers held the first ITFC Foster Parent Recognition and

Training Event. Existing ITFC foster parents brought others who might be interested in becoming ITFC foster parents.

DCFS' Placement and Recruitment Unit is assisting the ITFC program with community outreach, public service announcements, novelties, and mailings to publicize the need for foster homes dedicated to working with high needs youth. The first outreach mailer was sent in March of 2012 and was followed with a new social media presence on Facebook and audio and visual public service announcements on the Pandora music site. The Placement and Recruitment Unit has also included specific information on the ITFC program at all foster parent orientations. Since March 2012, nearly 650 families have expressed interest in becoming ITFC foster parents and are going through the basic screening, ITFC orientation and training process for certification.

- *Residentially Based Services (RBS) Demonstration Project*

AB 1453 allows a multi-year pilot demonstration project to transform the State's long-term congregate group home care into a system of RBS programs seeking to reduce the length of placement time in group care and improve permanency outcomes. Currently, San Bernardino, Sacramento, San Francisco and Los Angeles Counties participate in the RBS reform initiative.

As of May 31, 2012:

- Eighty-seven children were actively receiving RBS residential and community services in Los Angeles County.
- Fifty of the 87 children received RBS residential services and the remaining 37 children received services in the community.

Between January 1, 2012 and May 31, 2012, seventeen new children who were either placed in a group home or were at risk of such placement were enrolled in RBS.

- Nineteen children receiving RBS residential services were transitioned back to the community.

To support project evaluation and oversight, Los Angeles County completed the RBS County Annual Report (CAR) in April 2012 (see Appendix B:i.). The annual report was prepared to evaluate client outcomes, involvement, and satisfaction; county and provider use of the program, and costs and their impact on Aid to Families with Dependent Children-Foster Care (AFDC-FC). An analysis of the annual report of the four implemented sites was presented at the May 31, 2012 Fiscal Essentials for Children's Services Forum (Assessing the Financial Risks and Realities of RBS). In addition, Casey Family Programs continues to fund an independent evaluation of the project.

Los Angeles County Probation

Waiver Funded Strategies/Initiatives – Probation Department

Enhanced Cross-Systems Case Assessment and Case Planning (CSA) (FY 2011-12 Budget Amount - \$139,700)

Los Angeles Probation created CSA in conjunction with DMH and input from the group home provider community to ensure that youth's risks and needs are identified through a joint assessment prior to placement. CSA was developed to provide a comprehensive method of assessing all youth with a new suitable placement order, with the goal of providing sufficient information for the DPO and group home provider to develop an individualized case plan for each youth. The original design which included three DPOs and three Mental Health Clinicians, revised Departmental policy to reduce the Juvenile Hall population by placing youth more appropriately. However, the need to shift staffing resources to other mandated functions within the Department decreased the ability to retain youth to complete the CSA process and led to the expansion and greater utilization of Placement Assessment Centers (PAC).

Changes to the CSA Initiative began to take effect as Probation submitted a Request for Information (RFI) to all group home providers in an effort to expand PACs to add more beds. Unfortunately, the RFI process did not coincide with the loss of some key members of the CSA unit due to other priority assignments within the Department. However, with the decrease in the CSA unit staffing, Probation has re-allocated the funding for the reduction of two DMH clinicians into expanding contracts for Functional Family Therapy (FFT) and Multi-systemic Therapy (MST) which are leveraged with Early Periodic Screening, Diagnosis and Treatment (EPSDT) funding.

Newly placed youth assigned to one of the two PACs located at Rancho San Antonio and Boy's Republic group homes spend 30-45 days receiving extensive educational, psycho-social, substance abuse and criminogenic risk assessments facilitated by Licensed Clinical Social Workers. This allows the provider to establish trust with the youth and engage the family to participate in the assessment and case planning process that is not possible if the CSA was conducted in Juvenile Hall. Both group home providers and Residential-based Supervision Case Managers/DPOs report that they receive more comprehensive information from the PAC assessment which allows them to develop a meaningful and individualized case plan.

Probation decreased the number of CSAs and ensured that newly placed youth receive the benefits of the expanded PAC assessment process. Beginning in May 2012, Probation expanded the number of PCA beds by two more group home providers with ten beds each, ten of which were for females, bringing the capacity for PACs to 80 beds. Probation aims to use the PACs to ensure that between 70-80 percent of all placement youth receive this quality assessment. Probation believes that more time to conduct a comprehensive assessment will result in better outcomes for placement youth. While the PACs were not created as a waiver initiative, the expansion of the

PACs will further assist Probation in realizing the goals of increased child safety, increased and timelier exits to permanency and increased placement stability. During this review period, 247 of the 744 youth that received a new Suitable Placement Order were sent to PACs. Of those 247 youth, 187 received the complete PAC assessment. The youth that did not receive a completed assessment AWOL'd from the facility or were detained. Probation is working with the courts to ensure that youth are not ordered to specific programs, making them eligible to go to a PAC. Approximately 25 percent of youth with a new Suitable Placement Order receive a PAC assessment because a majority of youth are still ordered to specific placements by bench officers.

Expansion of Functional Family Therapy (FFT), Functional Family Probation (FFP) and Multi-Systemic Therapy (MST) (FY 2011-12 Budget Amount - \$2,343,270)

Under the CAP, Probation implemented FFT and MST, two evidence-based programs designed to treat youth and families. Initially, 15 DPOs were trained in FFT and 14 DPOs were trained in FFP. As a direct result of the reduction in out-of-home placements and based on the growing need to expand services to youth transitioning home as well as prevent youth from entering foster care, the Department was able to convert nine additional DPOs from Residential-based Supervision to FFP Supervision. This strategic expansion of the FFP supervision model has ensured that more youth leaving congregate care will be provided with strength-based, intensive supervision occurring in the home. Prior to the start of the CAP, youth ordered home on probation visited their DPO once a month in a Probation area office. These DPOs typically carry upwards of 100 cases as opposed to the 20 cases that are carried by FFP DPOs who provide supervision in the home.

During this reporting period, 232 youth and their families received FFT services; 44 youth graduated the program and 47 were dis-enrolled prior to completion. Eighty three youth and their families received FFP supervision; three youth completed the program and six youth were dis-enrolled. Twenty-six youth and their families received MST services; three youth graduated the program and 12 were dis-enrolled

Through an MOU with DMH, Probation has amended existing contracts with community-based partners by \$350,000 to increase capacity for FFT and MST in specific service planning areas throughout the county beginning July 1, 2012.

In addition to expanding service capacity for FFT and MST, Probation is seeking to add four additional FFP DPOs to increase capacity and to ensure successful transition and linkages to appropriate treatments for Probation youth. Probation has recruited and made offers to staff to fill these positions. Due to other departmental priorities, such as AB 109 – Probation Realignment, there is not movement of staff within the department unless staff is filling a critical need.

Prospective Authorization and Utilization Review (PAUR) Unit (FY 2011-12 Budget Amount – \$423,000)

Probation has established the PAUR unit to assist in matching youth and families with appropriate services. This unit improves consistency in service utilization, as referrals to services are pre-approved based on whether a youth and family meet the specified focus of service. The PAUR unit handles referrals for Family Preservation, FFT, FFP, MST, and processes referrals for youth who are considered at-risk of entering out-of-home care. The PAUR unit also oversees referrals for those youth transitioning from Placement back to the community and ensures that these programs are operating at full capacity. Each case is systematically reviewed to determine if the service provided addresses the youth's risks and needs as identified through assessments, the Probation Case Management System (PCMS), Court orders and Conditions of Probation. The PAUR unit has processed 832 referrals during this reporting period.

241.1 WIC Dual Supervision Countywide Expansion

Probation, in collaboration with Superior Court (Juvenile Presiding Judge), DCFS, DMH and other stakeholders is implementing the enhanced Dual Status Project as part of the Crossover Youth Initiative. This initiative is currently expanding countywide. This project includes pre and post adjudication MDT meetings, involving partner agencies, education, parent/guardian, youth and community-based organizations, enhanced assessment and enhanced cross systems case management.

Probation has set aside reinvestment funds to expand the current operational unity by ten DPOs and one Supervising Deputy Probation Officer (SDPO) to address the requirements of the enhanced Dual Status model and related protocols. Additional staffing is needed for fidelity to the Dual Status model, to continue the project's MDT approach, support collaborative efforts to prevent youth from crossing over from dependency to delinquency and best serve the interest of the youth.

Probation has recruited and hired all of the designated staff for this effort. However, due to other departmental priorities, such as AB 109 – Probation Realignment and a freeze on staff movement, these staff has not been moved.

Countywide Foster Youth Project

Probation and DCFS are working together to expand the First Supervisorial District Education Program, which was established in September 2008, by Los Angeles County Supervisor Gloria Molina. The goal of the Countywide Foster Youth Project is to increase graduation rates by identifying an educational advocate for each foster youth, improving academic performance through the use of educational case plans and data gathering, and encouraging student retention in the K-12 school system. Probation will utilize waiver funds to pilot this program for probation youth in all Supervisorial Districts (countywide) by contracting with community partners to hire Remediation Counselors.

This Statement of Work is being finalized and the target date for implementation is September 2012.

Expansion of Mental Health Aftercare Service

Probation is developing an MOU with DMH to increase contracted allocations to group homes that provide youth transitioning from congregate care with aftercare services in the community. These services assist in providing a continuum of care and ensure linkages are made once the youth transitions home. This strategy will improve permanency and decrease of reentries into out-of-home care. Referrals for these services will be processed by the PAUR unit and the target date for implementation is September 2012.

Expansion of Placement Permanency & Quality Assurance Group Home Monitoring Unit

The Placement Permanency Quality Assurance Unit currently has four group home Monitors who are required to conduct compliance reviews on 24 agencies in 59 sites. The Group Home Monitors also investigate any allegation of non-compliance to the County contract as well as any allegation of maltreatment or child endangerment occurring at any of the Probation Group Homes. Given the volume of high-priority responsibilities, Probation will expand this unit by two DPOs and four Program Analysts. This will ensure that allegations of maltreatment are investigated in a timelier manner and that youth are placed in safe and stable care. Probation has hired the four Program Analysts, who are in the process of clearing the background investigation process. Probation has recruited and made offers to staff to fill the two DPO positions. As mentioned above, there is not movement of staff within the department unless staff is filling a critical need.

Probation Case Management System (PCMS) Enhancements and Data Interface

The following PCMS enhancements and Data Interface initiatives are not directly tied to one or more of the waiver outcomes, but funding would assist in meeting the goals of multiple outcomes as less time will be spent on dual-entry and more accurate information will allow Probation officers to spend more time on case management activities.

PCMS Interface with CWS/CMS – (FY 2011-12 Budget Amount - \$250,000)

Probation will use waiver funds to hire an Information Technology Support Services Master Agreement (ITSSMA) contractor to build an interface between CWS/CMS and PCMS. Valuable case management information and data are currently being manually entered by Placement DPOs into both PCMS and CWS/CMS, as mandated by the State. In an effort to avoid this dual entry, Probation is seeking to build an electronic interface that will pull information from CWS/CMS and enter it into PCMS. Preliminary planning for this initiative is

underway and Probation is working with the County's Internal Services Bureau (ISB) and the State to move forward with this interface.

*PCMS Interface with Department of Social Services LEADER – (FY 2011-12
Budget Amount – \$150,000)*

Probation will use Waiver funds to hire an ITSSMA contractor who can support the building of a PCMS interface with the Department of Public Social Services (DPSS) Data Sharing for Medi-Cal Pre-Release (required by the State of California through Senate Bill (SB) 1469 and DPSS Data Sharing for Grand Jury Reporting (required by the State of California through SB 1147) regarding minors in Probation custody for over 30 days. This will also support information sharing with DCFS. The Probation Information Systems Bureau does not currently have enough staff to support this endeavor. An ITSSMA contractor is critical to help identify interface requirements from source systems; create, extract, transfer, and load solutions; communicate effectively with internal and vendor developers and other technical resources to create interface programs; and test and troubleshoot interface issues. The Data Interface will assist all departments in ensuring compliance. The interface will support the Department by notifying DPSS when youth are returned home from placement triggering reinstatement of Medi-Cal benefits which will prevent a lapse in aftercare services. Preliminary planning for this initiative is underway and Probation is working with ISB and DPSS to move forward with this interface.

PCMS Enhancements for the Placement Module

Probation will use waiver funds to offset the cost of PCMS enhancements, support and maintenance related to placement services. PCMS is a large and complex system that provides intensive juvenile field case management functionality, including investigation, supervision, placement, and various special units. With additional funding, modifications to the system can be made to better support the case management needs of placement minors. These enhancements are part of a long list of updates that are being made to PCMS and Probation is working with ISB to ensure that these improvements are implemented in the near future.

Expansion of Substance Abuse Services

Probation has developed and finalized a MOU with DPH to use existing contracted agencies to provide community-based services to youth identified with substance abuse risk factors. The availability and utilization of these services will provide judicial officers with community-based alternatives for substance abuse violations resulting in less detentions and out-of-home removals. The PAUR unit began receiving referrals for these services in June 2012.

Youth Development Services (YDS)

Chaffee/Foster Care Independence Act funds (federal and state dollars) are used to fund YDS transition age youth between ages 16 and 21. Probation will use waiver funds to redirect an equal amount of Chafee funds for the YDS Individualized Transition Skills Program contract. This will afford funds to provide Independent Living Program (ILP) supportive services to the age 16-21 eligible Transition Age Youth (TAY) population and support each youth's self-sufficiency plans by providing direct funds for housing assistance, employment, job training, clothes, transportation, and education assistance. Probation will pursue a MOU and a DSO with Community Senior Services (CSS) to provide full-time employment opportunities for at least 100-125 Probation TAY youths. This will assist TAY youth with successful transition back into the community by obtaining employment. Probation is in the process of finalizing the MOU with DCFS.

Expenditure Listing

Appendix B:ii. Listing of County Waiver Investments for Project Year 5, provides the budgeted amounts for FY 2010-2011 strategies/initiatives as well as actual expenditures for the first quarters of FY 2011-2012 for DCFS and Probation.

B. IMPACTS, OUTCOMES, AND TRENDS

Los Angeles County

Both departments continue to report their demonstrated success under the waiver. Some of this success is reflected in the Baseline to CAP Year Five outcome data provided in Appendix B:ii. with regard to DCFS entries and exits into care, and Probation's reduction in numbers of youth and length of stay in out-of-home care. In addition to these quantitative departmental outcomes, CSWs and DPOs share stories of successes with individual youth and families.

Los Angeles County DCFS

DCFS staff who conduct PPCs and manage YP Unit caseloads, relate success in connecting and reconnecting youth with family and finding permanency for youth who have lived in group home care or congregate care for extended periods of time (see Appendix B:iv.). Staff managing the UFA program confirms the ability to more quickly and accurately identify and obtain services for families with substance abuse, domestic violence and mental health issues. It is believed that this expedited assessment and connection to services has allowed an increased number of parents to reunify more quickly with their children.

As described above and in previous progress reports, the Year Two PIDP evaluation found that prevention strategies for DCFS families were highly effective and families involved with PIDP expressed "significant improvement in quality of life indicators."

Los Angeles County Probation

Probation has seen a steady reduction in the number of youth and length of stay in congregate care since the CAP implementation. Although this downward trend began prior to the CAP, Probation's CAP initiatives have been instrumental in realizing caseload reductions. The total number of youth placed out-of-home has dropped significantly since the beginning of the CAP, from 1,684 in July 2007 to 961 as reported through March 2012. During the reporting period the number dropped from 997 to 961. The average length of stay in congregate care has decreased from approximately 12 months at the beginning of the CAP to approximately 10 months (see Appendix B:v.).

Probation has targeted youth transitioning home from congregate care or at risk of entering out-of-home care. While it is not possible to determine direct causation between the CAP initiatives and the rapid rate of decline in the total number of youth in congregate care or the decline in average length of stay, Probation has made great strides in these areas. Youth who exit placement with FFT, stay an average of six months while those youth who do not receive services stay in out-of-home care an average of ten months. The PAUR unit is diverting youth from placement in lieu of remaining in the community with intensive services, such as FFT, FFP, MST, Wraparound or Family Preservation.

This continuum of care did not exist for Probation youth prior to the CAP. The CSA and PACs allow Probation to assess youth prior to placement and to assist the DPOs in gathering information on the youth and family for case planning purposes. Once the youth is prepared to transition back to the community, he/she is referred for services through the PAUR unit and matched with the most appropriate community-based services. Research clearly shows that youth have better outcomes at home. Probation has targeted community-based, in-home services in an attempt to improve outcomes for youth and families. Due to the increased availability of interventions created under the CAP for at-risk youth, Probation has started to experience an organizational shift by becoming more treatment focused in the way that they intervene in the lives of the youth and families that are served.

C. CHALLENGES AND BARRIERS

Although Los Angeles DCFS and Probation have seen success through the CAP, there have been challenges as well, including those around fiscal claiming and reporting mandates. The Departments have also contended with the methodology for the apportionment of reinvestment funds. DCFS and Probation continue to meet on a monthly basis with the County's Chief Executive Office (CEO) and will continue addressing fiscal issues.

During CAP Year Five, a substantial challenge for the departments remained in planning for the use of additional reinvestment funds. It was a challenge to plan the enhanced and expanded initiatives and move forward with additional innovative strategies due to the uncertain fiscal environment. As indicated in the previous

progress reports, the Departments had planned to make investments into new or expanded initiatives during CAP Years Three and Four. However, State budget uncertainties and the impact of the 32 percent group home rate increase retroactive to December 14, 2009 impeded this effort. The Departments were forced to utilize reinvestment funds to cover this unexpected and significant increase in group home costs. The Court decision to increase the rate paid to licensed foster parents, effective May 1, 2011, and the impending results of FFA rate increase lawsuit, added to the fiscal planning challenges.

Receipt of the State planning augmentation on June 24, 2011 in the amount of \$14.2 million provided vital funding and allowed the planning and utilizing of reinvestment funds to move forward. On December 13, 2011, the departments received approval from the County Board of Supervisors to implement enhanced and expanded waiver strategies. It should be noted that challenges to reinvest funds into these strategies continued to be of concern with the countywide budget as well as existing contracting and hiring requirements.

An additional continuing challenge for DCFS over CAP Year Five has involved departmental leadership changes; four individuals oversaw the Child Welfare Department as Director, Interim Director and Acting Director between December 2010 and December 2011, with a permanent Director being appointed in February 2012. Transitions related to the CAP have been relatively smooth. Transitions require educating and updating new participants and integrating their perspectives into planning.

Operational Issues – DCFS is expected to spend all the waiver allocation funds including the FY 08-09 unspent carryover funds. DCFS did not receive additional federal funding for the group home rate increase nor State or Federal funding for the foster family home rate increases. These increased costs were covered with existing waiver allocation and unspent reinvestment funds.

Los Angeles County Probation

New California Legislation has caused Probation to account for changes to policies and practices. AB 109 and the release of parolees to the jurisdiction of county Probation departments will require shifting resources to address growing public safety concerns. Due to countywide budget constraints, Probation has not been allowed to hire new staff to supervise these parolees and have been asked to use existing staff from other operations. As a result, some of the staff working on the CAP initiatives have been reassigned to fulfill the obligations of the AB 109 which has significantly impacted operations.

California's Fostering Connections to Success Act (AB 12/212) has affected future CAP planning as Probation strategizes to implement this extension of foster care benefits to 18 and 19 year olds. Probation has identified staff to carry out the new duties outlined in AB 12/212. Due to ongoing budgetary constraints and lack of fiscal policy regarding

claiming, Probation will not immediately be able to hire new staff for this effort. Probation reports that they will use existing staff to carry out the new requirements for those youth who opt into extended Foster Care. However, Probation is working with DCFS, Board Deputies and the CEO to identify potential administration funds to hire new staff to meet the needs of the Probation Department.

Dual entry into CWS/CMS and PCMS continues to be a workload impact. In October 1, 2010, Probation began entering data elements into CWS/CMS for National Youth in Transition Database (NYTD), National Data Archive on Child Abuse and Neglect (NCANDS) and Adoption and Foster Care Analysis and Reporting System (AFCARS). Probation's policy requires staff to also use PCMS to document mandated requirements for delinquency. While CWS/CMS allows Probation more access to records and reports for foster youth, it requires dual entry by Probation Officers, which minimizes time available for case management activities provided to youth and families.

Probation has received no additional funding for this mandate. As a result, Probation has been forced to roll out implementation, additional training and technical support using existing resources. Due to this strain on resources, full utilization of CWS/CMS as a case management system for Probation has been slowed.

Operational Issues – DCFS is expected to spend all the waiver allocation funds including the FY 08-09 unspent carryover funds. DCFS did not receive additional federal funding for the group home rate increase nor State or Federal funding for the foster family home rate increases. These increased costs were covered with existing waiver allocation and unspent reinvestment funds.

Local Evaluation Efforts

The Departments evaluate CAP implementation through comparison of baseline and current data related to exits, entries, placements, etc. as well as data provided through the UCB Center for Social Services Research. In order to evaluate the impact of specific CAP activities on targeted outcomes, DCFS monitors activities in relation to the overall goals of the CAP. For example, decreasing the number of youth in out-of-home care and congregate care reduces DCFS assistance costs, allowing DCFS to utilize these funds to reinvest in more program improvements.

A significant portion of DCFS reinvestment dollars have been budgeted and expended on UFAs through contracted FP agencies. DCFS, in conjunction with Casey Family Programs, is evaluating DCFS FP services, including UFAs. Currently, the FP evaluation Executive Summary and tables are being reviewed by the research team and has yet to be finalized. The evaluation team initially examined FP, FM (placement prevention), and FP Reunification Services. UFA and ARS will be examined. The evaluation asked five overarching questions: (1) Who is being served by different kinds of FP Services? (2) What kinds of services are being provided by which agencies and in which DCFS offices? (3) What does it cost to provide these services? (4) What kinds of

family outcomes are being achieved? and, (5) What refinements need to be made in services and performance measurement?

As part of a larger effort to integrate the ongoing use of outcome data into child welfare practice, DCFS has developed a Data Partnership effort with staff throughout the Department, Casey Family Programs, consultants from the Western Pacific Implementation Center (WPIC) and the National Resource Center on Data and Technology. DCFS Stat (Screening, Stabilization and Transition Program), implemented in November 2011, allows staff and managers in each of the Department's offices, as well as centralized program staff, to assess key departmental measures by providing root cause analyses, exploring key underlying factors, and defining strengths and needs on a regular basis.

As previously stated, Probation recently completed an evaluation of FFT for the Los Angeles County Board of Supervisors and is working with Casey Family Programs to complete a more comprehensive baseline analysis of FFT, FFP and MST. This evaluation analyzes demographic information and recidivism rates for all youth served by Probation Placement to Community Transition Services since the beginning of the CAP. For purposes of the analysis, recidivism was measured as any new arrest or violation petition that was sustained and resulted in a disposition for removal to an out-of-home placement such as group home, camp, or Division of Juvenile Justice (DJJ). The two groups of FFT presented in the study were represented by aftercare and prevention. The aftercare population consisted of youth that reunified in the community upon release from group home care. The prevention population consisted of youth at imminent risk of removal to out-of-home care absent effective preventative services.

Of the 504 youth who received FFT as an aftercare services, 289 graduated. Of those who graduated, only 16 percent had a Probation violation or arrest resulting in a sustained petition. Of the 123 youth who received FFT as a preventative intervention to out-of-home placement, 51 graduated. Of those who graduated, only ten percent had a Probation violation or arrest resulting in a sustained petition.

Probation is working with Casey Family Programs to analyze FFT, FFP, and MST data from the start of the CAP and is completing a more comprehensive evaluation on the implementation and efficacy of these evidence-based practices as well as the outcomes achieved for youth.

Fiscal Management and Reinvestment Planning

Attached are the listings of actual services and expenditure amounts that have been claimed to Program Codes (PC) 701 (DCFS) and 702 (Probation) during the rating period (see Appendix B:ii. and B:iv.). Also attached are the allocation expenditures for Probation (Appendix B:vi.) and DCFS (Appendix B:ii.). The use of reinvestment savings for both Departments during the current project year is provided in Appendix B:ii. previously referenced in the Project Status Section. As indicated in the Challenges Section above, the County was prevented from expending additional CAP reinvestment

dollars beyond the funding of second sequence activities during his rating period due to fiscal uncertainty.

DCFS

It is important to note that the costs claimed to PC 701 reflect only a small fraction of the use of waiver funds. The activities claimed to PC 701 reflect specific activities that were separately approved by the Board of Supervisors after the approval of the initial CAP Plan Budget. The initial CAP Plan Budget included a total shift of \$106 million in assistance funds included in the capped allocation to the administrative budget over the five years of the CAP. These funds were shifted based on projected reductions in assistance costs that have materialized. An additional \$10.2 million in FY 2009-2010, an additional \$7.2 million in FY 2010-2011 and an additional \$5.8 million in FY 2011-2012 were shifted from the assistance budget to the administrative budget based on further actual assistance cost reductions. This makes a total of \$129.2 million in CAP funds that have been redirected from assistance costs to child welfare services costs. This has enabled DCFS to maintain and enhance pre-CAP services consistent with the goals of the CAP.

Probation

In June 2011, Probation hired a Financial Specialist dedicated to oversee the Title IV-E Waiver Administrative claims for Probation. Based on technical assistance and guidance provided by CDSS and DCFS, Probation revised applicable claims and claiming practices to reflect appropriate program pin codes. Existing staff were eligible to claim administrative activities for FFT and FFP to PC 702. However, the administrative claims continued to use existing PC rather than claiming to PC 702 which was developed for the Waiver to capture flexible funding expenditures. Additionally, as Child Welfare Services Outcome Improve Project (CWSOIP) funding is included in the State Allocation for the CAP, and the Department's existing claims exceed the Administrative CAP, the CWSOIP was expended for the Administrative claim and upon receipt of the revenue was separated into a trust account to be utilized for CWSOIP activities. Again, based on technical assistance, the claiming of CWSOIP is now coded to pin code 703 and subject to the Federal, State and County allocation percentages upon entry into County Expense Claim.

Planned Activities for the July 1, 2012 – December 31, 2012 Reporting Period

DCFS

On December 13, 2011, DCFS and Probation received approval of enhanced and expanded CAP strategies by the Board of Supervisors. DCFS will continue to utilize strategies designed to enhance child safety, reduce timelines to permanency, reduce reliance on out-of-home care, and enhance child well-being. In addition, the Department will use strategies to enhance self-sufficiency.

Due to concerns with safety outcome rates and increased rates of reentry, the Department targeted the majority of its reinvestment funds to improve safety. With a focus on outcomes, during the bridge period of the CAP, DCFS will continue to utilize the strategies discussed in the Project Status section of this report that are designed to enhance child safety, reduce timelines to permanency, reduce reliance on out-of-home care, and enhance child well-being and self-sufficiency.

Probation

Probation will continue to expand and enhance the existing strategies to target youth transitioning from out-of-home care and those at-risk of entering out-of-home care while implementing several new initiatives.

FFT Externship – Probation has entered into a contract with the California Institute of Mental Health (CIMH) to establish an FFT externship site in Los Angeles County. This will provide three FFT training sequences per year to serve ten Probation youth and their families in each sequence. Benefits of therapy provided in connection with an FFT externship training program include: provision of FFT evidence-based practice for youth on Probation, lower cost of therapy per youth, and capacity to support local training for County providers including Probation’s FFT and FFP programs with corresponding savings on out-of-state travel that otherwise would be required for Probation’s current FFT site supervisors.

The Departments received the State’s planning augmentation on June 24, 2011 and did not receive approval from the County Board of Supervisors until January 2012 to spend the \$14.2 million. Probation began to move forward with the strategies outlined above for Project Year Five. Due to ongoing budget constraints and Probation realignment, some of the allocated funds were not spent in Year Five. These unspent funds will be carried over to the bridge year and Probation will move forward with the implementation of these initiatives.

EVALUATION STATUS

The CDSS has contracted with San Jose State University Research Foundation to conduct an independent, third party evaluation for the Title IV-E Child Welfare Waiver Demonstration CAP. The primary purpose of the CAP evaluation is to determine whether and how changes in the funding structure for foster care (i.e., eliminating eligibility restrictions, and capping the dollar amount in exchange for spending flexibility) will impact the functioning of county child welfare systems and relevant Probation systems. The secondary purpose of the evaluation is to assess outcomes for dependent and delinquent children and their families before and during implementation of the CAP. The CAP evaluation consists of a process study, fiscal study, and an outcome study and uses an interrupted-time series design to assess for change over time.

This section describes activities for the first six months of CAP Year Five and covers the period between January 1, 2012 and June 30, 2012. The evaluation activities over this period were focused on the continuation of data collection and data analyses.

Activities Completed

PROCESS STUDY

The evaluators conducted site visits in Alameda County (AC) and Los Angeles County (LAC) with the DCFS and with the Probation Departments (PD) during this reporting period. The site visits concluded the data collection process of focus groups and interviews prior to the completion of the final report. All of the focus groups and interviews were conducted over the months of March and April 2012.

Table 1 displays the types of focus groups and number of participants for each department. Table 2 displays the number of interview participants by department for each site visit. The protocol developed by the evaluation staff and used to guide the data collection during the focus groups and interviews is shown in Appendix C.

Table 1: Focus Groups by Department

Department	Site Visit Date	Focus Group	Number of Participants
ACDCFS	March-April 2012	Child Welfare Workers (1 group)	6
		Supervising Child Welfare Workers (1 group)	5
		Program Managers (1 group)	7
LACDCFS	March 2012	Children's Social Worker (1 group)	8
		Supervising Children's Social Worker (1 group)	10
		Program Managers (1 group)	7
		Fiscal Representatives (1 group)	6
ACPD	April 2012	Deputy Probation Officers/Supervisors (1 group)	7
LACPD	April 2012	Deputy Probation Officers/Supervisors (1 group)	8
		Program Managers (1 group)	3

Table 2: Interviews by Department

Department	Site Visit Date	Interviews	Number of Interviews
ACDCFS	April 2012	Executive-level Administrators	2
LACDCFS	March 2012	Executive-level Administrators	3
ACPD	April 2012	Executive-level Administrators	4
LACPD	April 2012	Executive-level Administrators	4

Data analysis activities were also conducted during this reporting period in preparation for the final report. Coding and analysis of data collected during the various site visits,

including the previously conducted intervention sub-study site visits, were ongoing throughout the reporting period. Cross-walks of the information provided by the county departments in the annual progress reports were also performed.

FISCAL STUDY

The remaining fiscal study data analysis necessary for the Interim Fiscal Study was completed during this reporting period. In addition, representatives from Los Angeles County provided the necessary information to describe the agreement between the DCFS and PD regarding the distribution of the capped allocation.

The initial draft of the Interim Fiscal Study was prepared during this reporting period and was submitted to the CDSS on February 29, 2012. The final draft of the Interim Fiscal Study was submitted to the CDSS on June 22, 2012, after a period of review and subsequent conversations between the evaluator and representatives from the CDSS.

OUTCOME STUDY

The data necessary for the outcome study portion of the final evaluation report was downloaded during this reporting period from Child Welfare Dynamic Report System at the University of California, Berkeley, Center for Social Services Research. The process of data analysis also began during this reporting period.

Additional Evaluation Activities

As part of the implementation of the CAP evaluation, evaluation staff has participated in meetings and conference calls with CDSS and representatives from the county departments to discuss various aspects of the evaluation and CAP. Meetings have been ongoing or scheduled as needed to address specific issues and have resulted in monthly contact between evaluation staff and CDSS representatives over the course of the reporting period.

EVALUATION CHALLENGES

The implementation of the evaluation continued during this reporting period without major issues or disruptions in data collection.

Interim Findings

The Interim Fiscal Study report was submitted to the CDSS on June 22, 2012 and to the Administration for Children and Families, Children's Bureau on June 28, 2012.

APPENDICES

Appendix A: Alameda County Documents

- i. County Welfare Charges to Waiver Code 701 for Project Year 5
Total County Waiver Investments for Project Year 5 – Probation
Probation Charges to Waiver code 702 for Project Year 5
Title IV-E Waiver Capped Allocation Expenditures
Title IV-E Waiver Capped Allocation Expenditures - Probation
- ii. Additional Measures Based on CWS/CMS Dynamic Reporting System
- iii. Title IV-E Waiver Dashboard
- iv. FR Study SDM Conference Presentation
- v. Title IV-E Waiver Progress Report on Outcome Goals: Year 5, Quarter 1
- vi. Key Outcomes Presentation Tool

Appendix B: Los Angeles County Documents

- i. Residentially Based Services (RBS) Reform Project County Annual Report (CAR)
- ii. CWS Fiscal Workbook
- iii. CWS Dynamic Report System – Key Outcomes Presentation Tool for Point in Time 2007-2012
- iv. Youth Permanency Newsletter, Spring 2012
- v. Probation Placement Data
- vi. Probation Fiscal Workbook

Appendix C: CAP Evaluation Data Collection Protocols