

Edgewood Center for Children and Families'
Institute for the Study of Community-Based Services

**Family Builders by Adoption
and
Alameda County Social Services Agency**

**The Dumisha Jamaa Project:
Permanent Families and Open Adoption for Older Youth**

**Final Report to the Children's Bureau
December 22, 2010**

Acknowledgements

We want to acknowledge all those youth and families that participated in this study and gave generously of their time through interviews. Family Builders and Alameda County Social Services staff contributed valuable observations and lessons learned to this report.

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I. Executive Summary

General Overview of the Program

Permanent, nurturing family connections are the foundation of all child welfare services and are as critical for adolescents in foster care as they are for younger children. The vision of the Dumisha Jamaa Project was that no child will leave foster care in Alameda County without a permanent family connection that is as legally secure as possible. Family Builders by Adoption and Alameda County Social Services Agency proposed a public/private collaboration to establish open adoptions and other permanent plans for 200 youth who would otherwise exit care without permanence. This project, which means “sustaining family” in Swahili, was designed to develop a new approach to the problem of achieving safety and well-being by finding permanent families for older children and youth in foster care and by developing a model that would overcome the institutional belief system barrier that older children and youth are not adoptable.

In summary, the Dumisha Jamaa Project has demonstrated that it is possible for youth in Alameda County foster care to find permanent families before they age-out of the system. 141 youth were referred to the project and 117 of these youth were served in the project overall. Of these 117 youth, 36 youth achieved a legal (adoption or legal guardianship) permanent plan at the time their case was closed. 25 youth had a permanent plan to return to a biological relative. 22 youth left the program with a permanent plan that included a physical placement with a permanent family. 12 youth had a permanent connection with a permanent adult at case closure. Taken together, a total of 95 youth achieved a permanent plan at the time of case closure in the Dumisha Project. There was also an increase in permanency status classification for youth served in the project. Of the 102 youth with complete baseline and final permanency status data, 73 (71.6%) achieved an increase in permanency status with an adult when compared to intake. Participation in the program appears to have an impact on how youth report their confidence level when it comes to finding a permanent home. On the Youth Self-Efficacy Measure, youth report feeling more confident that they can find a permanent home after being in the program for a year. Youth qualitative interviews suggest that this increase in confidence could be due, in part, to the excellent work performed by permanency workers for the project on behalf of youth.

The following lessons learned reflect process and outcome findings over the five-year project period:

- Family Builders’ Permanency Workers from the project were physically co-located at Alameda County’s offices. This was reported as critical to the success of the collaboration by all project partners and workers. Co-location allowed for communication between Family Builders’ Permanency Workers and Alameda County Child Welfare Workers regarding a client’s permanency planning process as it unfolded.

- Permanency project administrators and funders need to adopt realistic time expectations about conducting permanency work for older youth that have spent years in foster care. It is important to recognize the multiple steps involved in developing a permanent plan for older youth. Permanency planning generally has four phases: 1) family finding in partnership with the youth; 2) an engagement phase with potential permanent families; 3) solidifying the permanent plan; and 4) sustaining the relationship.
- Partnering with older youth in the family finding and decision-making process about establishing a permanent plan is most effective. It is best to ask youth who they want as their primary source of permanency support.
- File mining, especially early file mining (pre-electronic database files), was a successful family finding practice.
- While the goal of the Dumisha Project was to find a permanent family for every youth, one of the added benefits of family finding and engagement work performed by Dumisha Permanency Workers was that youth often increased their social networks of support, including both blood-relative and non-blood relatives.
- Qualitative evaluation data shows that constructing family trees was an important tool for engaging youth in family finding work and helping youth to identify more permanent connections with birth and other permanent family.
- There was a reported benefit to some youth who participated in the program and research study with regard to the identification of both birth and non-blood family with an increase in amount and satisfaction of connections.
- Siblings were important birth family connections for youth served in the project. When possible, co-referral to create a permanent plan that includes siblings is an important permanency goal.
- Project staff found that designing services that specifically address the needs of older youth in care, such as age-appropriate matching events for recruitment of permanent families that include youth, was a worthwhile recruitment strategy.
- Youth groups were a valuable venue for youth with common experiences in foster care to discuss their issues around permanency in a safe space.
- Youth interviews and support group observations make it clear that youth want to be respected for taking care of themselves during their years in foster care and have a desire for independence after years without a parent. We recommend training and preparation for youth in order to address this reality at the same time they prepare for their desire to have parents and become part of family.

- Permanent parents reported in interviews that supportive services from the Dumisha project were critically important to developing and maintaining their relationships with youth.
- Ongoing support and preparation for permanent relationships with project youth by Dumisha Permanency Workers was found to be helpful by parents in developing their connections with youth and understanding youth's behaviors based on their experiences in foster care
- An important area for improvement in future program replication would be additional trainings and preparation for family that are becoming the permanent families for older youth. This was especially true for relative caregivers that did not receive the standard foster care training.
- Evaluation data showed that the public/private collaboration between Alameda County Department of Social Services and Family Builders was effective in addressing older youth's need for permanency by achieving permanency for these youth. The following practices were identified as significant to the strength of the public/private collaboration: co-location; sharing of information; addressing worker attitudinal barriers to permanency; assigning specific duties based on the organizational culture of the partner (i.e. private agency culture incorporating non-traditional hours and "whatever-it-takes" efforts; and building relationships with families, communities, and agencies as ambassadors of permanence). Public/private agency partnerships can be effective in addressing older youth's need for permanence, if both partners are willing to work as team and share work-space, information, and a philosophy of permanence that make for a successful collaboration.
- Despite the time-intensive nature of permanency work for youth, the cost benefit analysis of this work reveals that it is well worth the investment. Savings on the federal, state, and county levels continue for years after permanency is established and could be reinvested to sustain and expand the work.
- All children and youth deserve a family and a home. The need for permanency is as critical a child welfare goal as safety and should be part of routine child welfare services provided to children and youth in foster care.

II. Introduction and Overview

A. Overview of the Community, Population, and Problem

- Describe the community in which the project is placed.

Alameda County has approximately 183 youth emancipating from the foster care system annually without any connection to a caring adult (Needell, et. al., 2010). The majority of these youth live in the northern, more urban area of Oakland. They will leave the

system to find their own way in a city that has high unemployment, high crime and substance abuse rates. Located in the San Francisco Bay Area, where the high cost of living presents a challenge to even well educated, employed adults and families, Alameda County's emancipated foster youth are arguably at even higher risk than youth in other areas of the country. The best prepared among them will have received some training in Independent Living Skills. While addressing the important goal of practical self-sufficiency, this training is not a replacement for the ongoing, lifelong, mentoring, guidance, coaching and emotional support that a family can provide, nor a place to go home to. The least prepared youth go from foster care to nothing at all. They are released into the care and custody of nobody but themselves. Each youth is literally given a handbook with a list of homeless shelters and resources for the homeless.

In addition, a vastly disproportionate number of the 1,884 children and youth in foster care in Alameda County are minorities, with 61% of these children and youth being African American (Needell, et. al., 2010). Permanent placements for African American children and youth generally lag behind those of other ethnic groups, presenting particular demographic challenges to the Alameda County Child Welfare System.

At a time of unprecedented budget crisis and cutbacks, the state of California is faced with the necessity of meeting the needs of 59, 509 (Needell, et. al., 2010) children and youth in foster care. This number represents 14% of the children in foster care nationally in 2009 (AFCARS, 2010). California has not achieved compliance with the Federal Adoption and Safe Families Act, passed in 1996, which set guidelines to insure that children achieve permanence in a timely manner. The state must improve its practices and is required to do so through its *Program Improvement Plan* with the federal government. This project grew out of the county's commitment to permanency for their youth in care and a need for additional support and augmentation of the efforts of Alameda County child welfare staff in order to provide the intensive, specialized recruitment services needed to establish permanence for older children and youth. It is also interesting to note that in 2007, Alameda County became one of two California counties to begin implementing the Title IV-E Child Welfare Waiver Demonstration Project whereby the Department of Health and Human Services allows flexibility in the use of federal funds to develop improved services for children, youth, and families. Because of the nature of Alameda County's use of the waiver they are perhaps the only California County not suffering heavy staff cuts to their child welfare services. Nonetheless, they realized the value of having a private agency partner to model best practice in specialized youth permanence.

- Describe the organization that runs the demonstration project.

Family Builders by Adoption is a private, non-profit agency that was originally established in 1976 to develop families for children with severe disabilities in institutionalized care. Family Builders has worked for 34 years with older children and youth in the foster care system. Throughout its history, Family Builders has maintained a consistent commitment to those children who are left behind by other agencies. The agency culture has a unique commitment to developing families for those children who

are considered hard-to-place and is based on a belief that there is a family for every child. Believing all children and youth are adoptable, the agency prepares families to succeed in handling the challenges of adopting children and youth with a wide range of special needs. Family Builders carefully matches the strengths of the families with the needs of the children and youth. Consistent with the diverse community they serve, Family Builders also has a longstanding commitment to cultural and ethnic diversity that is reflected in its programs and also by the agency staff and governing board.

The agency has been instrumental in developing strong, functional public/private collaborations with the child welfare agencies in Alameda and San Francisco Counties including securing funding for a prior pilot project that served 9 foster youth, ages 10 to 18, who were at risk of exiting the foster care system without any permanent family connection. The lessons learned from that pilot provided the groundwork for the Dumisha Jamaa Project. Another relevant element of Family Builders success in this project involves their role as the administrating organization for the statewide adoption exchange, *California Kids Connection*, and the *Recruitment Response Team* in California for the national *Adopt-US Kids Campaign*. In both cases these roles were utilized to maximize exposure of project youth to families throughout California.

- Describe the children in the project in general terms, with demographic characteristics.

B. Descriptive Data for Youth

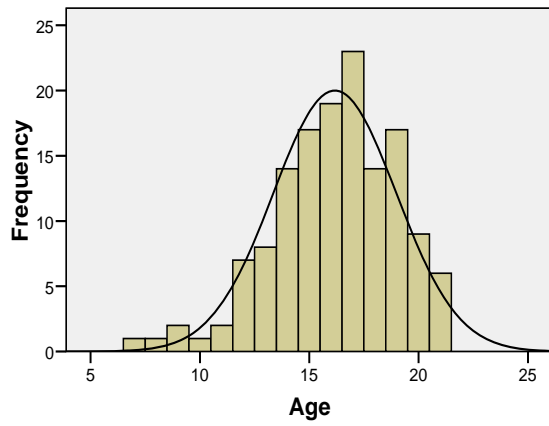
Descriptive data for youth are presented in Table 1. These include age at the close of the project, age at referral, and age entering foster care. Seventy-one of the youth are female (50.4%) while the remaining 70 are male (49.6%). The median amount of time in foster care prior to entry into the project was 10 years (N=141).

Table 1: Descriptive Statistics for Youth

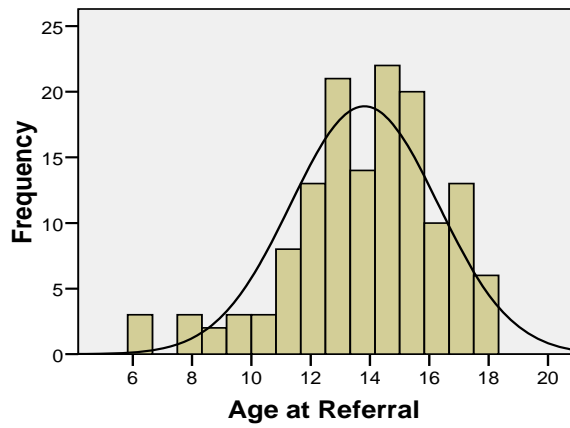
	N	Minimum	Maximum	Mean	Std. Deviation
Age at Close of Project	141	7	21	16.17	2.813
Age at Referral	141	5.88 ¹	18.14	13.8115	2.48085
Age Entering Foster Care	141	.00	15.00	6.5003	4.20852

¹ The age of referral to the project was 12-17 and intended for youth in foster care. However, at times it was appropriate for the younger siblings of these youth to also be referred for permanency services provided through the project.

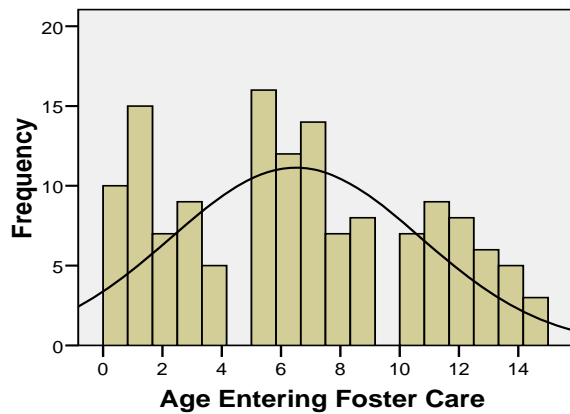
Graph 1: Youth Age
 Mean=16.17
 Std. Dev. = 2.813
 N=141



Graph 2: Youth Age at Referral
 Mean=13.81
 Std. Dev.=2.48
 N=141

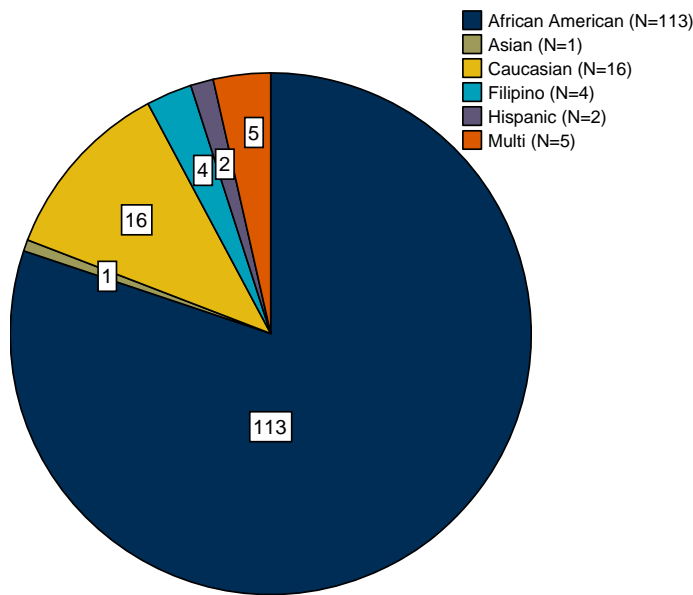


Graph 3: Youth Age Entering Foster Care
 Mean=6.5
 Std. Dev.=4.21
 N=141

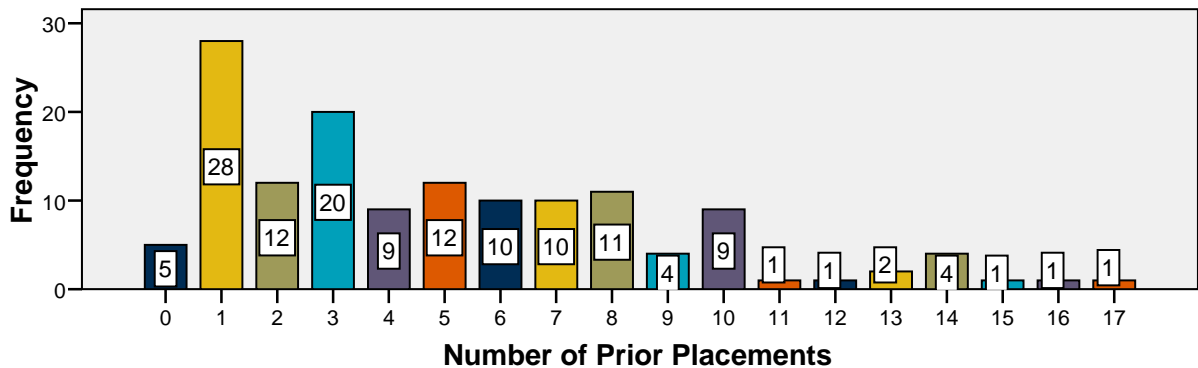


Graph 4 presents the self-reported ethnicity of 141 youth, and Graph 5 displays the number of prior placements the youth have had. The majority of youth, 80.1%, are African American (n=113). The mean number of years in care prior to referral to the project is 7.31 (n=141). The range of prior placements is from 0 to 17 for the youth participating in the evaluation protocol. The most common number of prior placements was 1 with 28 youth having 1 prior placement, and the median is 4 prior placements. Number of placements is an important indicator of placement stability and is often associated with a youth's functioning in foster care with higher placement numbers indicating less stability and poorer functioning.

Graph 4: Ethnicity (N = 141)



Graph 5: Number of Prior Placements (N=141 Youth)



- Describe the problem the project seeks to address. What is the project trying to accomplish in general?

Permanent, nurturing family connections are the foundation of all child welfare services and are as critical for adolescents in foster care as they are for younger children. We acknowledge, and The Federal Adoption and Safe Families Act codifies, the priorities of safety, well-being, and permanence for all children. The vision of the Dumisha Jamaa Project is that no child will leave foster care in Alameda County without a permanent family connection that is as legally secure as possible. The Dumisha Jamaa Project was designed to develop a new approach to the problem of achieving safety and well-being by finding permanent families for older children and youth in foster care and to develop a model that would overcome the institutional belief system barrier that older children and youth are not adoptable.

For a multitude of reasons, including economic constraints facing the Child Welfare System, efforts to find families for children most frequently focus on younger children, leaving older children and youth with little assistance and few resources devoted to establishing permanency for them. As a result, older children and youth in public agency foster care have continually diminishing prospects of obtaining a permanent family as they get older. Indeed, in (FY) 2006, 26,181 older youth in the United States “aged out” of foster care without a permanent family to support them in their transition to adulthood and 3,889 of these youth are from the state of California (AFCARS, 2010). As Douglas Nelson, President of the Annie E. Casey Foundation notes, “What is truly surprising is our apparent national expectation that upon reaching 18, these high-risk adolescents will be capable of functioning independently. Common sense dictates that in today’s world, most 18-year-olds, regardless of their economic or educational status, are not fully capable of assuming adult responsibilities. In fact, in a nationwide survey respondents felt that the average young adult is not ready to be completely on their own until about age 23. A third didn’t consider them ready until age 25 or older.” (Nelson, 2004). Indeed, 85% of college students this year plan to move home to live with their parents upon graduation. Without the social, emotional, and financial support typically offered to young adults by their families, these youth, alone in their transition to adulthood, are besieged by a multitude of serious problems including homelessness, incarceration, early pregnancy, and an inability to complete their education (Wertheimer, 2002).

Arguably the most vulnerable population of youth are those in foster care who, unable to reunite with their birth parents, will leave foster care with no family at all and nowhere to go. Experience has shown that youth leaving the foster care system without a permanent family face an uphill battle to becoming productive and healthy adults. Multiple studies, conducted in California and across the nation, indicate that the majority of children who age-out of foster care without a permanent family will become homeless or incarcerated within 12-18 months. According to studies cited by the Washington DC-based Child Trends only 48% of emancipated foster youth had graduated from high school (compared with 85% of the general population) and two to four years after they left the system, only 38% were employed and only 48% had held a full-time job. Every year in California, approximately 4,000 youth leave foster care with no permanent family connection (Needell, 2004).

C. Overview of the Program Model

- What are the project's specific goals, activities/interventions and outcomes?

- **Project Goals**

The goal of the Dumisha Jamaa Project was to identify and seek permanence for 200 youth ages 12-17 in long term foster care in Alameda County. Connections to birth family or other significant relationships were to be maintained. Youth referred included sibling sets. A goal of attaining legal permanence was set at 70% (140 youth) permanence.

- **Activities/Interventions**

The following project activities are discussed below (see III. Process Evaluation, pg. 15) and are listed in the logic model. These activities include:

1. Activity No. 1: Family Builders, Alameda County, and Edgewood's Institute develop the collaborative model to assist youth to achieve permanence.
2. Activity No. 2: Identify youth, assist youth to identify connections, contact family and significant others, organize family group conferences, conduct specialized recruitment.
3. Activity No. 3: Conduct support groups for youth total, information/support groups for families, preparation groups for permanent families. Work to support and sustain permanent relationships.
4. Activity No. 4: Collect demographic, service, and outcome data.

- **Project Outcomes**

The following project outcomes are discussed below (see IV. Project Outcome Evaluation, page 26, for a discussion of outcome findings for the project, including those not in the logic model) and are listed in the logic model. These outcomes include:

1. Outcome No.1: 200 Youth will have their need for permanence addressed. 140 will achieve legal permanence.
2. Outcome No. 2: Youth will identify more permanent connections with birth and permanent families.
3. Outcome No. 3: Youth will maintain (and re-establish) connections with birth family.
4. Outcome No. 4: Youth will report an improved sense of self-efficacy.
5. Outcome No. 5: Birth and permanent families will report stronger connections with the youth.
6. Outcome No. 6: Permanent plans will be maintained through the five-year period.
7. Outcome No. 7: Data analyzed and organized into reports. Results disseminated.
8. Long-term Outcome No. 1: Strengthen Public/Private Collaboration.

- Logic Model (see Appendix A)
- Describe collaborative partners involved in implementing the project and their role(s).

Integral to the success of the project was the close collaboration of Family Builders and Alameda County. Family Builders was the grantee/service provider and Alameda County was the entity responsible for care and supervision of dependent children and youth (See Table 2).

Table 2: Collaborative Roles

Alameda County: Roles	Family Builders: Roles
Responsible for care and supervision of dependent children	Provider of youth permanency services for project youth
Referral of youth to project	Provision of youth permanency services
Case planning and ultimate case and placement decisions remain the responsibility of the public agency. However, the close working relationship and frequent communication between collaborators resulted in case decisions that reflect the goals of both agencies.	Provision of expert assistance in developing, and primary responsibility for, achieving permanency plan for project youth.
Provide work space to allow permanency workers to co-locate in county offices.	
Allow project permanency workers access to paper case files and electronic data (not normally accessible to non-county staff) through CWS/CMS.	Exhaustive, page-by-page review of paper and electronic case files.
Assist in culture change at the county in an effort to make permanency for all youth in care a priority.	Assist in culture change by demonstrating successful permanency outcomes for hard-to-place youth.
Supervisors reinforce permanency expectations with county staff.	Supervisors reinforce permanency expectations with private agency staff.
County leadership attends project meetings; resolve conflicts in worker opinions on permanency plans.	Private agency leadership attends project meetings; resolve conflicts in worker opinions on permanency plans.

Additional collaborative partners included Lincoln Child Care Center (provider of pre and post placement supportive WRAP services through their Project Permanence Program) and Oakland Children’s Hospital (provider of pre and post placement therapeutic family support services.)

D. Overview of the Evaluation

- Describe the evaluation/research design, data collection procedures, and data analysis plan.

Edgewood’s Center for Children and Families’ Institute for the Study of Community-Based Services conducted the evaluation for the Dumisha Jamaa Project from October 1, 2005 to September 30, 2010. Both process and outcome components of the project were included in the evaluation.

There were 141 youth enrolled in the project overall and 96 youth enrolled in the Project Study. After informed consent was obtained for each dependent youth through an Ex-Partee arrangement with the County of Alameda, the youth were asked to assent to participation and a Youth Assent form was completed. Youth participants then completed three separate measures: 1) Youth Permanency Measure; 2) Self-Efficacy Measure; and 3) Social Support Scale (see Appendix B for measures). Measures were administered within 30 days of intake to the program and then every 12 months thereafter. County permanency workers and permanent adults for youth also completed a permanency measure after informed consent was obtained. Additionally, a 3-part “Permanency Status Classification” was developed in conjunction with and scored by Dumisha project staff. Quantitative analyses of these outcome measures are presented in this final report.

Table 3 below shows the overall number of completed measures and each type completed for the project from the date we first received a measure, beginning in April 2006-September 30, 2010. The table numbers include baseline and annual measures. The number of Worker Permanency measures is different than the number of youth measures because the social worker for a particular youth may change and the new worker would complete a permanency measure for the same youth.

Table 3: Number and type of measures completed

	Total Number of Measures Completed for the Project: April 2006 through September 30, 2010
Youth Self-efficacy	196
Social Support Scale	199
Youth Permanency Measure	204
Worker Permanency Measure	188
Identified Adult Permanency Measure	72

Qualitative data, including project process data and interviews with project participants, were collected through participant observation methods and one-on-one interviews. Over the five-year project period, 36 interviews were conducted (See Appendix B for interview questions). 15 youth interviews were completed with those youth who achieved a permanent plan through the project, and 9 interviews were conducted with their permanent adults (2 of these interviews were with two-parents for a single youth). Interviews were also conducted with project staff, including the 7 permanency workers at Family Builders for the project and the 5 project managers that include partners from both Alameda County and Family Builders. Analyses of these interviews were reported during the five years of the project. All interviews were conducted one-on-one, in person, and then digitally recorded and professionally transcribed. Each interview was then coded

for salient themes and analyzed. The findings in this Final Report are based on qualitative and quantitative data collected over the five-year project period.

A strong partnership between project staff and the evaluator enriched both quantitative and qualitative data. The principal evaluator consistently attended staff and project partnership meetings, as well as, youth groups to collect project process data. In initial meetings between the evaluator and project staff, it was determined that permanency workers would be best suited to collect outcomes data from youth during visits. Project permanency workers were successful in administering outcome measures to youth in the study at intake and annually thereafter. Out of 141 youth served² in the Dumisha Jamaa Project, 96 participated in the research study for a 68% participation rate.

- Discuss problems encountered in the implementation of the evaluation plan.

When the Institute designed the evaluation plan, we planned to evaluate the success of the program by measuring the youth's experience of permanency, self-efficacy, and connectedness with regard to social support. We wanted to see if there was any measurable change on the items in these instruments over time as youth participated in the project. Ultimately, we wanted to learn about promising practices for serving these youth in achieving permanency and how to help them either connect for the first time or maintain connections with blood-relatives. We revised the Youth Permanency Measure during the project. Project managers were concerned about the accuracy of youth self-reporting as they might over- or under-evaluate the nature of their permanent relationship. Therefore, the "Type of Permanency" section of the questionnaire was removed (see Appendix B). Rather than asking youth, project managers rated permanency status change over time with the permanency status classification (see outcomes section) and reported on this to the Institute for analysis in an effort to measure permanency status change for a particular youth served by the project.

III. Project Implementation/Process Evaluation

A. Activity No. 1: Family Builders, Alameda County, and Edgewood's Institute develop the collaborative model to assist youth to achieve permanence.

- Outputs (number served or other project results)
 1. The Dumisha permanency workers (Family Builders employees) were co-located within several units of Alameda County (AC) Social Services Agency (SSA) on the same floors as the long term foster care units. The workers were given ID badges and the ability to move freely within the building.
 2. Dumisha staff were provided direct access to Alameda County's child welfare electronic database to research information on the youth and their families. The database

² The project database has demographic data for 141 youth referred from Alameda County Social Services Agency. 21 of these youth were Alameda County withdrawals and 3 were youth withdrawals. Hence, 117 youth remained in the project and may be a more accurate number of youth served.

is part of California's Child Welfare System Case Management System (CWS/CMS) that also links to court information. The Dumisha staff was also given access to the full child welfare paper files, including the archived files.

3. The partners, including the evaluator, met monthly on an administrative level to manage the collaboration. Commitment to these meetings by top leadership in each organization has resulted in near perfect attendance and resultant collaborative alignment and effective problem solving.
4. At the operational level there were ongoing meetings between the Dumisha supervisor and various county supervisors who are in charge of the referred cases.
5. The Edgewood evaluator attended the Dumisha staff meetings to communicate with permanency workers about research measures and also had direct contact with project youth and identified permanent adults when conducting qualitative interviews. These multi-layered channels of communication between the three partner agencies were important to the program's success.
6. Shared decision making – Case planning and ultimate case and placement decisions remained the responsibility of the public agency. However, the close working relationship and frequent communication between collaborators resulted in case decisions that reflected the goals of both agencies.
7. Case Staffing - Most of the time, communication between the permanency worker and the child welfare worker was effective and case plans moved forward. However, occasionally there were disagreements that needed to be resolved to move the case forward. To address these issues the project staff and county adopted the strategy of "staffing" cases when this kind of help is needed. Resulting resolutions benefited the individual cases and helped create ever-greater alignment between the project and county staff.

- Contextual Events influencing Activity No. 1

The grantee, Family Builders, and Alameda County entered the project with a strong base for a functional public/private collaboration which resulted from a prior pilot project that served 9 foster youth, ages 10 to 18, who were at risk of exiting the foster care system without any permanent family connection. The fact that Family Builders had successfully secured funding for the previous pilot and for this federal demonstration project helped to establish a sense of appreciation on the part of Alameda County that Family Builders was willing to step up to assist the county to achieve their permanency goals.

Alameda County Division Director was a recognized leader in California's youth permanence movement.

Family Builders had worked for 29 years with older children and youth in the foster care system when the project began. Throughout its history, Family Builders has maintained a consistent commitment to those children who are left behind by other agencies. The agency culture has a unique commitment to developing families for those children who are considered hard-to-place and believes that there is a family for every child. Believing

all children and youth are adoptable, the agency prepares families to succeed in handling the challenges of adopting children and youth with a wide range of special needs.

Additionally, during the course of the project California entered a severe fiscal crisis creating a financial, as well as moral imperative that permanency needs for foster youth be met.

- Facilitators to implementing Activity No. 1
 1. A strong collaboration between the project partners facilitated implementation of the program model. Alameda County provided referrals to Family Builders from several units and obtained the necessary Ex Parte order for dependent youth to participate in the Institute's Research Study.³ Partners, including the evaluator, met monthly throughout the five years of the project and these meetings became the foundation for ongoing communication regarding program and research activities and any challenges with the program model.
 2. Permanency workers from Family Builders were co-located within units at Alameda County and therefore worked side-by-side with the youth's county welfare workers. This enabled daily interaction and communication regarding potential referrals to the project and active cases for the project. All permanency workers interviewed reported that this aspect of the model was critical for successful public/private collaboration in establishing a permanent plan for youth.
 3. "Staffings" were meetings that were called when a permanency worker could not get movement on a case for a youth in the project. Supervisors at both Family Builders and Alameda County attended a staffings that included both the county worker and the permanency workers for a youth, as well as Dumisha Project liaisons at the county to help communicate the message of urgency regarding permanency for a youth.
 4. Provision of expert trainers to partner staffs (Bob Lewis) increased permanency competency in both public and private staffs, advanced culture shift and improved collaboration.
 5. Using technology helped to keep county workers informed, engaged, and invested, also built trust.
- Challenges/Barriers Regarding Activity No. 1 (See Table 4).
- Lessons Learned (See Table 4).

³ Permanency workers explained to youth that participation in the Research Study was optional and if they agreed, youth were asked to complete a Youth Assent form (see Overview of the Evaluation for discussion and Appendix B for the form).

Table 4: Challenges and Lessons Learned Regarding Activity #1

Challenges Regarding Activity 1	Lessons Learned
<p>Getting county workers to make referrals to the Dumisha Jamaa Project was more difficult than anticipated and this resulted in fewer referrals than the project plan called for. Establishing a protocol for assuring referral of all siblings was also a challenge.</p>	<p>Create individual relationships to engage county workers to make referrals and involve project supervisors. Making presentations to individual county social work units helped to build understanding of the project and build relationships.</p>
<p>Building trust at the Alameda County line level presented challenges, primarily due to the large number of social workers involved and a culture in transition at the county with regard to value of permanency vs. stability in current foster home placements.</p>	<p>Having Family Builders co-located in county offices was very effective on many levels including collaboration regarding a youth's information in the search for permanency. Project managers recommended in interviews that the Permanency Worker Supervisor from Family Builders also be on-site at the county for more hands-on supervision Resistance to youth permanency efforts can be expected in some workers. We found it effective to reframe the resistance to permanency that may disrupt a foster care placement in the short-term to emphasize the long-term improved outcome of a life-long commitment for youth with a permanent family that results from those efforts. "Staffings", the meetings of both public and private partners from the collaboration, were useful in addressing barriers experienced by Dumisha Permanency Workers in the process of constructing a permanent plan for a youth.</p>
<p>Although the project generated savings sufficient to continue the public / private service delivery system using an established leveraged pre-investment strategy, the county chose to migrate to in-house services focused on family finding. Other activities that proved effective at achieving permanence for youth have been discontinued (See I. Outcome # 9).</p>	<p>Utilizing innovative fiscal strategies to continue successful federal demonstration projects is complex and not easily put into practice.</p>

B. Activity No. 2: Identify youth, assist youth to identify connections, contact family and significant others, organize family group conferences, conduct specialized recruitment.

- Outputs (number served or other project results)

See Table 5 for service data, including total number of contacts with birth family and non-related family, the total number of family conferences held, and total number and types of specialized recruitment performed by project staff.

Table 5: Service Data/Project Outputs

	Total Sum	Mean Per Child Per Month
Travel (in hours)	3763.58	1.8531
Meetings and Phone Conversations with Youth	2733.00	1.3430
Meetings and Phone Conversations with Birth Family	2807.00	1.3800
Meetings and Phone Conversations with "Permanent Family"	1559.00	0.7661
Meetings and Phone Conversations with "Previous Connections"	2145.00	1.0541
Meetings and Phone Conversations with "New Connections"	1270.00	0.6241
Groups attended by youth (# of groups)	145	0.0713
Groups attended by birth family members# of groups	3	0.0015
Groups attended by permanent family members (# of groups)	6	0.0029
File search (In Hours)	1236	0.6080
Internet search (In Hours)	799	0.3926
Events attended by youth (# of events)	59	0.0290
Events attended by birth family (# of events)	9	0.0044
Events attended by permanent family (# of events)	10	0.0049
Family Group Conferences (# of conferences)	42	0.0206
Team Decision Making (# of events)	139	0.0683
Collateral Contact – Child Welfare Worker (# of contacts)	8003	3.9346
Collateral Contact - Unit meeting (# of contacts)	12	0.0059
Collateral Contact – MH (# of contacts)	357	0.1754
Collateral Contact – Legal (# of contacts)	60	0.0295
Collateral Contact – ED (# of contacts)	139	0.0683
Collateral Contact – Medical (# of contacts)	30	0.0147
Collateral Contact – Housing (# of contacts)	1628	0.8004
Collateral Contact – Other (# of contacts)	1826	0.8982

Family Builders' reported participating in 44 different recruitment events throughout the project period. These included recreation events, events at churches, BASA, family reunions, and trainings and presentations designed to recruit potential permanent connections.

A range of general, targeted, and youth specific recruitment activities were provided.

1. Exposed potential adoptive families to the youth in agency orientations and Pride Trainings
 2. Tailored recruitment events to older youth to allow potential adoptive families to meet available youth (see Facilitators for Activity No 2, page 19)
 3. Inclusion of project youth in the Bay Area Heart Gallery
- California Kids Connection (CKC): This statewide web-based adoption exchange is managed by Family Builders; project provided high customer service on all inquiries to

CKC about project youth. 31 youth had an active CKC profile at some point during the project.

4. Attended family fairs provided by the Valley and BASA Adoption Exchanges, spoke with families about specific youth
5. Sent youth permanence workers to Regional Adoption Exchange meetings to advocate for youth on their case load
6. Attended Matching Picnics with interested youth
7. Participation in community events and fairs
8. Coordinated with array of licensed foster family agencies (FFA's)

- Contextual Events influencing Activity No. 2

Alameda County was one of four “pioneer” counties participating in the California Permanency for Youth Project’s technical assistance, beginning in 2002. This gave many county staff a jump start in understanding the need for their full cooperation with their private partner in these activities.

Family Builders hosts the statewide adoption exchange, *California Kids Connection*, and the *Recruitment Response Team* in California for the national *Adopt-US Kids Campaign*. These roles were utilized to maximize exposure of project youth to families throughout California.

- Facilitators to implementing Activity No. 2

1. In order to assist youth in identifying permanent connections. Permanency workers performed family finding activities. Mining a youth’s file for any information about relative connections and other NREFM (non-relative extended family members) was a productive way to begin family finding. Asking youth about the important people in their lives and then using all the family finding information to construct a family tree (see discussion on pg. 32) was an excellent tool for engaging youth in the process of identifying permanent connections.

2. Family Builders learned that the best way to partner with a youth in permanency planning was to “meet the youth where they are.” The Executive Director of Family Builders explains,

You know, some kids can sit down and be very articulate and give you their own history and tell you who they want you to check out and all of that. And many can’t. And really meeting the youth where they are. Some of the material I was looking at this morning was talking about, you know, the words permanency and adoption scare kids sometimes, and so to not use those words. To talk to youth about family—who’s important to you? Who matters to you? Who can you call when you’re upset? Those kinds of questions, and *taking the time* to do that. And I think that’s the difference between our project and when county staff

are trying to do permanency work, because they don't have the luxury of the time that we've had. And taking the time to let the youth be able to tell you what they need to tell you in their time. (Project Partner 5: pg. 2⁴)

3. Overall, project staff reported that family finding activities were the most effective way to recruit for permanent families. File mining was a worthwhile time investment for permanency workers as they began family finding for a youth. By year three the project required permanency workers to do file mining for each youth referred to the program, in combination with talking with youth about important people in their life.

4. Barriers to achieving permanency for older youth were overcome using a youth empowerment model that emphasized a partnership (see Outcome 7) between the permanency worker and the youth and included a range of family finding activities. This was a change in an assumption listed in the original logic model. Permanency workers shifted the focus from intensive relationship-building with youth in the process of finding permanency to what one worker described as "sharing the driver's seat" with youth as he or she conducted family finding and engagement activities.

6. Normalized talk about adoption as an open situation, rather than closed, lessened youth's resistance to adoption when they learned they would not have to end relationships with birth family members

7. Addressing the belief systems of the youth facilitated the process to achieve permanence. They've been taught that no one would want to adopt a teen, the project worked to teach them to push for permanence, help them grasp that they deserve a family.

8. Helping birth families who might be able to reunify navigate the system, breaks down barriers; Youth permanence workers assisted with interventions and advocacy.

9. Using varied and appropriate recruitment for non-relative and non-NREFM (Non-Related Extended Family Member) increased permanency options for youth. (See Activity No 2 Outputs. Example: Effective protocols were developed for youth focused recruitment events. These protocols included:

- i. Participation in events of high interest to the youth such as local professional sports events (free tickets usually available).
- ii. Limiting the number of youth and families in attendance. 5-10 youth and the same number of families worked well.
- iii. Included families from all agencies who were interested in older youth.
- iv. Only invited families that might be interested in the type of youth at that event.
- v. Put pressure on families not youth; prepared families to talk to all kids, gave them responsibilities in icebreaker games.

⁴ Hereafter, the number after the colon denotes the page of the transcribed interview cited.

- Challenges/Barriers Regarding Activity No. 2 (See Table 6).
- Lessons Learned (See Table 6).

Table 6: Challenges and Lessons Learned Regarding Activity #2

Challenges Regarding Activity 2	Lessons Learned
<p>In the beginning of the project, youth referrals to the project from Alameda County social workers were slow.</p>	<p>Project Partners and supervisors from Alameda County stepped in to work with staff in identifying youth that would benefit from the permanency services. Workers began to see the benefit of permanency for the youth on their caseload and the number of referrals increased as county workers developed relationships with permanency workers that were co-located at several county sites/units.</p>
<p>The process of establishing permanent plans for older youth took longer than anticipated in the original project proposal. The longer youth have been in foster care, the longer it takes to re-connect them with relatives and/or help build trust in permanent relationships with adults</p>	<p>Need to adopt realistic time expectations about conducting permanency work for older youth that have spent years in foster care. Staffing and budgeting for such services should be adjusted to provide adequate resources.</p>
<p>Some youth in the program reside at group homes. Staff members at these homes did not always share the belief that permanency for older youth was possible and/or the best option. One group home in the East Bay went so far as to tell youth that they were a youth's "family."</p>	<p>Supervisors from both Family Builders and Alameda County met with particularly challenging group home directors in order to clarify the role of Dumisha Permanency Workers in the youth's search for a permanent family.</p> <p>Family Builders' Executive Director wrote an educational tool for group home staff entitled "Top Ten Ways Group Homes Can Support Permanence" (see Appendix C).</p>
<p>Permanency workers reported that it took considerable time to engage families. Initially, workers began their search with biological family and, if it did not prove productive, they began to look at potential non-relative adults.</p>	<p>Plan caseloads to allow time necessary to engage families.</p>
<p>Unnecessary time was lost when searches for non-related adults followed after lack of success at locating biological families able to provide permanency.</p>	<p>Permanency workers learned that it was important to engage both relative and non-relatives concurrently in a search for a permanent home for a youth. This became the most time efficient way to establish a permanent plan for youth.</p>
<p>Project staff did not hold family group conferences as defined by the American Humane Association model. Permanency workers were</p>	<p>Project staff found that holding "family meetings" or "family conferences" were sufficient for engagement with families in the</p>

not trained in this model.	search for a permanent plan.
<p>ICPC (Interstate Compact for the Placement of Children) delays caused many problems in the successful achievement of permanent plans and actually harmed some children. This happened in cases where the wait for approval lasted many months, or more than a year causing youth to assume the family did not want them. In some cases the decompensating behavior resulted in their worse fear – rejection by the family.</p>	<p>The project staff attempted to address this challenge by communicating with out-of-state counterparts in an effort to facilitate a smooth transition for youth and families involved. Federal assistance with building relationships with out-of-state agencies and constructing a directory of post-placement resources for out-of-state placements would be beneficial. This compact needs to be thoroughly evaluated and overhauled in order to better facilitate interstate permanent placements for children and youth and should include improved communication among interstate actors. The system needs accountability. When action is delayed there is no recourse. Children are simply left waiting, endlessly.</p>
<p>There is a huge power differential between birth families and the county. To many birth families this seemed like an insurmountable barrier that made even considering stepping forward to provide permanence beyond their reach. It takes tremendous courage for some of these families to make themselves vulnerable in a system in which they have experienced as biased against them.</p>	<p>Youth permanence workers assisted with interventions and advocacy.</p>
<p>Permanency workers from Family Builders were not permitted to speak to a dependent youth’s attorney per an agreement with the County. This became a barrier to achieving a permanent plan for some youth.</p>	<p>Attorneys and judges that work with dependent youth need training in the benefits of permanency for older youth in order to address any bias related to perceived stability in foster care placements.</p>
<p>Effective youth permanency work cannot be done in a 9-5, Monday through Friday work environment.</p>	<p>Youth permanence activities must be grounded in a philosophy and practice context that expects worker tenacity and a “whatever it takes” service mentality. This may mean accompanying a youth to out-of-state visits with potential permanent families, travel and or meeting families in the evenings or weekends, utilizing creative resources to expedite engagement of family members, or many other non-traditional approaches.</p> <p>Staff should be assigned to this work with a clear understanding of what is involved.</p>

	<p>Supervision should be focused on accountability to doing what is necessary to achieve permanency.</p> <p>Culture change regarding permanency work for youth must be addressed if these services are performed by an agency that does not have a culture of providing services on this basis. Partnering with an agency that does have this cultural base is an effective solution.</p>
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C. Activity No. 3: Conduct support groups for youth total, information/support groups for families, preparation groups for permanent families. Work to support and sustain permanent relationships.

- Outputs (number served or other project results)

Total number of support groups held: 46. Youth groups were conducted monthly from April 2006-June 2010, with the exception of five months. A total of 234 youth signed attendance sheets for these 46 youth groups (some youth attended several groups).

WRAP-like services from Project Permanence and Oakland Children’s Hospital’s Passages were available to qualifying families beginning in 2008. These services helped to support families in maintaining permanent placements. Based on an interim report from the project manager for the period July 2008-December 2009, 31 families received post-placement services from Project Permanence and 5 families received services from Passages.⁵

See table of service data (Table 5)

- Contextual Events influencing Activity No. 3

Both WRAP services were part of new programs without waiting lists. Because of this, Dumisha Jamaa families did not initially have to wait for services. However, in the final year of the project, the referral process was changed. This required some families to be wait-listed.

- Facilitators to implementing Activity No. 3

1. The Dumisha Jamaa project managers were able to leverage Medi-Cal funding to partner with two new Wraparound Services (WRAP) providers for this support.

- Challenges/Barriers Regarding Activity No. 3 (See Table 7)
- Lessons Learned Regarding Activity No. 3 (See Table 7)

⁵ Due to a changing referral system, discussed in Challenge #4 for this activity, it became difficult to track the number of families served accurately. Hence, the program data on these services are incomplete.

Table 7: Challenges/Barriers Regarding Activity No. 3

Challenges Regarding Activity 3	Lessons Learned
<p>Because youth were geographically spread out, it was difficult to transport those that lived further away from the Family Builders’ office in Oakland, to youth groups held there. This limited participation.</p>	<p>Youth groups were valuable (see Outcome 8) and worth offering to youth seeking permanency.</p> <p>They provided an important opportunity for peer support and family preparation.</p> <p>A modified version of Bob Lewis’ Family Bound curriculum was effective.</p> <p>Project youth could benefit from additional training and family preparation.</p>
<p>Because families that became permanent families to youth were geographically dispersed, it was a challenge for families to attend training events at Family Builders in Oakland.</p>	<p>We suggest partnering with other adoption agencies to provide permanency and adoption trainings for interested families.</p>
<p>New permanent families had an increased risk of disruption when post-placement supports were not provided. Permanency-competent post placement support is critical to preventing disruption of permanent placements. and began to offer referrals to WRAP services for project families.</p>	<p>It became clear to project staff that the model should include the following post-placement supports to help maintain permanent plans for youth in the project: 1) immediately available to families at placement (and in preparation for placement where appropriate); 2) immediately available to families at times of placement stability risks; 3) provided by fully adoption/permanency competent providers; 4) Available to children placed out-of-jurisdiction (often kin, and often with the greatest need for support to sustain the placement.)</p> <p>All permanent families could benefit from post-placement supports. Priority of referrals is of critical importance in sustaining these placements.</p> <p>Cross-departmental collaboration between departments of social services and mental health increases availability of mental health services to this population.</p>
<p>The referral process for post-placement support services changed in Year 5 of the project. Dumisha Project families were no longer the priority clients for these services and Family Builders’ staff were no longer able to make referrals directly to Project Permanence. From</p>	<p>Timeliness of support for these fragile new families is critical for sustaining the reality of permanence.</p>

<p>time to time in the later part of the project the providers were not able to provide immediate support and families had to wait for service.</p>	
<p>Out-of-state and out-of-jurisdiction placements are at higher risk for disruption due to lack of access to appropriate post-placement support services.</p>	<p>Building relationships with out-of-state agencies and constructing a directory of post-placement resources for out-of-state placements would be beneficial.</p> <p>Federal leadership is needed to thoroughly evaluate and overhaul the Interstate Compact for the Placement of Children needs in order to better facilitate interstate permanent placements for children and youth and should include accountability.</p>
<p>Families that participated in Family Builders' foster-adopt program received PRIDE training that included preparation for parenting youth in foster care. Most relatives did not become parents/permanent adults through this path. Hence, relatives did not receive any formal training, aside from that offered by a youth's permanency worker.</p>	<p>Relatives also need training and preparation in parenting older youth that have spent time in foster care.</p> <p>The training should include how best to support youth in becoming part of their family and can work to increase the chances of success in maintaining permanent plans. See "The Top 10 Things I am Looking for In a Parent" under outcome number 8.</p>

D. Activity No. 4: Collect demographic, service, and outcome data.

- Outputs (number served or other project results)
 1. See demographic data under II. A.
 2. See service data under III. B and C. (above)
 3. See outcome data under IV. A-I.

- Contextual Events influencing Activity No. 4

- Facilitators to implementing Activity No. 4
 1. The successful collaboration between Family Builders and Edgewood's Institute (see overview of the evaluation) allowed for a 68% participation rate in the Research Study of the project.

- Challenges/Barriers Regarding Activity No. 4 (See Table 8)
- Lessons Learned Regarding Activity No. 4 (See Table 8)

Table 8: Challenges/Barriers Regarding Activity No. 4

Challenges Regarding Activity 4	Lessons Learned
Permanency workers for Family Builders completed Monthly Services Forms to track service activities for a youth on their active caseload. Consistent completion of these forms was an ongoing challenge for some workers and this impacted the collection of service data.	Quarterly service data checks that involve project staff in collaboration with evaluation staff could be a useful approach in addressing this issue.
As expected, it was generally more difficult to obtain follow-up measures from youth (and permanent adults) that were no longer active cases and in contact with permanency workers for the project.	It may be necessary to attempt several contacts in order to locate and complete follow-up youth measures that were no longer active cases in the project. Calling youth on their personal mobile phone, when possible, was helpful. Also, asking for assistance from the Alameda County Child Welfare Worker for a youth, when applicable, or the permanent parent(s) were found to be effective strategies.
As the project neared completion, Edgewood's Institute attempted to contact youth over the phone to complete follow-up measures that remained incomplete. Normally, measures would be completed by youth when they met with their Dumisha Permanency Workers, but this became increasingly hard for workers to do once a case was closed and staff sized was reduced.	Administering follow-up measures over the phone with youth was an effective way to collect data and support the data collection process as the project was ending.
Maintaining project service data integrity.	Service data need to be further integrated into the evaluation design, so that all data management can benefit from a system of checks and balances both internally from project staff and externally from the evaluators. See also Lesson Learned #1 (above).

IV. Project Outcome Evaluation

A. Outcome No. 1: 200 youth will have their need for permanence addressed; 140 youth will achieve legal permanence.

- 141⁶ youth were referred to the program overall.
- Of the 117 youth that remained in the program and received services, 36 youth achieved a legal (adoption or legal guardianship) permanent plan at the time their case was closed. 25 youth had a permanent plan to return to a biological relative. 22 youth left

⁶ The project database has demographic data for 141 youth referred from Alameda County Social Services Agency. 21 of these youth were Alameda County withdrawals and 3 were youth withdrawals. Hence, 117 youth remained in the project and may be a more accurate number of youth served.

the program with a permanent plan that included a physical placement with a permanent family. 12 youth had a permanent connection with a permanent adult at case closure. Taken together, a total of 95 of the overall 141 youth served achieved a permanent plan at time of case closure in the Dumisha Project. It took a mean of 1.6 years to develop permanent plans for these youth. See Table 9 below.

Table 9: Permanent Plans (N=117)

	Number	%
Returned to Biological Relative	25	26.32%
Adoption	12	12.63%
Guardianship	24	25.26%
Living with Permanent family (not legal)	22	23.16%
Relational connection (not living with)	12	12.63%
Total Plans	95	
Mean number of years to achieve plans	1.60	

Examination of “Permanency” Status Classification

For the purpose of quantitatively analyzing the “permanency status” change over time, numbers were assigned to represent ranks for each portion of a 3 part description of “permanency status.” These numbers were summed at both the intake and annual collection times, and a Wilcoxon Signed Ranks test was performed to examine differences. The scoring procedure is detailed below:

Part 1: Relational Status

- None - 0
- RNP (Not Permanent) = 1
- RNS (Not Stable) = 1
- RLI (Limited Involvement) = 1
- RMA (Multiple Adults) = 1
- R (Relational) = 2

Part 2: Physical Status

- Physical = 1
- Not Physical = 0

Part 3: Legal Status

- Legal = 1
- Not Legal = 0

(Part 1 score) + (Part 2 score) + (Part 3 score) = Overall permanency score
 For example, if a youth were classified as “R-NP, Physical, and Not Legal”, then they would receive a total permanency score of 2. That is calculated by adding 1 for RNP + 1 for Physical + 0 for Not Legal. Permanency scores can range from 0 to 4.

Because a youth’s permanency status is assigned by project staff, we have a higher completion rate, and there are permanency status data for more youth than from the other measures. The first analysis examines data for 86 youth who participated in the research

study. The second analysis examines all youth in the project who have intake and final permanency status classifications, regardless of their participation in the remainder of the research protocol (N=102). The category “final status” represents the status of those youth who had their cases closed.

Research Sample

There is a statistically significant difference between mean rank scores for “Permanency Status Classification” at annual follow-up compared with the baseline score data. There is also a significant difference between baseline and the second annual classification (See Table 10) for this sample. This indicates that the youth have moved closer to “permanency” after being in the project.

Table 10: Permanency Status Classification Wilcoxon Test Statistics (Research Sample Only)

		N	Z Score	Sig.
Permanency Status Classification at intake compared with annual Permanency Status (Annual is the first follow up after intake/baseline status was established.)	Negative Ranks	5	-4.620	.000***
	Positive Ranks	32		
	Ties	26		
	Total	63		
Permanency Status Classification at intake compared with second annual Permanency Status (Second annual is after youth have been in the project for over two years and is a repeated measure at 24 months from intake/baseline.)	Negative Ranks	2	-3.352	.001**
	Positive Ranks	16		
	Ties	10		
	Total	28		
Permanency Status Classification at intake compared with final Permanency Status (Final permanency status is a youth's known status at the end of the project period.)	Negative Ranks	2	-6.911	.000***
	Positive Ranks	61		
	Ties	23		
	Total	86		

***p<.001; **p<.01

Entire Project Data

For all youth in the project with both intake and final permanency status classifications, regardless of their participation in the remainder of the research protocol (N=102), intake data compared with annual, second annual, and final status data all showed significant increases in classification. This shows that the youth have significantly higher permanency status classifications after being in the program than they did upon intake. (See Table 11).

Table 11: Permanency Status Classification Wilcoxon Test Statistics (Entire Program)

		N	Z Score	Sig.
Permanency Status Classification at intake compared with annual Permanency Status	Negative Ranks	6	-5.329	.000***
	Positive Ranks	42		
	Ties	36		
	Total	84		
Permanency Status Classification at intake compared with second annual Permanency Status	Negative Ranks	4	-3.706	.000***
	Positive Ranks	22		
	Ties	13		
	Total	39		
Permanency Status Classification at intake compared with final Permanency Status	Negative Ranks	2	-7.575	.000***
	Positive Ranks	73		
	Ties	27		
	Total	102		

p<.01; *p<.001

- Expanding conventional notions of what counts as permanence for older youth was a key feature of the project. The Alameda County Division Director from this project describes a new approach to permanency:

I think originally probably there's been a transition in the last five to eight years as to how to define permanency [at Alameda County]. I think, originally, it was only adoption. And that, for me, was never the only permanent option. There can be the legal permanence of adoption or guardianship, but most important, especially for older youth, I believe, is the *connection*. And it's who to call to celebrate; it's who to call when you're sad. And, for me, that's relational. And it's a safety net. *If you have an adult in your life who's your safety net, that's permanence*. It's great if it's legal, but that's not the only form of permanence, in my opinion. (Project Partner 1:1 (emphasis added))

Dumisha Project staff consider a youth's relationship with an adult a permanent one when it is a life-long, parent-like connection where the adult agrees that they would be "...willing to have the youth in their family and treat the youth as their own child and no different" (Project Partner 3: 2). Different types of permanency were achieved for youth in the Dumisha Project along a continuum of permanency options, based on the unique situation of each youth. Each type of permanency status was categorized by project staff and tracked in an access database for the evaluators to analyze (see analysis of permanency status classification).

- One major lesson learned was that the process of establishing permanent plans for older youth took longer than anticipated in the original project proposal. It is important to recognize the multiple steps involved in developing a permanent plan. According to the project supervisor at Family Builders, permanency planning happens in four phases: 1) talking with youth and family finding; 2) an engagement phase where you are trying to reconnect youth with important people in their lives; 3) solidifying the permanent plan; and 4) sustaining the relationship (Project Partner 2: 2-3).

Project partners were asked why they think it took longer than they had anticipated. One partner explains it from the perspective of prospective parents,

I think it took longer, because you're asking people to be a parent—be a parent to this child, whether you have adoption or legal guardianship, or whatever, you're asking people to be responsible for another human being—completely. Completely responsible. To love this child and to care for this child. So, you're really asking an awful

lot of people, and it takes a long time for somebody to come to that decision, sometimes. (Project Partner 3: 8)

Another partner approaches the question from the perspective of youth, who have grown up in foster care,

I think some of the reasons it takes longer than we have imagined is that the youth that we were working with had been in care for a really long time. Some, ten years. Some, fifteen years. Had been bounced and bounced and bounced. So they didn't know what stability was. They didn't know what it was to trust an adult. And that's not something that gets fixed quickly. (Project Partner 1: 5)

These data suggest that the longer youth have been in foster care, the longer it takes to re-connect them with relatives and/or help build trust in permanent relationships with adults. Dumisha Jamaa was effective in establishing greater permanency for older youth. At the same time, we also learned that the work of achieving a permanent plan for older youth took longer than originally anticipated due to the needs of youth served and the process of permanency work itself. Interviews with project staff explain that the actual process of permanency work is a multi-step process that includes four phases. The major implication from this finding is that permanency project administrators and funders need to adopt realistic time expectations about conducting permanency work for older youth that have spent years in foster care. Hence, the discrepancy between anticipated and actual numbers of youth served.

Interviews make it clear that permanency workers should not wait to look for permanent families until youth in care become older. Instead, the goal is to engage early in a youth's foster care experience with promising practices, such as file mining, family engagement, partnering with the youth, and building relationships with all parties involved in the permanency planning process from the first day a child enters the foster care system,

Number one, do all of this work the day the kid comes into foster care. Start doing this work. Start doing it immediately, because immediately, if you're removing a kid from their family, there are other relatives out there. There are other people...So, do the work in the beginning, and continue doing it on the back end, like what this project is, but get it done in the beginning. (Project Partner 3: 13)

In other words, begin permanency work at the front-end when family networks are often fresh and more readily visible to a worker, as opposed to waiting until youth spend years in care.

- Another implication of the findings regarding permanency status classification is that it is important to recognize the different types of permanency connections for youth,

even if these connections are challenging to measure and fall outside of the purview of legal permanence.

B. Outcome No. 2: Youth will identify more permanent connections with birth and permanent family (when compared to intake).

Because Dumisha Jamaa is working to build a permanent support network for youth comprised of biological or blood-related kin and non-biological permanent families, with the author’s permission, we modified an existing social support measure (Crnic, Greenberg, Ragozin, Robinson, and Basham, 1983). It contains questions about available support from intimates, friends, family, and community, as well as respondents’ satisfaction with that particular type of support.

Six items on the Social Support Scale exhibited significant change from baseline to T2 (annual) measures. Five of these six items that exhibited significant change over time from baseline to annual showed increases in ranks (improvement), and the four items most relevant to Outcome No. 2 are presented below. The numbers of positive and negative ranks along with the Z scores and significance levels for each of these comparisons are represented in Table 12.

Table 12: Wilcoxon Test Statistics - Social Support Scale

		N	Z Score	Sig.
Item 16: How satisfied are you with this amount of phone/email contact? (Follow up to Item 15, “How often do you communicate with your birth parents using the phone/email/text or instant messaging etc?”)	Negative Ranks	11	-2.106	.035*
	Positive Ranks	25		
	Ties	19		
	Total	55		
Item 17: How often do you visit in person with your birth parents?	Negative Ranks	8	-2.032	.042*
	Positive Ranks	14		
	Ties	37		
	Total	59		
Item 18: How satisfied are you with this amount of visiting? Follow-up to Item 17, “How often do you visit in person with your birth parents?”	Negative Ranks	15	-2.118	.034*
	Positive Ranks	25		
	Ties	17		
	Total	57		
Item 28: How satisfied are you with this amount of visiting? Follow-up to Item 27, “How often do you visit, in person, with your non-related family or other significant adults?”	Negative Ranks	7	-2.631	.009**
	Positive Ranks	21		
	Ties	13		
	Total	41		

Item 13 asks the youth, “Do you have any family that you are related to by blood that you are in contact with?” The table below (Table 13 shows the changes over time from baseline data.

Table 13 Changes in “Youth Social Support” Item 13 over time

		N
Do you have any family that you are related to by blood that you are in contact with? (Baseline responses compared with annual)	From “Yes” to “No”	2
	From “No” to “Yes”	7
	Same Response	53
	Total	62
Do you have any family that you are related to by blood that you are in contact with? (Annual responses compared with 2 nd Annual responses)	From “Yes” to “No”	1
	From “No” to “Yes”	2
	Same Response	23
	Total	26
Do you have any family that you are related to by blood that you are in contact with? (2 nd Annual responses compared with 3 rd Annual responses)	From “Yes” to “No”	0
	From “No” to “Yes”	0
	Same Response	12
	Total	12

- Qualitative evaluation data shows that constructing family trees was an important tool for engaging youth in family finding work and helping youth to identify more permanent connections with birth and other permanent family.

One of the tragic consequences of growing up in foster care for many of the older youth in this project is that they have, quite literally, lost their families. Dumisha permanency workers ask youth to remember a history of extended family and other important people in their lives in order to map a community of support for a youth. One worker on the project utilized genogram computer software to do this, while others drew complicated diagrams of kinship networks through family trees. This type of permanency research and practice helps the worker to partner with the youth and organize the permanency planning process for potential permanent family engagement. Though this kind of family finding work does not always result in a permanent placement, it almost always produces important family (including fictive “kin”) connections for a youth. The importance of such a web of support cannot be overestimated for a youth that will emancipate from care at age 18 with few or perhaps none of the family support that a youth that age who is not in foster care could expect to receive. While the goal of the Dumisha project was to find a permanent family for every youth, one of the added benefits of this work was that youth often increased their social networks,

...in the process of doing all of that work, what we ended up doing was we ended up uncovering a huge amount of information and network and just knowledge and contacts, even if they didn’t pan out into becoming the person who became the permanent parent in relation to the kids. And so I think that every kid who was involved in the project, really, except the ones who withdrew right in the very beginning, got that as a positive outcome, because in the process of looking for people and attempting reconnections, the youth gained many more connections and knowledge and understanding of their situation. And so I just think

universally that was a positive outcome, that even if it's not among the ones that we count as being a success and having achieved a parent-like relationship with an adult, the youth have far more knowledge and understanding of their siblings, their relatives, of places that they were in before, with just a better understanding of their own histories. (Project Partner 2: 14)

This restorative work of piecing together a visual representation of a youth's history is a powerful tool for youth engagement,

Another really unique way of engaging kids that a couple of my workers do all the time is family trees, which have been amazing, and a wonderful way to engage not just the youth, but the family that you're going to be finding as well—biological relatives, or even people who are not related biologically to the youth. We had one youth who our worker did a beautiful family tree for, and brought it to the youth and the youth said, cross off all those people there and that bunch over there, and I want you to add—and he added a bunch of people he wasn't biologically related to, but they cared about him, that he cared about. So, it's a really good engagement tool. And I think, going back, I would include family trees: after file mining, do family trees [for program replication]. (Project Partner 3: 4)

- Youth and their permanency workers report in interviews that family finding work did result in identifying additional birth and new, non-blood family connections. Permanency workers then engaged potential permanent adults from this web of new connections in order to begin a process for both youth and adults to mutually agree that their relationship would be a life-long commitment. Of the 102 youth with complete baseline and final permanency status data, 73 (71.6%) achieved an increase in permanency status with an adult when compared to intake.
- It is clear from the study findings that youth who participated in the program showed significant changes in a positive direction for both the amount of contact with birth parents and satisfaction with that contact (see items 16, 17, and 18 on the social support scale). Further, over time, youth in the study also showed significant change in their satisfaction with the amount of visiting with non-related family or significant adults (see item 28).
- There was a reported benefit to some youth who participated in the program with regard to the identification of both birth and non-blood family with an increase in amount and satisfaction of connections. In particular, family finding activities, including the creation of family trees or genograms, performed by permanency workers working with

youth yielded a wealth of information for youth in mapping out potential life-long connections and a broader family web. This increase in a youth's social network is an important benefit of these activities.

- Finding family connections for foster youth, even when this does not result in a permanent placement, is valuable and worthwhile. This finding was mentioned as a significant outcome of the Dumisha project by all permanency workers as an important lesson learned in the process of working with youth (Permanency Worker interviews 1-7). When considering that many foster youth will age-out of care at 18 and will need reliable permanent connections to supportive adults and family, the process of finding family is critical to creating a web or network of support for these youth. Youth discuss the importance of finding family—both relative and non-relative-- in every interview conducted for this project (Youth interviews 1-15).
- These findings indicate that family finding and engagement of potential permanent adults were valuable recruitment practices for addressing the disconnection from family experienced by many youth in care. Permanency workers reported that administering the Social Support Scale, though long, was worth the effort in that it assisted them in their conversations with youth regarding current connections at intake. Reassembling family trees (that also include important non-blood adults) with youth is another important step in identifying additional permanent connections.

C. Outcome No. 3: Youth will maintain (re-establish) connections with birth family.

The original project proposal included ensuring that youth who were adopted by non-birth family had the opportunity to maintain contact with birth family. When youth gained permanent family through the project, staff did not want this to mean they lost important connections to their birth family.

- Of youth with baseline and annual Youth Social Support data who reported having contact with birth families at baseline (N=55), 94.5% of those continue to have contact with birth family members at first, annual follow-up.
- Of youth with baseline and annual Youth Social Support data who reported NOT having contact with birth families at baseline (N=8), 87.5% report having contact with birth family at first, annual follow-up.
- This outcome assumes that all youth entered the project with connections to birth family, but this was not always the case. Findings from interviews with permanency workers revealed that many youth had lost contact with birth family during their time in care. Family finding became a key activity for permanency workers in the process of permanency planning. File mining, especially early file mining (pre-electronic database files) was successful in locating relatives for a youth. The project's family finder/permanency worker explains the value of mining these files for older youth in care,

I think most people, child welfare workers, don't realize truly how many people are documented at the time of removal. And they don't realize that most of those people are going to be lost over the years in care, for whatever reason. And those are the people who you want to contact. But if you don't go back in the file, you'll never find them, because they often do not carry from year to year, worker to worker, because they stop being players for whatever reason, and the family gets smaller and smaller as the youth's time in care progresses. So I think that people underestimate the size and value of the families that they're dealing with, because they—you know, by the time a child is 13 or 14 in care, they've been in care for 7, 8, 9, 10 years, many of those family members might not have contact with the mom any more, because she's been in and out of jail so many times, and they've distanced themselves from the mom. But I think people forget that when it comes to kids, most human beings are more generous than they would be with an adult who's, in their mind, just screwed everything up for the last 15 years.

So I also think people don't understand the extent to which displacement occurs in social services. And I forget which one of the trainers talks about, or makes the comparison between kids in foster care and, like, refugees. But that is kind of how it is, because they become so removed from their families of origin, that it's as if they have no family. And those are the people that you find in the original files. (Permanency Worker 5: 11-12)

Importantly, even if this family finding work did not result in identifying a permanent adult connection with birth family members, it was significant to youth who had lost contact. Hence, a better outcome for the project might have read: youth will re-establish connections with birth family.

- Another issue raised by youth in their interviews is that while they appreciate information about their family history, they do not necessarily want to maintain their connections with birth parents, as they move forward in their lives (Youth 5, 12, 13). All youth interviewed that had siblings (this included siblings that shared only one parent with the youth) were interested in locating and/or maintaining these relationships.
- See also discussion above (Outcome 2) of item 13 on the Social Support Scale that seeks to measure a change in contact with birth family, "Do you have any family that you are related to by blood that you are in contact with?"

- As stated, Outcome 3 assumes that youth want ongoing relationships with birth family and that they start the project with birth family relationships. While this may be true much of the time, it is better to ask youth who they want as their primary source of permanency support.
- Another important finding from youth interviews and participant observation from youth groups is that youth often view their friends as family (Youth 4, 5, 7, 11, 12, & 13). Youth that have a shared experience from the same foster home or group home often provided critical support to youth without permanent parents and maintaining these connections with their “brothers and sisters” is a primary concern to foster youth. Losing these connections when they move was also discussed by youth as a loss (Youth 1, 2, 5, 9, 10, 13).

D. Outcome No. 4: Youth will report an improved sense of self-efficacy.

The Youth Self-efficacy Scale asks youth, on a scale of 1-7 (1 indicates “not well at all” and 7 indicates “very well”), to rate how well they feel they can carry out 12 different activities and also asks how confident they are with regard to a set of 4 additional items (see Appendix B). These 4 items (13-16) were added to the measure in an attempt to capture self-efficacy for youth in areas specifically related to permanency, such as item 15 “I am confident that I can find a permanent home.” Wilcoxon Signed Ranks tests were used to compare the baseline intake scores to scores on the annual self-efficacy measures for 60 youth that completed the second round of data collection. Items with significant differences between baseline and follow-up are presented in Table 14. Each of these items exhibited change in the expected direction (greater confidence).

Table 14: Wilcoxon Signed Ranks Tests – Youth Self-Efficacy Measure (Baseline to annual)

		N	Z Score	Sig.
How well can you deal with situations where others are annoying you or hurting your feelings?	Negative Ranks	10	-2.561	.010*
	Positive Ranks	24		
	Ties	23		
	Total	57		
How well can you stand up to someone who is asking you to do something that you don't agree with or you don't want to do?	Negative Ranks	6	-2.418	.016*
	Positive Ranks	14		
	Ties	36		
	Total	56		
How well can you resist/stand up to youth your age trying to make you do things in school that can get you into trouble?	Negative Ranks	11	-1.982	.047*
	Positive Ranks	20		
	Ties	26		
	Total	57		
I am confident that I can find a permanent home.	Negative Ranks	15	-2.104	.035*
	Positive Ranks	22		
	Ties	21		
	Total	58		

- *p<.05

Some youth (N=28) also have T3 (second annual) Youth Self-efficacy data. Although the sample size N is small, we have analyzed these data. There were no significant differences on any of the 16 items for these 28 youth between baseline and T3 (second annual).

Of particular interest for this outcome is that youth report feeling more confident that they can find a permanent home, after being in the program for a year. Youth qualitative interviews suggest that this increase in confidence could be due, in part, to the excellent work performed by permanency workers for the project on behalf of youth and that it would take about a year in the program to see these benefits. It is unclear why youth did not show a significant change on other items specific to permanency. For example, we might have expected youth to report an increase in their confidence on item 14 “I am confident that I have an adult that I can count on” and analysis of the data did not support this.

However, youth did report improvement in three areas of self-efficacy. Hence, participation in the program seems to help some youth feel more confident that they can: 1) deal with situations where others are annoying them or hurting their feelings; 2) stand up to someone who is asking them to do something that they do not want to do; and 3) stand up to peers trying to make them do things in school that could get them into trouble.

E. Outcome No. 5: Birth and permanent families will report stronger connections with the youth (over time, while in the project).

- Permanent parents report that supportive services from the Dumisha project were critically important to developing and maintaining their relationships with youth. These WRAP services from Project Permanence and Oakland Children’s Hospital, through the project, offered a variety of supportive services that allowed permanent plans to be maintained. Permanency workers also developed important relationships with youth and parents that helped parents at critical junctures in the permanency process. From the perspective of one youth’s adoptive parents, several services from the project were important to their success in finding and maintaining permanency. One, they saw the permanency worker’s main role as an advocate, who would help the youth find the right family. They valued and appreciated the relationship that the Dumisha Permanency Worker formed with their son and felt it was beneficial to their family as a whole that the youth had him as a support (Adult(s) 8: 4). Two, they appreciated the permanency worker’s family finding search for the youth’s biological father and aunt and his efforts to set up a safe meeting for the youth and themselves to meet these relatives (Adult(s) 8: 13-14). Three, the family received post-placement supports through a referral by project staff to Project Permanence and thought it helped to increase their chances of success to have additional services after the placement (Adult(s) 8: 8-9). However, they would have liked to receive such services immediately after he was placed in their home, rather than waiting almost three months “by which time we’ve been through a bunch of stuff.” (Mother, Adult(s) 8: 9) (See challenges section for Activity 3)

Ongoing support and preparation for permanent relationships with project youth by Dumisha Permanency Workers was found to be helpful by parents in developing their connections with youth and understanding youth’s behaviors based on their experiences in foster care (Adult(s) 3, 7, 8, 9). Post-placement supportive services from Family Builders and from Project Permanence were also reported by parents as critical to the ongoing development and maintenance of their relationships and placement with youth

(Adult(s) 6, 7, 8, 9). One set of parents who did not receive these services due to their location outside of the area served clearly could have benefitted from this type of support (Adult(s) 5). The recommendation would be for all families to receive both preparation and post-placement services to ensure the greatest chance for success in maintaining permanent placements.

Items 1, 3, 5 and 6 on the Worker version of the permanency measure yielded significant results when comparing baseline to annual data. (See Table 15) These results suggest that a significant number of workers agree more with the following statements after the youth had been in the project for a year: Item 1) there is at least one significant adult in the youth's life, Item 3) the youth feels loved by at least one adult, Item 5) the youth feels there is someone who will support and listen to him/her for the rest of the youth's life, and Item 6) the youth's opinion really mattered and s/he was included in the decision about where to live. Items 1, 3, and 6 continued to exhibit significant differences when comparing baseline with the second follow-up data. Additionally, Item 8 which asks the worker if s/he believes the youth has opportunities to keep in touch with the important people in his/her life showed a positive difference at second follow-up. Results suggest that the workers are more likely to agree with the statement after the youth has been in the project for 2 years (See Table 16). Similar questions were asked of the youth, but no significant differences were found. Therefore, caution should be used when interpreting these findings. Results clearly suggest that workers believe there have been increases in close ties to an adult for the youth over time. The lack of a similar finding on the youth version of the measure suggests that perceptions of adult observers of youth-adult relationships differ from the perceptions of the youth who are in these relationships. That is, perceptions of close ties vary with the observer.

Table 15: Wilcoxon Signed Ranks Tests - Worker Permanency Measure (Baseline to annual)

		N	Z Score	Sig.
Baseline to Annual - There is at least one significant adult in my (the youth's) life.	Negative Ranks	15	-2.136	.033*
	Positive Ranks	26		
	Ties	15		
	Total	56		
Baseline to Annual - I feel (the youth feels) loved by at least one adult.	Negative Ranks	15	-2.047	.041*
	Positive Ranks	27		
	Ties	13		
	Total	55		
Baseline to Annual - I feel (the youth feels) there is someone who will support and listen to me for the rest of the youth's/my life.	Negative Ranks	15	-2.800	.005**
	Positive Ranks	29		
	Ties	11		
	Total	55		
Baseline to Annual - My (the youth's) opinion really mattered and I was included in the decision about where I would live.	Negative Ranks	11	-2.950	.003**
	Positive Ranks	33		
	Ties	8		
	Total	52		

*p<.05; **p<.01

Table 16: Wilcoxon Signed Ranks Tests - Worker Permanency Measure (Baseline to second annual)

		N	Z Score	Sig.
There is at least one significant adult in my (the youth's) life.	Negative Ranks	5	-2.530	.011*
	Positive Ranks	18		
	Ties	4		
	Total	27		
I feel (the youth feels) loved by at least one adult.	Negative Ranks	6	-2.057	.040*
	Positive Ranks	15		
	Ties	5		
	Total	26		
My (the youth's) opinion really mattered and I was included in the decision about where I would live.	Negative Ranks	5	-2.664	.008**
	Positive Ranks	14		
	Ties	5		
	Total	24		
I have (the youth has) a chance to keep in contact with the important people in my life.	Negative Ranks	8	-2.351	.019*
	Positive Ranks	15		
	Ties	3		
	Total	26		

*p<.05; **p<.01

F. Outcome No. 6: Permanent plans will be maintained through the five-year period.

- One of the barriers to maintaining permanency is the lack of adequate training to prepare birth family for becoming parents to teens that they have not known and who have grown up in care. There is an incorrect assumption that because they are family, they will automatically know how to parent these youth who have experienced trauma from being in foster care (Project Manager 5: 3). Thus, an important area for improvement in future program replication would be additional trainings and preparation for family that are becoming the permanent connections for older youth. This was especially true for relative caregivers that did not receive the standard foster care training, according to Family Builders Project Partners (Project Partners: 1, 2, 3, 5). Adequate training for adults, both relative and non-relative, on how best to support youth in becoming part of their family can work to increase the chances of success in maintaining permanent plans. This youth offers some advice for adults on what adults can do to help foster youth when they become part of their family,

I think they need to understand that's why they're acting bad, is because they're like completely terrified, and that they're acting bad so they *can* screw up, so it's um, like, so they can mess up before you can say, okay, you're...gone...I think the adult should learn how to—not be patient, but like, ha—like, I know it's hard to be calm when a kid is acting really bad, but um, so understand why they're acting bad and then be calm. (Youth 2: 9)

- Another barrier to maintaining permanent plans for youth was an initial lack of post-placement support once a permanent plan was achieved. This was perhaps one of the most important lessons learned during the project, as permanent plans were achieved and

disrupted. Many youth and new parents were simply not prepared for the myriad challenges that came up. Project managers addressed the issue by offering WRAP services to families with a permanent plan that included a physical placement.

All project partners and permanency workers interviewed noted the importance of post-placement services to maintaining placements. Parents that received such supportive services reinforced their perceptions. One parent reported that continued services helped everyone in her family during a rocky transition after the youth moved in (Adult 6). Another set of parents remarked on the importance of these services for their newly adopted son in addressing the ongoing challenges of building a new family (Adult 8). These statements underscore the lesson that permanency is a longer process than originally anticipated and that the work of maintaining permanency is an important phase in the process that begins after a plan is achieved.

- Another significant issue in this discussion regarding permanent plans is the role of youth preparation/training for becoming part of a family. Youth support groups addressed this need at monthly meetings where a curriculum developed by Bob Lewis was taught. Youth interviews and support group observations make it clear that youth want to be respected for taking care of themselves during their years in foster care and have a desire for independence after years without a parent (Youth 2, 4, 5,15). How to best reconcile this reality with their desire to have parents and become part of family, with its obligations and responsibilities, is challenging.

G. Outcome No. 7: Additional findings (not in logic model)- Permanency workers successfully partnered with youth in the permanency process. At follow-up, a significant number of youth felt more like their opinions mattered in decisions about where to live.

This project model envisioned that youth would be invited to “share the driver’s seat’ in their search for permanency, partnering with their permanency worker in identifying potential permanent connections and developing future plans. All youth interviewed reported positive relationships with their Dumisha permanency workers. They appreciated the time permanency workers spent listening to them about their families of origin, experiences in foster care, hopes for finding blood relatives, and plans for permanency moving forward. Here, a youth describes the importance of being asked and listened to about the kind of family he is looking for,

...the main thing for me that really helps is when, like, [my permanency worker] actually like, ‘What kind of family are you looking for?’ Because like most people like we [foster youth] meet in foster care, they [say] ‘All right, you’re moving into this foster home’ and such and such, but then it’s like they don’t ask you, like, what kind of foster home you’re looking for, like, what kind of family you’re looking for. (Youth 12: 5)

This youth felt like his opinion mattered to his permanency worker as compared to social workers that he previously experienced in the foster care system. His permanency worker

asked him about becoming part of a family, rather than telling him what foster home he would be moving to next.

Quantitative data from item #6 on The Youth Permanency Measure support this finding. When comparing baseline to the second annual follow-up, results indicate that a significant number of youth felt more like their opinion mattered and that they were included in the decision about where to live (see Table 17).

We collected baseline measures from 96 youth and their social workers, and 60 of these dyads had additional follow-up measures. Thirty-six youth (37.5%) only completed baseline measures. Table 17 illustrates the number of youth that have multiple sets of measures.

Table 17: youth with multiple sets of measures:

	Frequency
Youth with baseline measures	96
Youth with annual measures	60
Youth with 2 sets of annual measures	28
Youth with 3 sets of annual measures	12

There are eight items on the “Youth Permanency” measure with response categories indicating the degree of connection between a youth and an identified permanent adult ranging from 1 (definitely not) to 10 (definitely). This measure is given to youth, workers, and identified permanent adults. It asks respondents to answer eight questions related to the connection between the youth and an adult. Data from all versions (Youth, Worker, Adult) were analyzed using Wilcoxon Signed Ranks tests because of the non-parametric⁷ nature of the data and because we have repeated measures from the same sample.

One of the eight items on the Youth version of the Permanency Measure yielded significant results⁸ when comparing baseline to annual data (See Table 18). This shows that a significant number of youth were more likely to agree with the statement that their opinions really mattered in the decision about where to live. This finding remained consistent for 27 youth whose responses were analyzed between baseline and second annual follow-up. This finding is important because the original project vision incorporated inclusion of the youth in the search for permanency and development of future plans.

⁷ Non-parametric data are data that are not numbers. For instance, if answer choices are “never”, “sometimes”, and “always”, the data are non-parametric.

⁸ Statistical significance refers to the likelihood that results could have occurred by chance. For instance, if the significance is .03, then there is a 3% chance that the data could have been random - as if flipping a coin. Generally, a level of .05 is accepted as statistically significant. You may see this written as $p < .05$. The “p” is the probability of error (5%).

Table 18: Youth Permanency Item 6 - Wilcoxon Test Statistics

		N	Z Score	Sig.
Baseline compared to Annual - My opinion really mattered and I was included in the decision about where to live.	Negative Ranks	15	-3.030	.002**
	Positive Ranks	27		
	Ties	16		
	Total	58		
Baseline to Second Annual - My opinion really mattered and I was included in the decision about where to live.	Negative Ranks	7	-2.148	.032*
	Positive Ranks	15		
	Ties	5		
	Total	27		

*p<.05, **p<.01

- The implication is that, by working one on one with youth, as partners in the planning process, youth will be more likely to report that their opinions mattered and that they were included in the decision about where to live. Listening to youth and engaging them, in order to identify potential permanent parents, was an effective way for permanency workers to partner with youth.

H. Outcome No. 8: Additional finding, not in the logic model - Youth groups were a valuable venue for youth with common experiences in foster care to discuss their issues around permanency in a safe-space.

- Permanency workers facilitated a monthly group meeting that focused on a topic for discussion, such as romantic relationships or preparation for becoming part of a family. In the last youth group for the project, attendees compiled the following list as part of the group exercise entitled “The top 10 things I am looking for in a parent: 1) understanding; 2) prepared; 3) welcoming; 4) loving; 5) open-no secrets; 6) fun; 7) good advocate; 8) acknowledging; 9) helpful; and 10) smart-‘nobody wants a dumb parent’” (June 2010). Not only did youth obviously appreciate these groups, but one of the parents interviewed also remarked on the importance of this group, as an important supportive service that helped her as a parent (Adult 7).
- Despite the challenges of transportation for youth to attend these evening events, these groups were a valuable source of peer support for youth that were able to attend. It was a safe space for youth to connect with other youth like them and discuss openly their experiences as foster youth. One youth interviewed for the project explains why she liked the attending the groups, “I thought it was fun, because I saw—I communicated with the kids, and some of the kids that I didn’t even know they was in foster care, I knew them...I used to go to school with them” (Youth 11: 3). Youth formed friendships with each other over time in this context and when a youth achieved a permanent plan and connection, it was a reminder to the group that permanency is possible. Importantly, this was a place where youth could receive training curriculum, adapted from Bob Lewis’ Family Bound Training, from permanency worker facilitators on family preparation. We recommend that youth groups are an ongoing component of any youth permanency program. We also recommend that former foster youth’s perspective on permanency and advice for parents, such as the “Top 10” discussed above be included in parent trainings.

I. Outcome No. 9 Additional Findings, not in the logic model - Return on Investment

Return on Investment California hosts a number of model youth permanence programs, including Dumisha Jamaa which demonstrate that achieving permanent lifelong families for youth in foster care is within reach for all of our youth. Careful analysis of the costs of maintaining youth in foster care, compared to the lower costs associated with achieving permanent families show significant net savings at the county, state and federal levels. For a specific discussion of savings achieved through youth permanence in California, see below. These are the types of savings that were achieved with greater permanency for youth through the Dumisha Jamaa Project In a number of counties these savings are leveraged and reinvested to sustain and expand youth permanency services resulting in a same-year, budget-neutral solution to meet the needs of the youth and reduce net cost to the county. Additional savings accrue to the state and federal budgets.

These savings accrue in the year permanency is achieved and in each subsequent year the youth would have remained in care, making the reinvestment a powerful fiscal tool. Interest is now being expressed at the state level to create incentives for more counties to utilize similar reinvestment strategies. The grantee would like the Children's Bureau to be aware of innovations being implemented in some California counties by reinvesting and leveraging these savings.

Same-year savings are leveraged by utilizing EPSDT Medi-Cal (Medicaid) funds for the clinical aspects of specialized youth permanency services. These include assessment, evaluation, individual therapy, rehabilitation sessions, collateral services, group therapy and/or sessions, case management and crisis intervention. Integrated throughout the clinical aspects of the specialized youth permanency services is the grief and loss work necessary to prepare a youth to consider permanency and to be ready to integrate into a permanent home. It also includes engagement with collateral individuals impacting the youth's mental health improvement. These individuals may be relatives, potential adoptive or other permanent parents, and other significant individuals in the youth's lives.

A Systems Dynamic Computer Simulation Model has been developed to demonstrate the power of leveraged reinvestment and to test variables in its application. A preliminary version of the model is included as Appendix D, Youth Permanence Reinvestment Model.

The non-clinical aspects are funded directly through reinvestment of local level savings directly from the general fund. The following examples are provided to aid in understanding leveraged reinvestment. A more complete issues paper is included as Appendix E, "Understanding Strategic Leveraged Pre-Investment of Savings Achieved".

Actual savings: Appendix F, "Savings Achieved through Youth Permanence in California" provides a detailed list of many of the level-of-care at referral/legal permanency type scenarios based on annual costs. The following examples are offered to aid in understanding the full chart.

Table 19: Example A

Example A Placement Cost Savings Adoption from GH 12	Total	County Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$95,004	\$35,627	\$23,751	\$35,627
Average Adoption Assistance Program (AAP) Cost (B)	\$12,096	\$1,663	\$4,990	\$5,443
Placement Cost Savings (A-B)	\$82,908	\$33,963	\$18,761	\$30,183

Example A shows the savings accrued when a youth is **adopted** from placement in a **Level 12 Group Home**. The average Level 12 Group Home rate is \$95,004 per child, per year. Sharing ratios are based on a 75% federal eligibility rate in foster care and a 90% federal eligibility for AAP. Sharing ratios do not include the temporary increase in the FMAP (federal financial participation) rate.

- The total foster care placement cost is \$95,004 per year of which the county pays \$35,627, the state pays \$23,751, and the federal funds pay \$35,627
- The total average AAP cost for youth age 11-18 is \$12,096 per year of which the county pays \$1,663, the state pays \$4,990, and the federal funds pay \$5,443.
- The placement cost savings for each youth adopted who otherwise would have remained in foster care is \$82,908 annually for each year the youth would have remained in foster care, of which the county achieves \$33,963 annually, the state achieves \$18,761 annually and the feds achieve \$30,183 annually.

Table 20: Example B

Example B Placement Cost Savings Reunification from FFA	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$19,721	\$7,395	\$4,930	\$7,395
Average Adoption Assistance Program Cost (B)	\$0	\$0	\$0	\$0
Placement Savings (A-B)	\$19,721	\$7,395	\$4,930	\$7,395

Example B shows the savings accrued when a youth is **reunified** from placement in a **Foster Family Agency**. Average foster care placement cost for each youth 11-18 placed in a Foster Family Agency is \$19,721 per year. Legal permanency through reunification with a birth family results in the largest dollar savings due to the fact that no subsidy is paid to the family. Achieving legal permanence through reunification is a form of permanency rarely considered in the past, however model youth permanency programs have shown that in the years between termination of reunification services and provision of specialized youth permanency services a measurable number of birth parents are now able to meet the care giving needs of their children. This outcome is being termed “second change reunification.”

- The average foster care placement cost for youth age 11-18 placed in a Foster Family Agency (including last year’s 10% rate cut.) is \$19,721 per year of which the county pays \$7,395, the state pays \$4,930, and the federal funds pay \$7,395.
- No payment is made to the birth family
- The placement cost savings for each youth reunified who otherwise would have remained in care is \$19,721 annually for each year the youth would have remained in foster care, of which the county achieves \$7,395, the state achieves \$4,930, and the federal funds achieve \$7,395.

Table 21: Example C

Example C Placement Cost Savings KinGap+ from GH12	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$95,004	\$35,627	\$23,751	\$35,627
Average Co KinGap+ Cost	\$7,068	\$1,344	\$1,344	\$4,380
Placement Savings (A-B)	\$87,936	\$34,283	\$22,407	\$31,247

Example C shows savings accrued when a youth moves into **kin guardianship** from a **Level 12 Group Home**. The average Level 12 group home rate is \$95,004 per year. Sharing ratios are based on a 75% federal eligibility rate in foster care and a 90% federal eligibility for AAP. Sharing ratios do not include the temporary increase in the FMAP (federal financial participation) rate. The total foster care placement cost is \$95,004 per year of which the county pays \$35,627, the state pays \$23,751, and the federal funds pay \$35,627

- The total average KinGap+ cost for youth age 11-18 is \$7,068 per year of which the county pays \$1,344, the state pays \$1,334, and the federal funds pay \$4,380. The placement cost savings per year for each youth achieving permanence through Kin Guardianship who otherwise would have remained in foster care is \$87,936 of which the county achieves \$34,283, the state achieves \$22,407 and the feds achieve \$31,247.

Additional IV-E CWS, Admin and Court Costs Savings Accrue from Reduced Foster Care Caseloads. These costs are reduced by approximately \$3,400 for each net child reduction in care. See Appendix F, “Savings Achieved Through Youth Permanence in California”.

Table 22: Example D

Example D Placement Cost Savings FFA to FFH	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$19,721	\$5,916	\$4,930	\$7,395
Average Co Placement Cost in FFH	\$6,852	\$2,056	\$1,713	\$2,570
Savings (A-B)	\$12,869	\$3,861	\$3,217	\$4,826

Example D applies to many youth who achieve permanence with a family member or NREFM but stay with them in a subsidized foster home. Most of these youth are in higher levels of care. Moving to a family member foster home still results in significant savings due to the lower rate paid to a Foster Family home than to Foster Family Agency or Group Home.

Factors to consider:

- Successful specialized youth permanency services can be sustained and expanded by utilizing a leveraged pre-investment strategy that results in same-year net county cost reduction and improved outcomes for youth.
- Savings achieved are net county, state, and federal savings, not savings accrued by the department providing services (typically a department of social services). For

example, at the county level placement payment costs may be paid by a specialized department that makes other county welfare payments (example: Dept of Human Assistance in Sacramento County).

- Department of social services provision of specialized youth permanence services which improve legal permanency outcomes results in placement cost savings to the department paying the rate (i.e. Dept Human Assistance), but not to the department providing the services if they had no placement cost payment responsibility. For this reason the department providing services that generate the savings has no ability to pre-invest and must rely on the other department to partner in the pre-investment to generate same-year savings.
- Savings achieved by improved legal permanence outcomes often revert to the jurisdiction's general fund. Pre-investment decisions must be made by those responsible for the net jurisdictional bottom-line.
- Cross-departmental nature of savings exists on the county, state and federal levels.
- Successful youth permanence services also reduce mental health costs. The root causes of many chronic and costly mental health issues suffered by children and youth in foster care are related to traumatic histories of separation and loss. Resolution of these issues require appropriate clinical work focused on grief and loss which is most successful after the child feels safe and secure in a permanent family.

Appropriate spending decisions that utilize leveraged pre-investment strategies must be addressed at the highest jurisdictional level, such as county executive and county board of supervisors and state and federal legislators and lead agency level government officials.

Implications for Policy:

- Meeting the permanency needs of foster youth lowers foster care placement and administration costs in the short term, as well as lowering long-term costs resulting from poor adult outcomes for youth who exit without families (incarceration, substance abuse, and mental health costs, law enforcement costs, multiple-generational child welfare costs, etc).
- Prudent fiscal policy expends funds in a way that best achieves desired program outcomes **and** lowers costs in the same budget year. Pre-investment of saving from specialized youth permanency services does this.
- Categorical, departmental budgeting at the county and state levels inhibits interdepartmental fiscal collaboration and must be supported by decision makers above the departmental silos.
- Leveraged pre-investment in youth permanence services is a fundamental budget reform strategy that can be used at the county, state, and federal level.
- Elected budget decision makers (boards of supervisors and county executives, state and federal legislatures and Agency Secretaries) have a fiscal and moral imperative to facilitate cross-departmental collaborations, assuring that savings achieved by services of one department are leveraged through partnerships with other interrelated departments.
- Partnerships between departments of social services and mental health should be facilitated to maximize funds available for Medi-Cal reimbursable youth

permanency programs to improve outcomes and lower short and long-term costs for both departments.

Questions to Consider:

- Are there barriers that would prevent counties, states and the federal government from implementing a leveraged pre-investment strategy?
- What are the fiscal implications to the payors of using EPSDT funds for specialized youth permanence mental health programs?
- Are there incentives that the federal government could offer to states and/or counties to implement a leveraged pre-investment strategy?
- Would such incentives require statute change?
- Who are the best stakeholders to consider these issues?
- Who would champion this strategy? Who would oppose this strategy? Who might consider his or her interests challenged by this strategy? What would be necessary to build understanding and consensus?

A more complete leveraged pre-investment issue's paper is included as Appendix E "Understanding Strategic Leveraged Pre-Investment of Savings Achieved."

J. Outcome No. 10: Data will be analyzed and organized into reports. Results will be disseminated.

All semi-annual reports, including data from the mixed-methods research study, were completed and submitted to the Children's Bureau on time. An evaluator from Edgewood's Institute attended grantee kick-off conference and annual conferences, where data from the research study was presented in special evaluator sessions and to the project cluster as a whole. Finally, the principal evaluator, Michelle Rosenthal, discussed qualitative evaluation findings from the mixed-methods study in the *Children's Bureau Express Online Digest*, May 2010, Vol. 11, No. 4 in an article entitled, "Using Qualitative Interviews to Evaluate Youth Permanency." Now that we have completed the project and collected and analyzed all research data, we expect to publish our findings in relevant professional journals.

Other forms of regular dissemination were used on the project:

- Quarterly attendance at Multi Task Force Meetings by The Executive Director of Family Builders and the Dumisha Jamaa Project Coordinator/ Supervisor.
- The Dumisha Jamaa Recruiter was out in the community on a regular basis giving presentations at fairs, festivals, churches, and other organization, spreading the word about permanency.
- Presentations by Dumisha Jamaa permanency workers at monthly Family Builder's prospective fost/adopt family orientations.
- Monthly presentations of Dumisha Jamaa youth at the Bay Area Supervisors of Adoption (BASA) Exchange meetings attended by counties in the region.
- Family Builders publishes a quarterly newsletter titled Family News. Articles about Dumisha Jamaa waiting youth and youth for whom permanency has been found are featured in the newsletter. The newsletter is sent to about 1200 people in the

- Bay Area and surrounding area including donors, families served, and other non profits.
- Development and distribution of Issues Paper: Top Ten Ways Group Homes Can Support Permanence. (See Appendix C)

K. Long-term Outcome No. 1: Strengthen Public/Private Collaboration

Though it is indicated on the logic model that long-term outcomes are beyond the scope of the project to measure, our evaluation data does show that the public/private collaboration between Alameda County Department of Social Services and Family Builders was effective in addressing older youth's need for permanency by achieving permanent connections for these youth. Although these practices did not continue past the end of the federally funded demonstration project, the following practices were identified as significant to the strength of the public/private collaboration:

Co-location--whereby permanency workers are physically located at the county's offices, was reported as critical to the collaboration by all project managers interviewed. Co-location allowed for communication regarding a client's permanency planning process as it unfolded. It is worth noting that all permanency workers interviewed also reported co-location as a promising practice of the project. Supervision of permanency workers would be most beneficial, on-site, at the county. Project managers at both the county and at Family Builders reported this as a lesson learned (Project Partners: 1, 3, 5).

Sharing of Information-- From the Family Builders side of the collaboration, project partners appreciated access to paper case files and the county's computer database, CWS/CMS for critical information. Project staff developed an effective system for sharing client information, so that permanency workers could perform family finding activities and then collaborate with county social workers to achieve a permanent placement.

Attitudinal barriers to permanency need to be addressed for long-term systems change--The main barrier could be characterized as the "stability vs. permanency" debate whereby social workers prefer to leave a youth in what they consider a stable foster care placement, rather than take the risk of searching for permanency. One of the best ways to address this concern was to have permanency workers co-locate at Alameda County and actively collaborate with county social workers, according to Family Builder's project staff. Further, permanency successes helped to pave the way for additional referrals through word-of-mouth.

Building Relationships as Ambassadors of Permanence--Relationship building among permanency workers and social workers that were co-located helped to break down barriers. Some county workers that were not on board initially until they saw good results from the project. Then these social workers would spread the word to other workers in their units. Finally, all project staff, at various levels and in different contexts, functioned together as ambassadors of the value of permanent connections for all youth prior to aging out.

I think having a team of people that really believed in it and who were very well trained to discuss it, not just with foster parents, but with the child welfare workers and with the general public...And to have people that really believe in it—that [are] ambassadors, you know, of permanence for older youth. And I think, you know, especially at the beginning, really having buy-in from upper management regarding permanency and how are they talking about it. And not just how are they talking about it, but what are their actions that are supportive of it? So I think that's important. (Project Partner 4: 8)

- The implication of this finding is that public/private agency partnerships can be effective in addressing older youth's need for permanence, if both partners are willing to work as team and share work-space, information, and a philosophy of permanence that make for a successful collaboration.

V. Conclusions

- Overall impact of the project on children and families.
 1. There are different ways to measure impact. One approach would be to look at the number of permanent plans established for youth served in the project. 95 youth achieved a permanent plan through the Dumisha Jamaa Project.
 2. We could also consider the increase in permanency status classification for youth served in the project. Of the 102 youth with complete baseline and final permanency status data, 73 (71.6%) achieved an increase in permanency status with an adult when compared to intake.
 3. Another way to answer the question of impact would be to consider the difference a permanent family makes to individual youth served in the project.

In a discussion of what family means, another youth defines family as,

“...people that'll be there, like, whatever happens...You can come here no matter—like, you could always live here, no matter what condition, 'cause most families be like, yeah, soon as you're 18, like, you out the door, whatever'. And yeah, basically they'll just be there for you no matter what and help you with anything that's going on.”
(Youth 13: 8)

Hence, this youth identifies the life-long commitment that is part of being a family for him, when he compares his definition of family—“you could always live here”—to a family that stops taking care of you and being a home when you age-out at 18.

Other youth explain the difference a permanent family and home makes:

A fourteen year-old youth who had lived with his foster mom for eight years explains how the program has helped him not to worry about his future anymore,

“And now that I have guardianship, I feel like I know that I’m really not going anywhere now, that I’m staying here...before I was on the edge, cause I—cause a lot of people have been trying to move me also, like past social workers, and so now, you know, I really don’t have to worry about that anymore...” (Youth 7: 2)

A recently adopted 18 year-old explains that his opportunities for the future are better now that he has the support of a parent,

“Somebody to lean on. I probably would have been going in entry-level jobs my whole life, whereas [adoptive dad] is going to help me through college and whatnot” (Youth 13:1).

The project has made a difference in the lives of each youth who now have family to count on and a place to go home, even after an 18th birthday. The Executive Director of Family Builders measures success in how each child and family has been impacted by greater permanence when she answers the question: What do you consider to be the greatest successes of the project, looking back?

The kids who are with permanent families. Just unequivocally, you know. Each story about each child. Family Builders is a small organization, and to us it’s never been about big numbers. It’s been about each child, each sibling group, each family. And so for all the kids that we’ve achieved permanency for, that’s what matters the most. I mean, the systems change work has been good, and building the relationships and the collaboration and helping other programs and sharing what we’ve learned, all that’s great. But it’s about getting kids home.
(Project Partner 5: 13)

4. Finally, participation in the program appears to have an impact on how youth report their confidence level when it comes to finding a permanent home. On the Youth Self-Efficacy Measure, youth report feeling more confident that they can find a permanent home after being in the program for a year. Youth qualitative interviews suggest that this increase in confidence could be due, in part, to the excellent work performed by permanency workers for the project on behalf of youth.

- Overall impact of the project on the individual agencies and organizations involved.

1. The project has contributed to a fundamental change in Alameda County culture by impacting worker belief systems about the importance of permanent families for every youth in care. The project has helped to raise the bar when considering options for youth in care by demonstrating that permanency is possible for all Alameda County youth. In addition, a permanency unit has been created to continue portions of the work of the federal project.
2. The impact experienced in Alameda County from this permanency project has carried over to other county agencies, such as San Francisco County Department of Human Services, when they work with child welfare workers and youth from Alameda County. Hence, the impact of a belief in permanency for youth has a ripple effect across Bay Area agencies.
3. Family Builder's staff, including direct service staff and managers, have become more skilled in their ability to serve youth in their search for permanency and more flexible in their understanding of permanency for youth based on their experiences from the project. The overall impact of the Dumisha Jamaa Project is that it transformed Family Builders from an adoption agency to a permanency agency.
4. Group homes that serve Alameda County foster youth have been exposed to the importance of permanency for youth beyond aging-out of care and received training from project staff on both sides of the partnership.

- Impact in the community.

1. Recruitment efforts, including a media campaign featuring pictures of diverse families that include older youth, funded through this project have worked to educate the wider Bay Area community to the needs of youth in foster care for permanent families.
2. Partnering with a specialized private partner to perform direct-service permanency work created a systems change within child welfare at Alameda County. This, in turn, is working to enhance a culture shift and change in beliefs about what permanency outcomes are possible for youth in care. Taken together, and taken to scale, this results in an exponential improvement in permanency outcomes.

VI. Implications of Results and Recommendations

- **Recommendations to administrators of future, similar projects.**

1. Partnering with older youth in the family finding and decision-making process about establishing a permanent plan is most effective. It is best to ask youth who they want as their primary source of permanency support.
2. Permanency project administrators and funders need to adopt realistic time expectations about conducting permanency work for older youth that have spent years in foster care. It is important to recognize the multiple steps involved in developing a

permanent plan for older youth. Permanency planning generally has four phases: 1) family finding in partnership with youth; 2) an engagement phase with potential permanent families; 3) solidifying the permanent plan; and 4) sustaining the relationship.

3. It is worth designing services that specifically address the needs of older youth in care, such as age-appropriate matching events for recruitment of permanent families that include youth.

4. We recommend that youth groups are an ongoing component of any youth permanency program.

5. While the goal of the Dumisha Project was to find a permanent family for every youth, one of the added benefits of family finding and engagement work performed by Dumisha Permanency Workers was that youth often increased their social networks of support, including both blood-relative and non-blood relatives. We recommend constructing family trees as an important tool for engaging youth in family finding work and helping youth to identify more permanent connections with birth and other permanent family.

6. We recommend file mining, especially early file mining (pre-electronic database files), as a successful family finding practice.

7. Siblings were important birth family connections for youth served in the project. When possible, co-referral to create a permanent plan that includes siblings is an important permanency goal.

8. We recommend that all families receive both preparation and post-placement services to ensure the greatest chance for success in maintaining permanent placements with youth.

9. An important area for improvement in future program replication would be additional trainings and preparation for family that are becoming the permanent connections for older youth. This was especially true for relative caregivers that did not receive the standard foster care training.

10. Youth interviews and support group observations make it clear that youth want to be respected for taking care of themselves during their years in foster care and have a desire for independence after years without a parent. We recommend training and preparation for youth in order to address this reality at the same time they prepare for their desire to have parents and become part of family.

11. Co-location--whereby permanency workers from the project are physically located at the county's offices was critical to the collaboration. Co-location allowed for communication between Family Builders' Permanency Workers and Alameda County Child Welfare Workers regarding a client's permanency planning process as it unfolded.

12. Utilize research measures that also have a benefit to staff in assessing youth's needs at baseline/entry to the program. Outcome measures (such as the Social Support Scale) administered to youth by program staff were helpful in beginning their family finding work with youth.

- **Recommendations to project funders.**

1. Permanency work for youth that have often spent years in foster care is time-intensive and must include expertly trained staff that can perform family-finding research and permanent family engagement work in order to establish permanent plans for youth.

2. Permanency programs must offer preparation training and post-placement supports to youth and parents in order to have the best chance for success and these types of services must be part of the budget for permanency projects.

2. Despite the time-intensive nature of permanency work for youth, the cost benefit analysis of this work reveals that it is well worth the investment. Savings on the federal, state, and county levels continue for years after permanency is established and could be pre-invested to sustain and expand the work.

- **Recommendations to the general field.**

1. Expanding conventional notions of what counts as permanence for older youth, beyond a legal definition of guardianship and adoption, was a key feature of the project. This allowed project staff to include life-long commitments between youth and permanent adults that did not always have a legal status. In order to serve the diverse needs and wants of foster youth, we recommend understanding permanency work as creating permanent, parent-like relationships between youth and adults that include a home and relationship for youth.

2. Pay attention to youth meanings of permanency and their opinions about where they want to live. Definitions of family for youth in this project included blood-relatives, fictive kin, NREFM (non-related extended family members), adults, and friends that were willing to love them "no matter what."

3. All children and youth deserve a family and a home. The need for permanency is as critical a child welfare goal as safety and should be part of routine child welfare services provided to children and youth in foster care.

4. Begin permanency work at the front-end when family networks are often fresh and more readily visible to a child welfare worker, as opposed to waiting until youth spend years in care.

5. We recommend that all families receive both preparation and post-placement services to ensure the greatest chance for success in maintaining permanent placements with youth.

6. Adequate training for adults, both relative and non-relative, on how best to support youth in becoming part of their family can work to increase the chances of success in maintaining permanent plans. We also recommend that former foster youth’s perspective on permanency and advice for parents, such as the “Top 10 Things I am looking for in a Parent” (discussed in Outcome 8), be included in parent trainings.

7. Attitudinal barriers to permanency need to be addressed for long-term systems change. The main barrier on this project could be characterized as the “stability vs. permanency” debate whereby social workers prefer to leave a youth in what they consider a stable foster care placement, rather than take the risk of searching for permanency. Relationship building among Family Builders’ permanency workers and Alameda County Child Welfare Workers that were co-located together helped to break down such barriers.

8. Public/private agency partnerships benefit from cultural differences that can bring added strength and be effective in addressing older youth’s need for permanence. In general, these cultural difference could be characterized by the philosophy and practice foundation of a small private agency organized to work non-traditional hours, utilizing a “whatever-it-takes” practice model, compared to the restraints placed on a large public bureaucracy. This is not to disparage the public agency. In fact, the size and resources available to the public agency greatly enhance to youth permanency efforts. Some of these include: extensive capture and access to data; the ability to engage in cross-departmental collaboration with mental health and other departments; and ability to utilize broad systems thinking in designing solutions that improve outcomes across interventions (child welfare, mental health, juvenile justice, education, and court systems.) In successful partnerships, both partners are willing to work as a team and share work-space, information, and a philosophy of permanence that make for a successful collaboration.

9. A number of systems barriers exist that must be addressed to maximize successful achievement of permanency to our nation’s youth in foster care. Some of these barriers and the opportunities to address them are listed in Table 23 below.

Table 23: Barriers and Opportunities to Permanency

Barrier	Opportunity
ICPC procedures can prevent, delay, and sometime destroy permanent plans.	Address at federal level (see Table 5: Challenges and Lessons Learned Regarding Activity #2)
Access to mental health funding for post placement support limited due to lack of collaboration between departments of mental health and social services. This is often related to categorical budgeting and results in poor outcomes and unnecessary expenditures.	Demonstrate net savings opportunities at the county, state and federal level. Utilize existing leveraged preinvestment models (see I. Outcome No. 9, Return on Investment).
In studies undertaken by the North	Add permanency competency to

<p>American Council on Adoptable Children (NACAC) and others, adoptive and other permanent families report more harm than good often done by clinicians and WRAP providers who are not permanency-competent. Additional problems were reported by families in this project in reference to county child welfare workers who seemed to not be fully cognizant of the unique issues comprising adoption and permanency competency.</p>	<p>graduate and post-graduate curriculums for social workers and clinicians.</p> <p>Establish process for certification in permanency-competency to allow families to choose “permanency-certified” providers.</p>
<p>Specialized youth permanence services have been demonstrated to have net county savings within the same budget year, but complex multi-departmental budgeting structures make it difficult to utilize.</p>	<p>Funders can create the expectation that reinvestment strategies be used to continue and expand demonstration projects.</p>

10. In conclusion, the Dumisha Jamaa Project has demonstrated that it is possible for youth to find permanent families before they age-out of foster care while, at the same time, transforming organizational culture to institutionalize permanency for future generations of children and youth.

VII. References

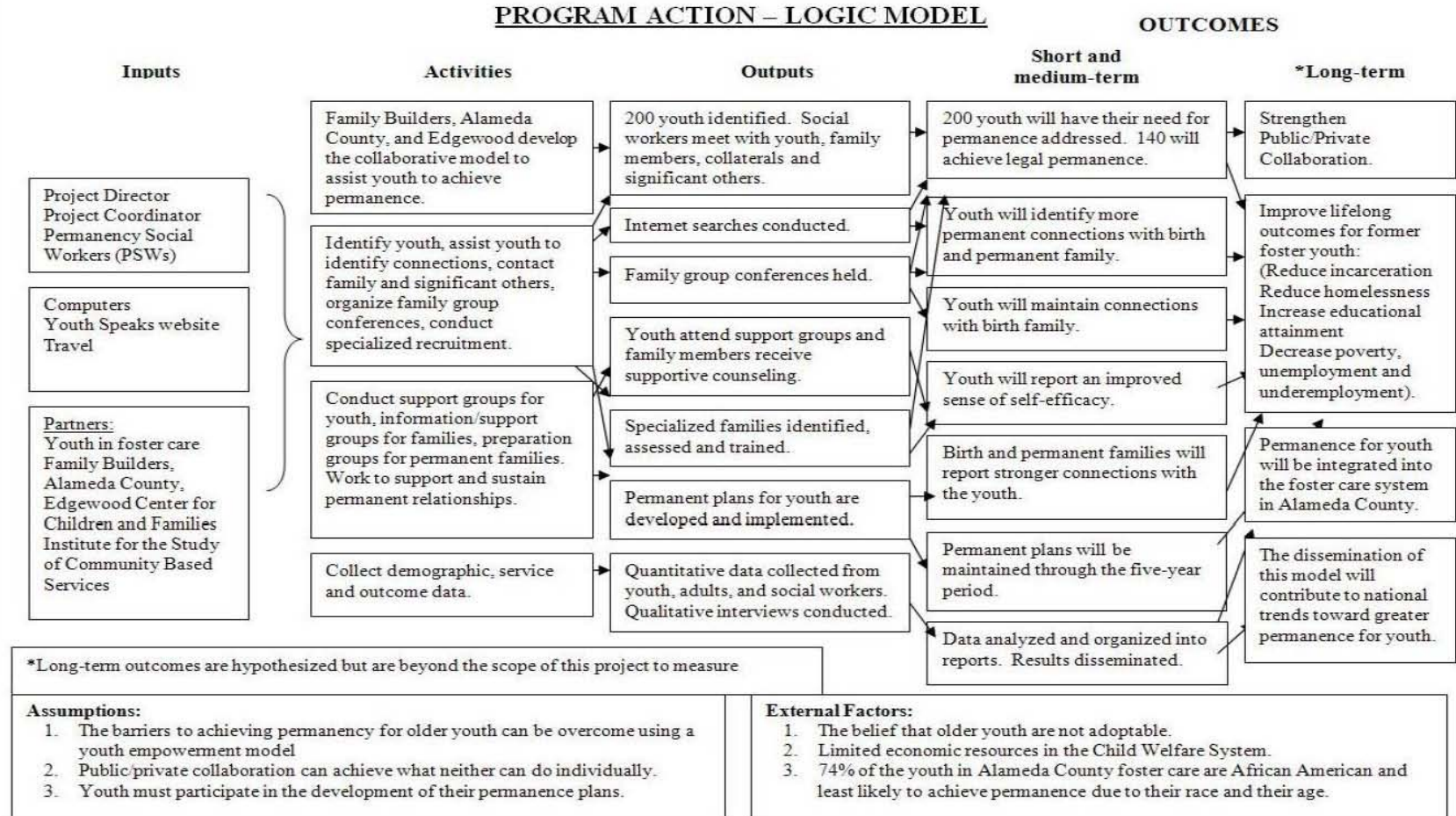
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VIII. Appendices
Appendix A: Logic Model

Planning, Implementation, and Evaluation Using the Logic Model

GOAL: Achieve permanence for 200 foster youth ages 12 through 17 by supporting and sustaining connections with families of origin and newly identified permanent family connections that are as legally secure as possible.



Appendix B: Outcome Measures

Name of Person Completing this form: _____

Date: _____

I am the: ___Social worker

The ID # of the Youth you are commenting on: _____

On a scale of 1-10, with 1 being “definitely not” and 10 being “definitely,” circle the number that best corresponds. If you do not know the answer to the question, please circle “DK”.

1 There is at least one significant adult in the youth’s life.

1	2	3	4	5	6	7	8	9	10	DK	
Definitely Not									Definitely		

2 The youth has a parenting-like relationship that feels safe and secure.

1	2	3	4	5	6	7	8	9	10	DK	
Definitely Not									Definitely		

3 The youth feels loved by at least one adult.

1	2	3	4	5	6	7	8	9	10	DK	
Definitely Not									Definitely		

4 The youth feels there is someone there for him or her no matter what.

1	2	3	4	5	6	7	8	9	10	DK	
Definitely Not									Definitely		

Appendix B: Outcome Measures (Continued)

- 5 The youth feels there is someone who will support and listen to him or her for the rest of the youth's life.
- 1 2 3 4 5 6 7 8 9 10 DK
- Definitely Not Definitely
- 6 The youth's opinion really mattered and was included in the decision about where he or she would live.
- 1 2 3 4 5 6 7 8 9 10 DK
- Definitely Not Definitely
- 7 The living situation that the youth is seeking is a legal one (guardianship or adoption).
- 1 2 3 4 5 6 7 8 9 10 DK
- Definitely Not Definitely
- 8 The youth has a chance to keep in contact with the important people in his or her life.
- 1 2 3 4 5 6 7 8 9 10 DK
- Definitely Not Definitely
- 9 As the permanency worker for this youth, I feel he or she has accurately/ reliably reported his or her current permanency situation in response to the questions for this measure.
- 1 2 3 4 5 6 7 8 9 10 DK
- Definitely Not Definitely

Appendix B: Outcome Measures (Continued)

5 I feel (the youth feels) there is someone who will support and listen to me for the rest of the youth's/my life.

1 2 3 4 5 6 7 8 9 10 DK
Definitely Not Definitely

6 My (the youth's) opinion really mattered and I was included in the decision about where I would live.

1 2 3 4 5 6 7 8 9 10 DK
Definitely Not Definitely

7 *NOTE: If there is already a guardianship or adoption in place, please disregard item 7 and skip to number 8*

The living situation that I am seeking (that the youth is seeking) is a legal one (guardianship or adoption).

1 2 3 4 5 6 7 8 9 10 DK N/A
Definitely Not Definitely

8 I have (the youth has) a chance to keep in contact with the important people in my life.

1 2 3 4 5 6 7 8 9 10 DK
Definitely Not Definitely

Appendix B: Outcome Measures (Continued)

Youth _____

Date _____

Please answer each question the best way you can. There are no right or wrong answers.

1. How involved are you in your neighborhood? Do you know or hang out with your neighbors?

- Not at all
- Somewhat
- Very involved
- Other, please explain _____

2. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

3. Are there any organized groups (for example: church, social; educational or sports groups) that are a source of support for you?

- None
- Some
- Many
- Other, please explain _____

4. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

5. Think of a typical week. About how many times did you talk on the phone/email/text or instant message etc. with your friends?

- None
- Once
- 2 or 3 times
- 4 to 7 times
- More than 7 times
- Other, please explain _____

6. How satisfied are you with this amount of phone/email/messaging contact?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

7. In the last week, how many times have you visited your friends, in person?

- None
- Once
- 2 or 3 times
- 4 to 7 times
- More than 7 times
- Other, please explain _____

8. How satisfied are you with this amount of visiting?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

9. If you were to become upset or angry, would you have someone to talk honestly to, who is not involved? How many people?

- No people
- 1 Person
- 2 people
- 3-4 people
- More than 4 people
- Other, please explain _____

10. How satisfied are you with this?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

11. When you are happy, is there someone you can share it with--someone who will be happy just because you are?

- No
- Yes
- Other, please explain _____

12. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

13. Do you have any family that you are related to by blood that you are in contact with?

- No
- Yes
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

14. Please indicate which of these family members you are in contact with:

	Yes	No	#
a. Your Parents	<input type="checkbox"/>	<input type="checkbox"/>	_____
b. Brothers or sisters	<input type="checkbox"/>	<input type="checkbox"/>	_____
c. Aunts/Uncles	<input type="checkbox"/>	<input type="checkbox"/>	_____
d. Grandparents	<input type="checkbox"/>	<input type="checkbox"/>	_____
e. Others? (Who?_____)	<input type="checkbox"/>	<input type="checkbox"/>	_____

15. How often do you communicate with your birth parents using the phone/email/text or instant messaging etc?

- Never/once or twice per year
- Less than once a month
- One or two times per month
- Once a week
- Several times a week

16. How satisfied are you with this amount of phone/email/messaging contact?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

17. How often do you visit in person with your birth parents?

- Never/once or twice per year
- Less than once a month
- One or two times per month
- Once a week
- Several times a week

Appendix B: Outcome Measures (Continued)

18. How satisfied are you with this amount of visiting?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

19. How often do you talk to or visit with other birth family members who are NOT your birth/biological parents?

- Never/once or twice per year
- Less than once a month
- One or two times per month
- Once a week
- Several times a week

20. How satisfied are you with this amount of visiting?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

21. Do you have other birth family that you wish you were in contact with?

- No
- Yes
- Other, please explain _____

22. Please indicate which of these birth family members you would like to be in contact with.

	Yes	No	#
a. Your Parents	<input type="checkbox"/>	<input type="checkbox"/>	_____
b. Brothers or sisters	<input type="checkbox"/>	<input type="checkbox"/>	_____
c. Aunts/Uncles	<input type="checkbox"/>	<input type="checkbox"/>	_____
d. Grandparents	<input type="checkbox"/>	<input type="checkbox"/>	_____
e. Others? (Who? _____)	<input type="checkbox"/>	<input type="checkbox"/>	_____

Appendix B: Outcome Measures (Continued)

23. Do you have non-related family or “non-blood family” that you currently spend time with?

- No
- Yes
- Other, please explain _____

24. Please indicate which of these non-related/non-blood family you spend time with:

	Yes	No	#
a. Adults	<input type="checkbox"/>	<input type="checkbox"/>	_____
b. Peers	<input type="checkbox"/>	<input type="checkbox"/>	_____
c. Others (Who? _____)	<input type="checkbox"/>	<input type="checkbox"/>	_____

25. How often do you communicate with your non-related family or other significant adults using the phone/email/text or instant messaging etc?

- Never/once or twice per year
- Less than once a month
- One or two times per month
- Once a week
- Several times a week

26. How satisfied are you with this amount of phone/email/messaging contact?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

27. How often do you visit in person with your non-related family or other significant adults?

- Never/once or twice per year
- Less than once a month
- One or two times per month
- Once a week
- Several times a week

Appendix B: Outcome Measures (Continued)

28. How satisfied are you with this amount of visiting?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

29. How helpful are any of these family members to you (do they give you information, listen to you)?

- Not at all helpful
- A little helpful
- Somewhat helpful
- Very helpful
- Other, please explain _____

30. How satisfied are you with the amount of help family members provide?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

31. Do you now have a relationship with a boyfriend/girlfriend or partner? Do you expect it will continue for the years to come?

- I don't have a relationship.
- I don't expect the relationship to last.
- I feel the relationship probably will last.
- I feel the relationship definitely will last.
- Other, please explain _____

32. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

33. At present, do you have someone you can share your most private feelings with?

- No
- Yes
- Other, please explain _____

34. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

IF YOU ARE CURRENTLY EMPLOYED, PLEASE ANSWER QUESTIONS 35-39.
IF YOU ARE NOT CURRENTLY WORKING, PLEASE GO DIRECTLY TO QUESTION 39.

35. How interested are your co-workers in your non-work activities (e.g. family, hobbies, etc.)?

- Not at all
- Somewhat
- Very involved
- Other, please explain _____

36. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other please explain _____

37. How does your present job or work situation affect other parts of your life (e.g. family responsibilities, time to relax)?

- Very negative --it really causes problems
- Somewhat negative --it causes some problems
- Somewhat positive --it makes things somewhat better
- Very positive --it really makes things better
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

38. How satisfied are you with this situation?

- Very dissatisfied - "I wish things were very different"
- Somewhat dissatisfied - "I would like some changes"
- Somewhat satisfied - "OK for now, pretty good"
- Very satisfied - "I'm really pleased"
- Other, please explain _____

39. When you take everything into consideration, how would you describe your current life situation?

- Things are very bad right now.
- Things are fairly bad right now.
- Things are OK—not bad and not good.
- Things are fairly good.
- Things are very good
- Other, please explain _____

Appendix B: Outcome Measures (Continued)

Youth_____

Date_____

This questionnaire is designed to help us get a better understanding of the kinds of things that are difficult for youth. Please circle the number that best matches your opinions about each of the questions below. If a question *does not apply to you*, please circle *N/A*. If you *don't know the answer*, please circle *DK*. Your answers will be kept strictly confidential and you will not be identified by name. Please give your honest opinions.

Please rate how well you feel you can do the following things:

- 1 How well can you make and keep friends who are the same gender as you?
1 2 3 4 5 6 7 N/A DK
Not well at all Not too well Pretty well Very well

- 2 How well can you make and keep friends who are the opposite gender as you?
1 2 3 4 5 6 7 N/A DK
Not well at all Not too well Pretty well Very well

- 3 How well can you carry on conversations/talk with others?
1 2 3 4 5 6 7 N/A DK
Not well at all Not too well Pretty well Very well

- 4 How well can you work in a group?
1 2 3 4 5 6 7 N/A DK
Not well at all Not too well Pretty well Very well

- 5 How well can you say what you think when other classmates disagree with you?
1 2 3 4 5 6 7 N/A DK
Not well at all Not too well Pretty well Very well

Appendix B: Outcome Measures (Continued)

6 How well can you stand up for yourself when you feel you are being treated unfairly?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

7 How well can you deal with situations where others are annoying you or hurting your feelings?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

8 How well can you stand up to someone who is asking you to do something that you don't agree with or you don't want to do?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

9 How well can you resist/stand up to youth your age trying to make you do things in school that can get you into trouble?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

10 How well can you stop yourself from skipping or playing hooky from school when you feel bored or upset?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

11 How well can you resist/stand up to youth your age trying to make you smoke cigarettes?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

Appendix B: Outcome Measures (Continued)

12 How well can you resist/stand up to youth your age trying to make you drink beer, wine, or liquor?

1	2	3	4	5	6	7	N/A	DK
Not well at all		Not too well		Pretty well		Very well		

Please rate how confident you feel about the following things:

13 I am confident that I always have a home to go to.

1	2	3	4	5	6	7	N/A	DK
Not confident at all		Not too confident		Pretty confident		Very confident		

14 I am confident that I have an adult that I can count on.

1	2	3	4	5	6	7	N/A	DK
Not confident at all		Not too confident		Pretty confident		Very confident		

15 I am confident that I can find a permanent home.

1	2	3	4	5	6	7	N/A	DK
Not confident at all		Not too confident		Pretty confident		Very confident		

16 I am confident that I have a friend, near my age, that I can count on.

1	2	3	4	5	6	7	N/A	DK
Not confident at all		Not too confident		Pretty confident		Very confident		

Appendix C: Top Ten Ways Group Homes Can Support Permanence

Top Ten Ways Group Homes Can Support Permanence

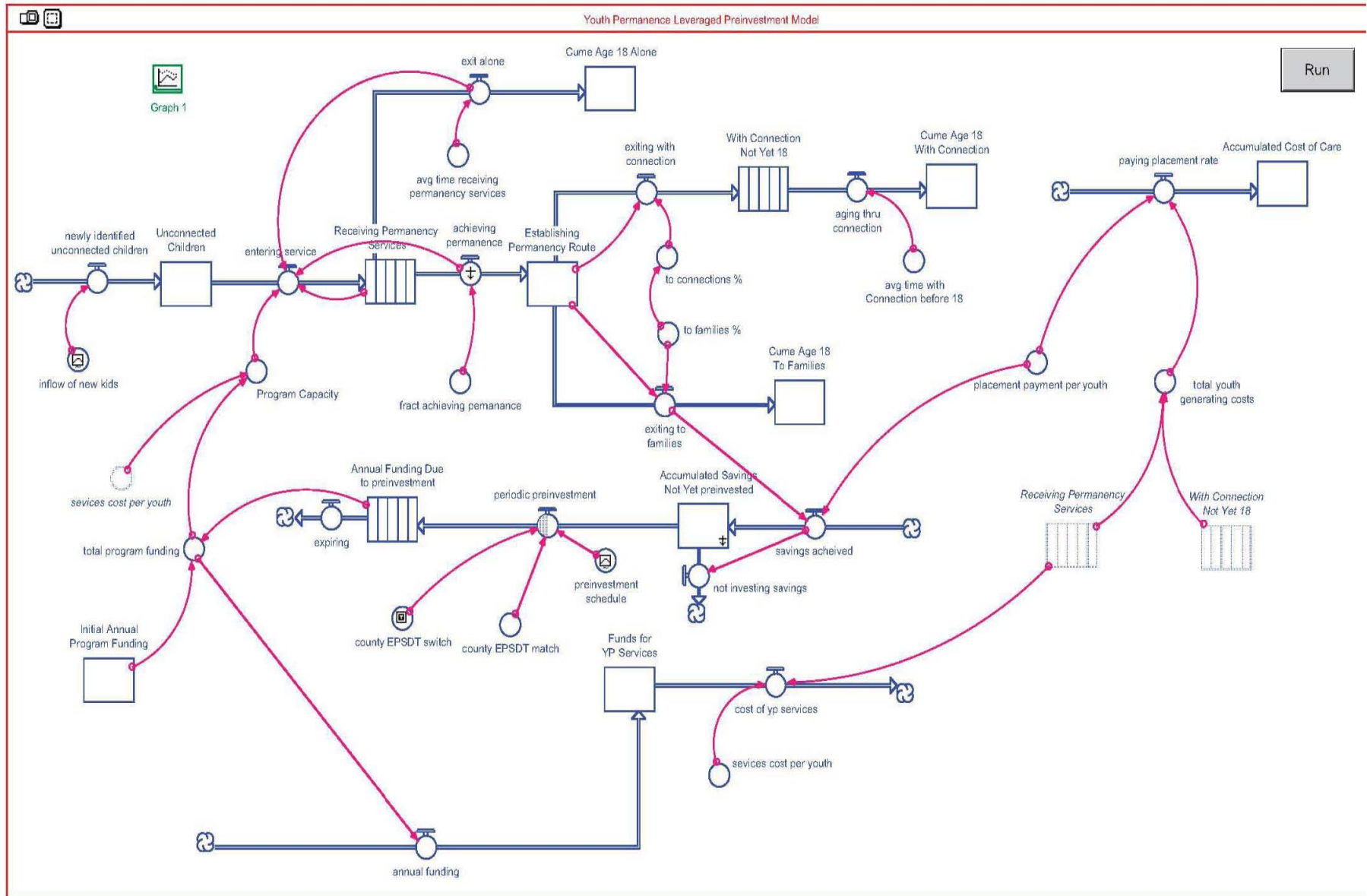
by Jill Jacobs, Family Builders

1. Behave in ways that build youth's trust in adult caregivers.
 - Never tell the youth that you, the group home are their permanent family. A permanent family means permanent and lifelong. Permanency does not end at age eighteen.
 - Send consistent messages about love. When you tell them you love them then issue a 7-day notice, it impairs their ability to learn how to have relationships, especially unconditional ones.
2. Follow up statements like "I would adopt you if I could" with action. You CAN adopt! If you are not completely sincere about taking that step do not say the words.
3. Never use the permanency process as a privilege or punishment.
 - It is neither---it is part of being in foster care and the youth have a right to these services; it is not a reward for cleaning their room;
 - When staff hear about the "activity", i.e. bowling, hot chocolate, etc., they often relate to it as a privilege - and yet it is often the vehicle to facilitate permanency work
4. Support appointments and activities related to permanency by assuring that the youth is ready, including clean clothes and hair done, especially if they are going to meet a family member they have never met or not seen in long while.
5. Promoting permanency means believing in the youth, believing someone wants them, could love them, they could belong to somebody. Consciously avoid putting negative and self-esteem destructive labels on a youth.
 - Never tell a youth they are "unadoptable."
 - Never tell a youth they are a "group home kid."
6. Be careful never to consciously or unconsciously pull "clinical" rank and determine the youth is not "ready" for permanency yet. The instability many youth exhibit is specifically because their lives are unstable. Permanency itself is often what makes a youth ready for it.
 - Appreciate the courage it takes for a youth to engage in permanency work. Recognize that "no" doesn't always mean no; often it means "I am scared."

Appendix C: Top Ten Ways Group Homes Can Support Permanence (Continued)

7. Provide support for the youth following visits with family or potential family; never punish the youth for their feelings/actions related to permanency work. Transition to permanency opens up new possibilities of abandonment and loss and can be destabilizing in the short term. Work together to support the youth.
8. Diligently remove barriers to scheduling permanency activities and access to the youth by the permanency worker. Develop procedures that facilitate authorizations, identification, ability for weekday workers to schedule for the weekend, visa versa.; Never take the youth out for an activity immediately after we just called to confirm they are available for an appointment with permanency worker or visit with family.
9. Help the youth learn how the skills necessary to be in a family.
 - Integrate it into your program.
 - Include the family in the clinical work being done.
10. Permanency workers bring special skills to this delicate work. Support the judgment of those whose job it is to help the youth achieve permanence even if it is with a family you wouldn't chose, two moms, single dad, etc. Do not share information you are not authorized to share; if there is difficult information to share it needs to be disclosed at the appropriate time by the appropriate people.

Appendix D: Systems Dynamic Computer Simulation Model



Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services

Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services

12/21/10

Background: California hosts a number of model youth permanence programs which demonstrate that achieving permanent lifelong families for youth in foster care is within reach for all of our youth. Careful analysis of the costs of maintaining youth in foster care, compared to the lower costs associated with achieving permanent families show significant net savings at the county, state and federal levels. In a number of counties these savings are leveraged and pre-invested in subsequent to sustain and expand youth permanency services resulting in a same-year net county cost reduction and improved outcomes for the youth. Additional savings accrue to the state and federal budgets. Repeated annual leveraged pre-investment results in exponential savings and the ability to assure that no youth emancipate from foster care without a committed permanent family.

These savings accrue in the year permanency is achieved and in each subsequent year the youth would have remained in care, making the pre-investment a powerful fiscal tool. Interest is now being expressed at the state level to create incentives for more counties to utilize similar pre-investment strategies.

Same-year savings are leveraged by utilizing EPSDT Medi-Cal (Medicaid) funds for the clinical aspects of specialized youth permanency services. These include assessment, evaluation, individual therapy, rehabilitation sessions, collateral services, group therapy and/or sessions, case management and crisis intervention. Integrated throughout the clinical aspects of the specialized youth permanency services is the grief and loss work necessary to prepare a youth to consider permanency and to be ready to integrate into a permanent home. It also includes engagement with collateral individuals impacting the youth's mental health improvement. These individuals may be relatives, potential adoptive or other permanent parents, and other significant individuals in the youth's lives.

A Systems Dynamic Computer Simulation Model has been developed to demonstrate the power of strategic leveraged pre-investment and to test variables in its application. A preliminary version of the model is included as Appendix D, Youth Permanence Pre-investment Model.

The non-clinical aspects, funded directly through pre-investment of local level savings directly from the general fund, also result in a net cost reduction. The following examples are provided to aid in understanding strategic leveraged pre-investment.

Purpose of this paper: This paper has been prepared to facilitate understanding of the strategic leveraged pre-investment strategy.

Part I – Relative Costs of Maintaining Youth in Foster Care vs. Moving Youth into Legally Permanent Families.

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Factors to Consider

- Level of care of youth at referral to specialized youth services - Payment to foster care providers varies based on the needs of the child and the type of placement. Provider placement payments for youth age 11 -18 range from basic foster family home rates of \$556/month to Level 14 Group Home Placement Rates of \$8,974/month
- Type of legal permanency achieved; adoption, guardianship, or second-chance reunification. Placement subsidies are paid to adoptive families (AAP) and guardianship families. No placement subsidy is paid to reunifying families. Subsidies paid must be subtracted from the foster care costs to determine net savings.

Sharing ratios of placement payment costs among the county, state, and federal payees

Built-in Incentives for Counties to Move Children into Adoptive Families

Federally-eligible Child	County Share	State Share	Federal Share
Foster Care Provider Payment	30%	20%	50%
Adoption Assistance Grant	12.5%	37.5%	50%
Non-federally-eligible Child	County Share	State Share	Federal Share
Foster Care Provider Payment	60%	40%	0%
Adoption Assistance Grant	25%	75%	0%

It is important to note the significantly lower share of cost paid by the counties for AAP than for foster care placements (25% of the non-federal share compared to 60%). This is the result of the 1991 state realignment of costs, designed to create an incentive for counties to move children out of foster care and into permanent adoptive families. Prior to realignment the counties paid 5% of the non-federal share of foster care placement costs and 0% of AAP.

- Federal share - Eligibility for federal financial participation is linked to the child’s parent’s financial status at the child’s entry into foster care based on old AFDC eligibility criteria. The federal Fostering Connections Act progressively de-links federal eligibility for adoption subsidies starting in 2010 with youth adopted at age 16 and above (plus the youth’s sibling adopted with him/her and children in care for more than 5 years.) The delinking age drops by two years each year until all youth are federally eligible by year 2018. The state provides a current “federal discount rate” listing the percentage of foster children who are federally eligible, (currently 75%), and the percentage of children being adopted who are federally eligible (85% prior to the delinking of federal eligibility. In consideration of the federally delinking for AAP eligibility we are assuming an eligibility rate of 90%.)

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

- Actual savings: The attached chart details a list of many of the level-of-care at referral/legal permanency type scenarios based on annual costs. The following examples are offered to aid in understanding the full chart.

Example A Placement Cost Savings Adoption from GH 12	Total	County Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$95,004	\$35,627	\$23,751	\$35,627
Average Adoption Assistance Program (AAP) Cost (B)	\$12,096	\$1,663	\$4,990	\$5,443
Placement Cost Savings (A-B)	\$82,908	\$33,963	\$18,761	\$30,183

Example A shows the savings accrued when a youth is **adopted** from placement in a **Level 12 Group Home**. The average Level 12 Group Home rate is \$95,004 per child, per year. Sharing ratios are based on a 75% federal eligibility rate in foster care and a 90% federal eligibility for AAP. Sharing ratios do not include the temporary increase in the FMAP (federal financial participation) rate.

- The total foster care placement cost is \$95,004 per year of which the county pays \$35,627, the state pays \$23,751, and the federal funds pay \$35,627
- The total average AAP cost for youth age 11-18 is \$12,096 per year of which the county pays \$1,663, the state pays \$4,990, and the federal funds pay \$5,443.
- The placement cost savings for each youth adopted who otherwise would have remained in foster care is \$82,908 annually for each year the youth would have remained in foster care, of which the county achieves \$33,963 annually, the state achieves \$18,761 annually and the feds achieve \$30,183 annually.

Example B Placement Cost Savings Reunification from FFA	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$19,721	\$7,395	\$4,930	\$7,395
Average Adoption Assistance Program Cost (B)	\$0	\$0	\$0	\$0
Placement Savings (A-B)	\$19,721	\$7,395	\$4,930	\$7,395

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Example B shows the savings accrued when a youth is **reunified** from placement in a **Foster Family Agency**. Average foster care placement cost for each youth 11-18 placed in a Foster Family Agency is \$19,721 per year. Legal permanency through reunification with a birth family results in the largest dollar savings due to the fact that no subsidy is paid to the family. Achieving legal permanency through reunification is a form of permanency rarely considered in the past, however model youth permanency programs have shown that in the years between termination of reunification services and provision of specialized youth permanency services a measurable number of birth parents are now able to meet the care giving needs of their children. This outcome is being termed “second change reunification.”

- The average foster care placement cost for youth age 11-18 placed in a Foster Family Agency (including last year’s 10% rate cut.) is \$19,721 per year of which the county pays \$7,395, the state pays \$4930, and the federal funds pay \$7,395.
- No payment is made to the birth family
- The placement cost savings for each youth reunified who otherwise would have remained in care is \$19, 721 annually for each year the youth would have remained in foster care, of which the county achieves \$7,395, the state achieves \$4930, and the federal funds achieve \$7,395.

Example C Placement Cost Savings KinGap+ from GH12	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$95,004	\$35,627	\$23,751	\$35,627
Average Co KinGap+ Cost	\$7,068	\$1,344	\$1,344	\$4,380
Placement Savings (A-B)	\$87,936	\$34,283	\$22,407	\$31,247

Example C shows savings accrued when a youth moves into **kin guardianship** from a **Level 12 Group Home**. The average Level 12 group home rate is \$95,004 per year. Sharing ratios are based on a 75% federal eligibility rate in foster care and a 90% federal eligibility for AAP. Sharing ratios do not include the temporary increase in the FMAP (federal financial participation) rate. The total foster care placement cost is \$95,004 per year of which the county pays \$35,627, the state pays \$23,751, and the federal funds pay \$35,627

- The total average KinGap+ cost for youth age 11-18 is \$7,068 per year of which the county pays \$1,344, the state pays \$1,334, and the federal funds pay \$4,380. The placement cost savings per year for each youth achieving permanency through Kin Guardianship who otherwise would have remained in foster care is \$87,936 of which the county achieves \$34,283, the state achieves \$22,407 and the feds achieve \$31,247.

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Additional IV-E CWS, Admin and Court Costs Savings Accrue from Reduced Foster Care Caseloads. These costs are reduced by approximately \$3400 for each net child reduction in care. See attached chart.

Example D Placement Cost Savings FFA to FFH	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$19,721	\$5,916	\$4,930	\$7,395
Average Co Placement Cost in FFH	\$6,852	\$2,056	\$1,713	\$2,570
Savings (A-B)	\$12,869	\$3,861	\$3,217	\$4,826

Example D applies to many youth who achieve permanence with a family member or NREFM but stay with them in a subsidized foster home. Most of these youth are in higher levels of care. Moving to a family member foster home results in significant savings due to the lower rate paid to a Foster Family home than to Foster Family Agency or Group Home. It should be noted that because these youth remain in foster care the additional IV-E CWS, Admin and Court Costs Savings do not apply.

Part II - Understanding Cross-Departmental, Net Jurisdictional Nature of Savings

Factors to consider

- Savings achieved are net county, state, and federal savings, not savings accrued by the individual department providing services (typically a department of social services). For example, at the county level placement payment costs may be paid by a specialized department that makes other county welfare payments (example: Dept of Human Assistance in Sacramento County).
- Department of social services provision of specialized youth permanence services which improve legal permanency outcomes results in placement cost savings to the department paying the rate (i.e. Dept Human Assistance) but not to the department of providing the services when they have no placement cost payment responsibility. For this reason the department providing services that generate the savings has no ability to pre-invest and must rely on the other department to partner in the pre-investment.
- Savings achieved by improved legal permanence outcomes often revert to the jurisdiction’s general fund. Pre-investment decisions must be by those responsible for the net jurisdictional bottom line.
- Cross-departmental nature of savings exists on the county, state and federal levels.
- Successful youth permanence services also reduce mental health costs. The root causes of many chronic and costly mental health issues suffered by children and youth in foster care are related to traumatic histories of separation and loss. Resolution of these issues require appropriate clinical work focused on grief and loss which is most successful after the child has feels safe and secure in a permanent family.

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Implication for action: Appropriate spending decisions that utilize strategic leveraged pre-investment strategies must be addressed at the highest jurisdictional level, such as county

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

executives and boards of supervisors, and state and/or federal agency-level bureaucrats and legislators.

Part III – Understanding the difference between program start-up funding (capitalization of services) and pre-investing to reduce costs and free up resources to continue and expand services

Factors to consider

- Start ups in child welfare are no different than start ups in the public sector. They must be capitalized. Venture Capitalists (VC) often play this role in the public sector. They provide funds for research and development (R&D), infrastructure, team & collaboration development, recruitment and training of workforce, initial product marketing, and funds to cover costs while the product is rolled out and begins to generate income. VCs expect that after those activities are successfully completed and profits begin to accrue that operations will be self-funded through reinvestment of profits. During the start up period the production “pipeline” fills up allowing revenue generation to fuel the continuation, and hopefully expansion, of the business and return on investment for the VC.
- The same can be true for child welfare start ups such as specialized youth permanence services. Initial capital (in the form of grants, allocated county or state contracts, etc.) provide funds for R&D, infrastructure, team & collaboration development, recruitment and training of workforce, initial “marketing” of the services to key stakeholders (veteran staff, the judiciary, placement providers, foster youth, policy and funding decision makers and more) and funds to cover costs while the initial referrals of youth receive services, begin to achieve permanence and generate savings. In child welfare the “pipeline” is not product at various stages of completion, but youth at various stages of moving toward permanence.
- Strategic leveraged pre-investment funding decisions allow the county to complete permanency services with youth in the pipeline, some of whom can be expected to achieve permanence and generate savings within the same budget year that the pre-investment occurs, resulting in a budget-neutral, fiscally responsible use of funds. In effect, it allows the county to choose between spending to keep the youth in care (resulting in poor outcomes), or spending the same or less to help the youth achieve permanent families (resulting in improved outcomes).
- Strategic leveraged pre-investment of savings is a fundamentally different budget strategy than funding prevention services to reduce future years’ costs. Strategic leveraged pre-investment provides offsetting same-year cost reductions as well as savings in future years versus prevention programs that produce savings in only future years.

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Part IV – Leveraging Pre-investment Using EPSDT Medi-Cal

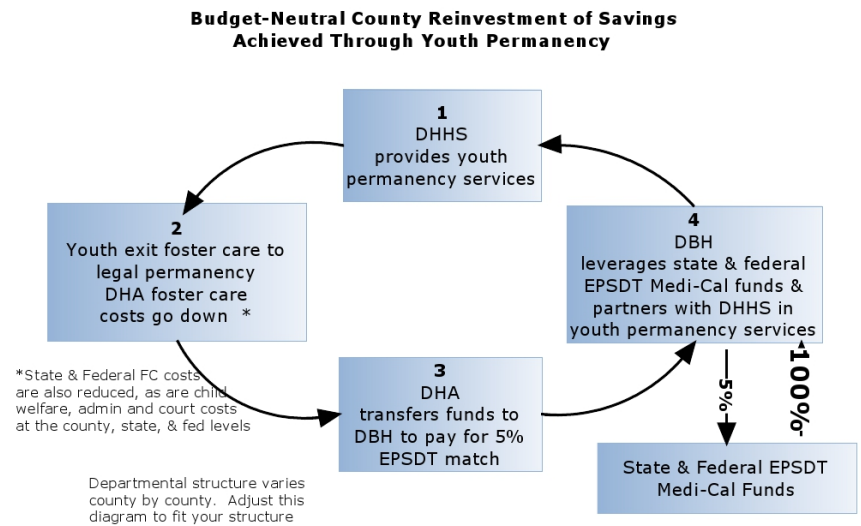
Factors to consider

- Approximately 80% of effective youth permanency work is clinical in nature and reimbursable by Medi-Cal. These activities include engaging the youth, dealing with grief, separation and loss, fear of rejection, exploring psycho-social history, developing relationship skills, engaging and preparing potential permanent families, assessment, evaluation, individual therapy, rehabilitation sessions, collateral services, group therapy and/or sessions, case management and crisis intervention. Integrated throughout the clinical aspects of the specialized youth permanency services is the grief and loss work necessary to prepare a youth to consider permanency and to be ready to integrate into a permanent home. It also includes engagement

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

with collateral individuals impacting the youth’s mental health improvement. These individuals may be relatives, potential adoptive or other permanent parents, and other significant individuals in the youth’s lives.

- California counties contribute a 5% match for EPSDT services. In this pre-investment strategy the match is covered by same-year cost reductions in the foster care rate-paying department achieved by moving foster youth into permanent families.



Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

- The State of California contributes a 45% match to draw down federal EPSDT funds. In this pre-investment strategy the state match can also be covered by savings to the foster care rate-paying department achieved by moving foster youth into permanent families as well as a lowering of need for high end mental health services.
- All combinations of legal permanence and reduced need for high-end mental health services combine to produce available funds for the EPSDT match without requiring additional budget allocations.
- This successful strategic leveraged pre-investment strategy requires cross-departmental collaboration (see Part II) to ensure funds are allocated correctly. This strategy is currently being used in Nevada and Sacramento Counties. (see chart below for interdepartmental collaboration plan.)

Part V – Use of Relative Search Allocation for Non-clinical components of Youth Permanency Services

- Current budget allocations for notification of relatives (required by Federal Fostering Connections Legislation) and increased relative search and engagement (California Program Improvement Plan) have been under utilized by counties.
- State support for leveraged pre-investment encourages counties to pre-invest a portion of the savings as the required county 30% non-fed match to draw down these funds.
- The combination of EPSDT funds for clinical components of youth permanence services and Relative Search Allocations for non-clinical components covers county costs to continue and expand youth permanence services.

Part VI – Implications for Policy

- Meeting the permanency needs of foster youth lowers foster care placement costs in the short term as well as lowering long term costs resulting from poor adult outcomes for youth who exit without families (incarceration, substance abuse, and mental health costs, law enforcement costs, multiple-generational child welfare costs, etc).
- Prudent fiscal policy expends funds in a way that best achieves desired program outcomes **and** lowers costs in the same budget year. Strategic leveraged pre-investment to continue and expand successful specialized youth permanency services does this.
- Categorical, departmental budgeting at the county and state levels inhibits interdepartmental fiscal collaboration and must be supported by decision makers above the departmental silos.
- Strategic leveraged pre-investment of youth permanence services is a fundamental budget reform strategy that can be used at the county, state, and federal level.
- Elected budget decision makers (county executives and boards of supervisors, and state and agency-level officials and legislators) have a fiscal and moral imperative to facilitate cross-departmental collaborations, assuring that savings achieved by services of one department are leveraged through partnerships with other interrelated departments.
- Partnerships between departments of social services and mental health should be facilitated to maximize funds available for Medi-Cal reimbursable youth permanency programs to lower short and long-term costs for both departments and improve outcomes and

Appendix E: Understanding Strategic Leveraged Pre-investment of Savings Achieved in California Through Specialized Youth Permanency Services (Continued)

Part VII - Questions to Consider

- Are there barriers that would prevent counties from implementing a strategic leveraged pre-investment strategy?
- What are the fiscal implications to the state of using EPSDT funds for specialized youth permanence mental health programs?
- Are there incentives that the state government could offer to counties to implement a strategic leveraged pre-investment strategy?
- Would such incentives require statute change?
- Who are the best stakeholders to consider these issues?
- Who would champion this strategy? Who would oppose this strategy? Who might consider their interests challenged by this strategy? What would be necessary to build understanding and consensus?
- What are the possibilities of the federal government offering incentives to states to use strategic leveraged pre-investment?

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Appendix F: Savings Achieved Through Youth Permanence in California

Savings Achieved Through Youth Permanence in California					
County, State and Federal Sharing Ratios					
assume a 75% federal eligibility rate for foster care & an 90% rate for adoption					
(reflects Group Home rate increase, FFA rate decrease, and AAP FFP delinking; does not include increased FMAT)					
(does not include Federal participation in guardianship as per Fostering Connections Act)					
		Annual Savings			
Placement Cost Savings Adoption from FFA		Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)		\$19,721	\$7,395	\$4,930	\$7,395
Average Adoption Assistance Program Grants (B)		\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)		\$7,625	\$5,732	-\$59	\$1,952
Plus:					
CWS Cost Savings (source HHS) (C)		\$4,020	\$754	\$1,759	\$1,508
includes activities funded by county's cws allocation from the state, such time					
Admin Cost Savings 2 (source HHS) (D)		\$1,017	\$347	\$347	\$496
includes administrative costs of foster care such as eligibility worker time, ments etc.					
Court Cost Savings (E)		\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)		\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Adoption from FFH		Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)		\$6,852	\$2,570	\$1,713	\$2,570
Average Adoption Assistance Program Cost (B)		\$6,852	\$942	\$2,826	\$3,083
Placement Savings (A-B)		\$0	\$1,627	-\$1,113	-\$514
Plus:					
CWS Cost Savings (source HHS) (C)		\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)		\$1,017	\$347	\$347	\$496
Court Cost Savings (E)		\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)		\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Adoption from GH 14		Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)		\$106,020	\$39,758	\$26,505	\$39,758
Average Adoption Assistance Program Cost (B)		\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)		\$93,924	\$38,094	\$21,515	\$34,314
Plus:					
CWS Cost Savings (source HHS) (C)		\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)		\$1,017	\$347	\$347	\$496
Court Cost Savings (E)		\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)		\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Adoption from GH 12		Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)		\$93,540	\$35,078	\$23,385	\$35,078
Average Adoption Assistance Program Cost (B)		\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)		\$81,444	\$33,414	\$18,395	\$29,634
Plus:					
CWS Cost Savings (source HHS) (C)		\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)		\$1,017	\$347	\$347	\$496
Court Cost Savings (E)		\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)		\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Adoption from GH 11		Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)		\$87,288	\$32,733	\$21,822	\$32,733
Average Adoption Assistance Program Cost (B)		\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)		\$75,192	\$31,070	\$16,832	\$27,290
Plus:					
CWS Cost Savings (source HHS) (C)		\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)		\$1,017	\$347	\$347	\$496
Court Cost Savings (E)		\$1,328		\$1,328	

Appendix F: Savings Achieved Through Youth Permanence in California (Continued)

Placement Cost Savings KinGap+ from GH12	Total	Co Share	State Share	Fed Share
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Adoption from GH 10	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$81,084	\$30,407	\$20,271	\$30,407
Average Adoption Assistance Program Cost (B)	\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)	\$68,988	\$28,743	\$15,281	\$24,963
Plus:				
CWS Cost Savings (source HHS) (C)	\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)	\$1,017	\$347	\$347	\$496
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings GH 8 to Adoption	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$68,628	\$25,736	\$17,157	\$25,736
Average Adoption Assistance Program Cost (B)	\$12,096	\$1,663	\$4,990	\$5,443
Placement Savings (A-B)	\$56,532	\$24,072	\$12,167	\$20,292
Plus:				
CWS Cost Savings (source HHS) (C)	\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)	\$1,017	\$347	\$347	\$496
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Reunification from GH 10	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$81,084	\$30,407	\$20,271	\$30,407
Average Adoption Assistance Program Cost (B)	\$0	\$0	\$0	\$0
Placement Savings (A-B)	\$81,084	\$30,407	\$20,271	\$30,407
Plus:		\$356		
CWS Cost Savings (source HHS) (C)	\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)	\$1,017	\$347	\$347	\$496
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Reunification from FFA	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$19,721	\$7,395	\$4,930	\$7,395
Average Adoption Assistance Program Cost (B)	\$0	\$0	\$0	\$0
Placement Savings (A-B)	\$19,721	\$7,395	\$4,930	\$7,395
Plus:		\$356		
CWS Cost Savings (source HHS) (C)	\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)	\$1,017	\$347	\$347	\$496
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Placement Cost Savings Reunification from FFH	Total	Co Share	State Share	Fed Share
Average Placement Cost for Foster Youth (11-18) (A)	\$6,852	\$2,570	\$1,713	\$2,570
Average Adoption Assistance Program Cost (B)	\$0	\$0	\$0	\$0
Placement Savings (A-B)	\$6,852	\$2,570	\$1,713	\$2,570
Plus:		\$356		
CWS Cost Savings (source HHS) (C)	\$4,020	\$754	\$1,759	\$1,508
Admin Cost Savings (source HHS) (D)	\$1,017	\$347	\$347	\$496
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$6,365	\$1,101	\$3,434	\$2,004
Average Co Placement Cost for Foster Youth (11-18)	\$93,540	\$35,078	\$23,385	\$35,078
Average Co KinGap + Cost	\$7,068	\$1,344	\$1,344	\$4,380
Placement Savings (A-B)	\$86,472	\$33,734	\$22,041	\$30,698
Plus:				

Appendix F: Savings Achieved Through Youth Permanence in California (Continued)

Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$1,328		\$1,328	
Placement Cost Savings KinGap+ from FFA	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$19,721	\$7,395	\$4,930	\$7,395
Average Co KinGap + Cost	\$7,068	\$1,344	\$1,344	\$4,380
Placement Savings (A-B)	\$12,653	\$6,051	\$3,586	\$3,015
Plus:				
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$1,328		\$1,328	
Placement Cost Savings KinGap+ from FFH	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$6,852	\$2,570	\$1,713	\$2,570
Average Co KinGap + Cost	\$7,068	\$1,344	\$1,344	\$4,380
Placement Savings (A-B)	-\$216	\$1,226	\$369	-\$1,811
Plus:				
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$1,328		\$1,328	
Placement Savings KinGap+ from basic fh + sci + 993	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$11,916	\$4,469	\$2,979	\$4,469
Average Co KinGap + Cost	\$7,164	\$1,392	\$4,469	\$4,380
Placement Savings (A-B)	\$4,752	\$3,077	-\$1,490	\$89
Plus:				
Court Cost Savings (E)	\$1,328		\$1,328	
Total CWS, Admin & Court Cost Savings (C+D+E)	\$ 1,328		\$ 1,328	
Placement Cost Savings GH 12 to Foster Family Home	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$ 93,540	\$35,078	\$23,385	\$35,078
Average Foster Family Home Rate	\$ 6,852	\$2,570	\$1,713	\$2,570
Savings (A-B)	\$ 86,688	\$ 32,508	\$ 21,672	\$ 32,508
Placement Cost Savings GH 12 to Foster Family Agency	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$ 93,540	\$35,078	\$23,385	\$35,078
Average Foster Family Agency Rate	\$ 19,721	\$7,395	\$4,930	\$7,395
Savings (A-B)	\$ 73,819	\$ 27,682	\$ 18,455	\$ 27,682
Placement Cost Savings GH 12 to FFH	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$ 93,540	\$28,062	\$23,385	\$35,078
FFH	\$ 6,852	\$2,056	\$1,713	\$2,570
Savings (A-B)	\$86,688	\$26,006	\$21,672	\$32,508
Placement Cost Savings GH 12 to FFA	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$93,540	\$28,062	\$23,385	\$35,078
FFH	\$21,912	\$6,574	\$5,478	\$8,217
Savings (A-B)	\$71,628	\$21,488	\$17,907	\$26,861
Placement Cost Savings FFA to FFH	Total	Co Share	State Share	Fed Share
Average Co Placement Cost for Foster Youth (11-18)	\$19,721	\$5,916	\$4,930	\$7,395
Average Co Placement Cost in FFH	\$6,852	\$2,056	\$1,713	\$2,570
Savings (A-B)	\$12,869	\$3,861	\$3,217	\$4,826