



Alameda County, California

OVERVIEW

The Alameda County Department of Children and Family Services began implementing Family to Family in 2003 and has benefited from stable leadership from most of the time since they started. While they experienced some of the typical initial challenges of obtaining buy-in from frontline staff for Family to Family, their Family to Family coordinator believes they now have staff support for the Family to Family strategies. Their participation in other reform initiatives—including a IV-E waiver, California Permanency for Youth (CPYP) and California Connected by 25—helps them enhance and reinforce Family to Family. Their coordinator reports improvement in their relationships with community-based organizations as seen through their participation in SE, TDM, and RDS. In particular, a Faith Advisory Board is assisting with many of the strategies.

The Family to Family Coordinator sees significant progress in their BCP strategy, in part because they now have a better understanding of what specifically BCP includes and what they need to ask for from their community partners. RDS enjoys significant community and staff participation, but this has not yet translated into specific elements such as regular “ice breakers” or Family Team Meetings held with birth parents and caregivers. Alameda County is making progress in implementing TDM, although they acknowledge a need to improve TDM participation from community partners and holding TDM meetings in community locations. They are also making progress in the key elements of Self Evaluation, for example, they have a solid group of line staff, managers and community partners who meet regularly (at least twice per month) to discuss data and outcomes. ERDD implementation began in earnest recently.

SITE-LEVEL PLACEMENT EXPERIENCE INDICATORS

Initial entries to out-of-home care in Alameda County declined from 698 in 2005 to 577 in 2006 before rising to 623 in 2007 and declining again to 535 in 2008. During this period, the number of initial entries to out-of-home care (who stayed in care at least eight days) in California declined from 26,781 in 2005 to 22,655 entrants in 2008.¹ During the anchor-site period, birth to one year olds accounted for between 33.7% and 35.6% of first entries. Among initial entrants in 2008 in Alameda County, 51.7% were five or younger, slightly lower than the statewide rate of 56.2% for this group in calendar year 2008. By 2008, the percentage of children and youth

¹ Data obtained from Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., Peng, C. & Holmes, A. (2009). *Child Welfare Services Reports for California*. Retrieved 7/29/2009, from University of California at Berkeley Center for Social Services Research website. URL: http://cssr.berkeley.edu/ucb_childwelfare

entering care without a sibling in care represented approximately two-thirds of entries (66.5%) and very few large sibling groups (five or more children) entered care during the year.

As **Exhibit B.1.1** shows, during the anchor-site phase, the percent of children initially entering out-of-home care who were black ranged from 39.4% of entries in 2005 to 46.7% in 2008. This contrasts with the county's general child population in 2008 in which about 12% of residents were black. Approximately one-fourth of the children and youth entering care for the first time in Alameda County from 2005 through 2008 were Hispanic, ranging from 23.7% in 2006 to 28.7% in 2007. The proportion of first entries who were Hispanic was lower than the proportion of about 31% for Hispanics in the general child population of the county.

Exhibit B.1.1: Demographic Characteristics of Children Initially Entering Out-of-Home Care —Alameda County, CA

Characteristic	2005 (N=698)	2006 (N=577)	2007 (N=623)	2008 (N=535)
Gender				
Male	329 (47.1%)	261 (45.2%)	273 (43.8%)	272 (50.8%)
Female	369 (52.9%)	316 (54.8%)	350 (56.2%)	263 (49.2%)
Race				
Black	275 (39.4%)	265 (45.9%)	245 (39.3%)	250 (46.7%)
White	174 (24.9%)	137 (23.7%)	135 (21.7%)	110 (20.6%)
Hispanic	190 (27.2%)	137 (23.7%)	179 (28.7%)	129 (24.1%)
Asian American/Pacific Islanders	50 (7.2%)	33 (5.7%)	51 (8.2%)	36 (6.7%)
Native American/Alaska Native	9 (1.3%)	5 (0.9%)	13 (2.1%)	10 (1.9%)
Age				
0-1 year	235 (33.7%)	198 (34.3%)	222 (35.6%)	186 (34.8%)
2-5 years	123 (17.6%)	99 (17.2%)	112 (18.0%)	90 (16.9%)
6-11 years	132 (18.9%)	121(21.0%)	125 (20.1%)	112 (20.9%)
12-14 years	107 (15.3%)	80(13.9%)	76 (12.2%)	65 (12.1%)
15-17 years	101 (14.5%)	79 (13.7%)	88 (14.1%)	82 (15.3%)
Siblings entering care at same time				
1	426 (61.0%)	367 (63.6%)	368 (59.1%)	356 (66.5%)
2	142 (20.3%)	125 (21.7%)	111 (17.8%)	91 (17.0%)
3	85 (12.2%)	39 (6.8%)	60 (9.6%)	57 (10.7%)
4	43 (6.2%)	36 (6.2%)	33 (5.3%)	24 (4.5%)
5	0 (0.0%)	10 (1.7%)	18 (2.9%)	7 (1.3%)
6 or more	2 (0.3%)	0 (0.0%)	33 (5.3%)	0 (0.0%)

*Children in care less than 8 days excluded.

As shown in **Exhibit B.1.2**, initial placements with relatives in Alameda grew substantially during the anchor-site phase, from 8.3% of initial placements in 2005 (83 children) to 24.9% (133 children) in 2008. Concomitant with this shift was a decline in initial placements with Family Foster Agency (FFA) homes, decreasing from 60.6% of initial entries in 2005 (423 children) to 43.4% in 2008 (232 children). Still, initial placements in FFAs and regular foster homes in 2008 accounted for two-thirds of initial placements; however, this was down from more than 80% in 2006. Similarly, initial placements in shelters or other congregate care settings decreased from 8.6% in 2005 (60 children and youth) to 5.8% in 2008 (31 children and youth). **Exhibit B.1.3** examines this proportion over a longer time period (2001-2008). Congregate care placements peaked at 15% in 2002 and declined concurrent with the implementation of Family to Family in 2003 and declining to about 6% in 2008. Collectively, all of these changes in the pattern of initial placements point to increased reliance on family-based care—and are in line with target outcomes in the county’s current System Improvement Plan (SIP) which calls for an increase in relative placements and a decrease in group home placements.

Exhibit B.1.2: Characteristics of Placement—Alameda County, CA

Characteristic of Initial Placement	2005	2006	2007	2008
Initial Placement				
Relative Home	58 (8.3%)	50 (8.7%)	95 (15.2%)	133 (24.9%)
Foster Home	142 (20.3%)	111 (19.2%)	170 (27.3%)	129 (24.1%)
Foster Family Agency Home	423 (60.6%)	356 (61.7%)	300 (48.2%)	232 (43.4%)
Group/Shelter	60 (8.6%)	49 (8.5%)	44 (7.1%)	31 (5.8%)
Guardian	15 (2.1%)	10 (1.7%)	13 (2.1%)	10 (1.9%)
Other*	0 (0%)	1 (0.2%)	1 (0.2%)	0 (0%)
Sibling Placement Status				
No Siblings Entered Placement	426	367	368	356
Placed with All Siblings	148 (54.4%)	106 (50.5%)	141 (55.3%)	112 (62.6%)
Placed with Some Siblings	47 (17.3%)	42 (20.0%)	61 (23.9%)	37 (20.7%)
Placed with no Siblings	77 (28.3%)	62 (29.5%)	53 (20.8%)	30 (16.8%)
Recurrence of Maltreatment w.in 6 mo.^				
No	1725 (89.8%)	1811 (90.6%)	1607 (91.8)	857 (91.9%)
Yes	196 (10.2%)	187 (9.4%)	144 (8.2%)	76 (8.1%)
Pct Placed initially < 1 mile from home **				
Relative Home	50.8	38.6	52.4	33.7
Non Relative Home	4.5	5.4	6.0	5.5
Total	9.4	9.3	15.1	13.6
Family Connection?***				
No	438 (62.8%)	373 (64.6%)	343 (55.1%)	282 (52.7%)
Yes	260 (37.2%)	204 (35.4%)	280 (44.9%)	253 (47.3%)

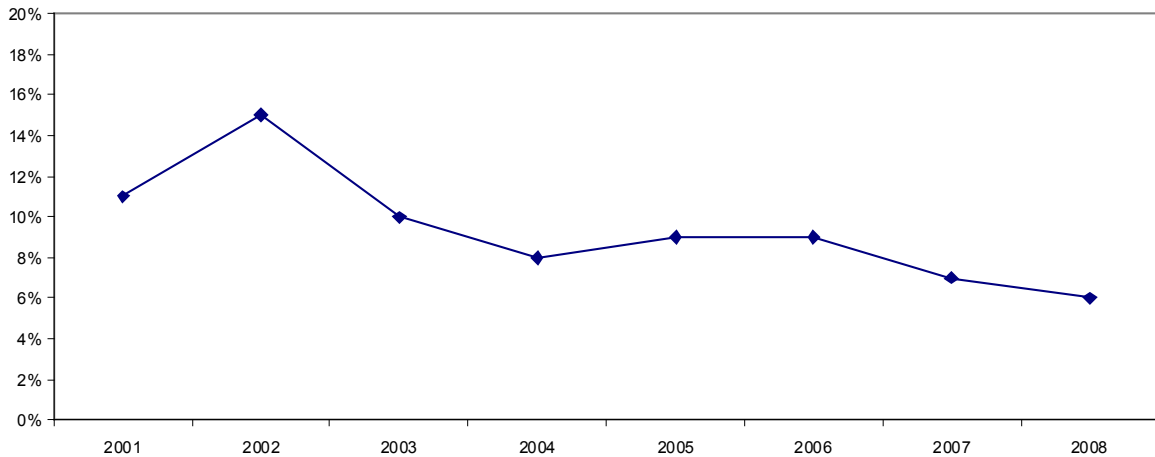
*Includes pre-adopt, and court-specified home

**Calculation of percent of entries placed initially within 1 mile was based only on instances which had both a geocodable removal and placement address.

***Family connection refers to initial placement with a relative or guardian, or at least one sibling, or within one mile of removal address.

^Base period for 2008 is Jan. 1 to Jun. 30 due to data cut-off of 12/31/08

Exhibit B.1.3: Percentage of Children Placed in Congregate Care—Alameda County, CA



The number of children taken into care for the first time who did not enter with a sibling declined from 426 in 2005 to 356 in 2008. During this period, however, the children who entered with siblings and were placed with all of their siblings rose from 50.5% in 2006 to 62.6% in 2008. As a result, the percentage of first entries who were not placed with a sibling declined from 29.5% in 2006 to only 16.8% of such children in 2008.

Family and community connections also can be maintained through the use of kinship care. Given the growing use of kinship care in Alameda County, the data in **Exhibit B.1.2** suggest that a consequence of placement with relatives is to help children remain close to their home neighborhoods. Compared to non-relative foster homes, a much higher proportion of these placements, ranging from about one third to one half, were within one mile of the child's original home (although the percentage declined notably for 2008). In contrast, no more than six percent of placements with unrelated caregivers were this close.

The growth in kinship care, the rise in children placed with at least some of their siblings, and the proximity of placements to the child's original home each contributed to an increase in the percentage of children who maintained a family connection when placed initially into foster care. The percentage of children with a family connection rose from 35.4% in 2006 to 47.3% in 2008.

Another encouraging trend reflected in these data is that recurrence of maltreatment within 6 months declined in Alameda from 10.2% in 2005 to 8.1% in 2008. This may be additional or complementary evidence of a trend noted by an internal review of the county's Another Road to Safety (Differential Response) program that suggested a low rate of recidivism for participating clients.

To facilitate comparisons across cohorts, **Exhibit B.1.4** describes the number of placement moves for children and youth who initially entered care each year and were still in care 12 months later. Similar to but corrective of the first placement stability measure in the federal Child and Family Service Review (CFSR) process, the longitudinal indicators in this table measure the percentage of children in their first or second, or third or greater placement. The results for children who initially entered care in 2007 point to potential improvement in placement stability. The percentage of children who had only 1 or 2 placements rose from 59.6% of the 2005 cohort to 66.8% of the 2006 cohort, and finally, to 73.5% of the 2007.

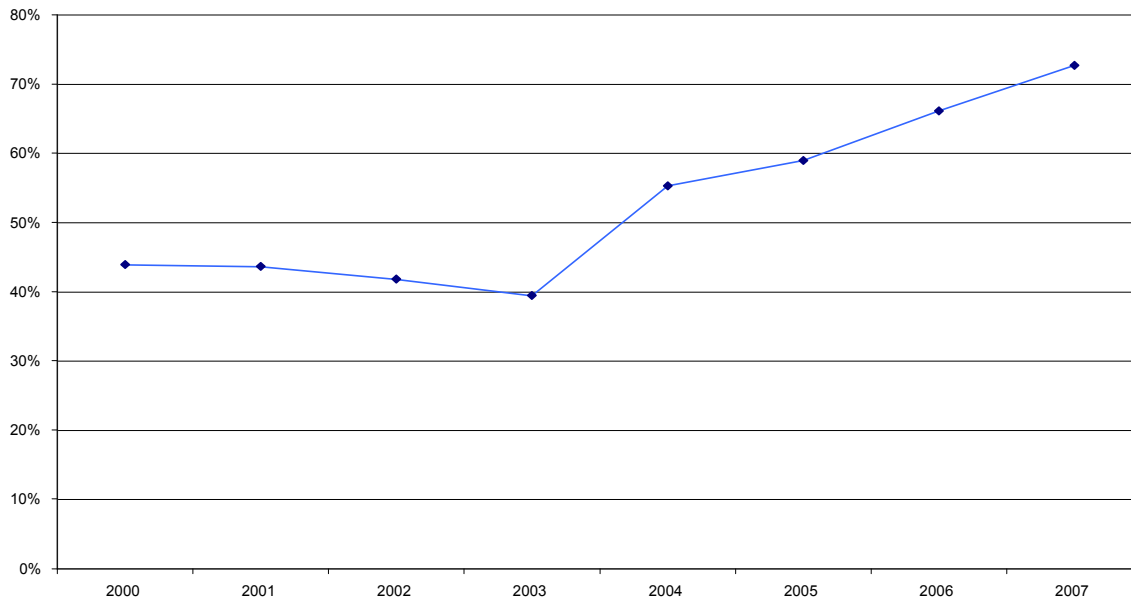
Exhibit B.1.4: Placement Stability at 12 months by Year of Initial Entry—Alameda County, CA

	2005	2006	2007
No. of Placements in 1st Spell*			
1 or 2 placements	202 (59.6%)	213 (66.8%)	219 (73.5%)
3 or more placements	137 (40.4%)	106 (33.2%)	79 (26.5%)

*For children still in care at 12 months

As **Exhibit B.1.5** examines this proportion over a longer time period (2000-2007). As the graph illustrates the proportion of children with 1 or 2 placement in their initial spell remained relatively stable between 2000 and 2003, but then increased substantially over the anchor site period from approximately 40% in 2003 to over 70% in 2008.

Exhibit B.1.5: Percentage of Children with 1 or 2 Placements in Initial Spell—Alameda County, CA



Examining **Exhibit B.1.4** we find that the proportions of reunification and adoption exits from care within six months, one year, and two years appear not to have changed substantially across cohorts; however, rates of exit to reunification within six months and 12 months suggest some improvement for the 2007 cohort. The proportions of discharges to reunification by two years indicate that median lengths of stay of less than two years prevail among children who are reunified in Alameda County.

As **Exhibit B.1.6** shows, among children with very short first spells (seven days or less), the rates of reentry to care following reunification declined slightly across the anchor-site phase, ranging from 20% among the 2005 cohort to only 14% for the 2007 cohort. Among children with longer first spells, the percent reentering care following reunification was consistently just below one in four. Alameda CFS has clearly taken note of these trends regarding achieving and maintaining permanency—and has made improvements in these areas a priority in its recent SIP.

Exhibit B.1.6: Time in Care and Reentry—Alameda County, CA

	2005	2006	2007	2008
Pct Reentering Care After 1st Spell*				
0-7 days	0.20	0.16	0.14	--
>7 days	0.23	0.23	0.24	--
Pct Exiting Care by**:				
Exit to Reunification				
6 months	0.38	0.33	0.35	--
1 year	0.45	0.40	0.48	--
2 years	0.54	0.51	--	--
Exit to Adoption				
6 months	0.00	0.00	0.00	--
1 year	0.01	0.01	0.01	--
2 years	0.08	0.11	--	--

*Exit cohorts to reunification per year (same as federal measure C1.4)

**First entry cohorts, children in care 8+ days

The longer that children remain in custody, the more challenging it becomes to help them achieve a permanent placement. As **Exhibit B.1.7** shows, this is evident in the fact that no more than 18% of the children and youth in Alameda County who had been in care for two years or more on January 1 in any of the years from 2004 through 2007 achieved a permanent placement by the end of the year. The proportion of these children in long-term care who achieved a permanent placement by the end of the year declined from 18% in 2004 to 13.3 % in 2007.

While not reflected specifically in these data, Alameda has made efforts to focus on achieving permanency for older youth. Among the programs in which Alameda has participated that are aimed at helping this group are—the California Connected by 25 Initiative, the California Permanency for Youth Project, and the Group Home Family Preservation Unit.

Exhibit B.1.7: Achieving Permanency for Children and Youth in Care for Two Years or More—Alameda County, CA

	2004	2005	2006	2007
Children and Youth in care on January 1st of year*	2,966	2,595	2,368	2,140
Number in care for two years or more	1,840	1,544	1,333	1,143
“Number who exited to reunification, adoption, guardianship by end of year and before age 18”	331	233	193	152
Percent achieving permanency	18.0	15.1	14.5	13.3

*Children in non-dependent guardianships and 18 years or older on Jan 1 excluded.

Resource Family Recruitment, Development, and Support

As in jurisdictions across the country, the need for county-licensed foster homes is an ongoing concern in Alameda County. The Recruiting, Development, & Support of Resource Families (RDS) workgroup meets twice a month and aims to find and maintaining foster and kinship families to support children and families in their own neighborhoods.

Among the activities undertaken by Alameda County during the past several years to promote RDS have been: implementation of the Parent Resources for Information, Development, and Education (PRIDE) curriculum and training; a media campaign that included billboard ads and a DVD featuring former foster youth, foster and adoptive parents, and agency staff; bi-annual resource parent socials that have included training components where agency staff mingle informally foster parents; respite care for foster parents through a contract with Family Support Services of the Bay area, as well as monthly respite for foster parents caring for medically fragile or drug/alcohol exposed infants; participation by resource families on the RDS workgroup; and information and training for resource families on TDM and Communicating History and Transition (CHAT) meetings.

Alameda County has also begun using the ETO web-based RDS tracking tool developed by UC Berkeley. Efforts to tap the full potential of this tool continue to be developed. Current use across sites ranges from selective use such as entry of prospective resource parents at the initial contact (basic demographic, name, address), and some tracking of PRIDE attendance, or recruitment efforts, to full utilization of the program.

No specific outcome measures have been identified at present for RDS. However, UCB is soliciting site participation in workgroups whose goal will be to determine what ongoing recruitment and training data should be measured, and clarify which “supportive services” are provided to resource parents across all sites. UCB is also creating a list and description of queries built for each site—to be shared with all other sites and posted on the ETO section of Family to Family California website. A bi-weekly, drop-in WebEx video conference hosted by UCB recently began to facilitate a dialogue between counties in order to connect, share ideas and discuss data and SE efforts as they pertain to RDS.

Building Community Partnerships

Connecting with the Community. When Alameda County Department of Children & Family Services became a Family to Family site in 2003, it began contacting public and private agencies to partner with them in their efforts. A community planning effort was already underway with three community sites chosen because of their high number of child removals and low reunification rates. These three sites also were among the poorest in the county and had the highest level of distrust of the public child welfare system. Each community differed in terms of community collaboration. One site had a strong, pre-existing community collaborative, one was just beginning to form relationships to community-based partners, and the third had a loose, but weak collaborative.

Site Infrastructure. A series of discussions between site partners in Alameda County and the Casey Foundation resulted in four subgroups under the BCP structure: Community Engagement, Faith Initiative, Parent Engagement, and Youth Engagement. Each aspect of BCP work in Alameda County is described below:

Community Engagement: Alameda County’s community engagement efforts are conducted in the form of Another Road to Safety (ARS). The contract held by SSA is program-specific, with services reimbursed according to the contract. Regular meetings are held between staff at the community agencies as well as the public child welfare agency. The site recently released a request for proposals (RFP) to expand their ARS services.

Faith Initiative: This initiative is contracted with a community-based organization that facilitates all faith activities over a three year period. A small team of support staff maintain two offices. Currently, the site collaborates with more than 100 faith institutions in the community. Each faith institution is required to sign a contract committing it to work with the department in this area. Regular meetings of a Faith Advisory Council and a Faith Initiative Executive Team are held.

Parent Engagement: Parent Advocates are paid through a contract with Chabot Community Colleges. They receive supervision from a child welfare supervisor, have desk space at agency offices, and are included in community meetings, trainings, and conferences. Agency staff are also available to Parent Advocates for consultation.

Youth Engagement: Youth engagement activities are provided via a contract with the agency’s ILSP board, Beyond Emancipation. Youth and adults work together on a youth advisory council to offer recommendations to the county on programs that help foster and emancipated youth. A paid youth coordinator facilitates and leads the council. Youth also serve as advocates for the needs of foster youth through a variety of public efforts.

BCP Activities. Alameda County has made efforts to establish positive relationships with communities through various strategies such as, offering similar trainings to community workers as for agency workers, sharing agency resources with the community and vice-versa, tapping the faith community, and including parents and youth in agency and community efforts. Specifically, community collaboratives are invited to participate in departmental planning, support the department at community meetings, offer meeting space for agency staff, participate in TDMs, and hold community forums. A Parent Leadership Training program was developed that serves as a pool from which Parent Advocates are hired. Participants in the parent advocates program are trained to facilitate CHAT (icebreaker) meetings. Recruitment efforts through the faith initiative include a publicity campaign, public forums, tables at community events, and a speaker’s bureau that guides staff and faith leaders on communicating the need for foster families to communities. Alameda County has also organized a showing of the Bay Area Heart Gallery, a community outreach traveling photography exhibit to raise awareness about the needs of children and youth in foster care.

Funding. Funding for the Community Engagement activities through ARS are currently \$500,000/year for each site. The Faith Initiative receives \$800,000 over 3 years funneled through the community-based organization that coordinates faith activities. Parent Advocates receive \$15/hour up to a maximum of \$24,999/year.

Exhibit B.1.8: Community Partnerships Reflected in TDM Meetings—Alameda County, CA

	2005	2006	2007	2008
Removal TDMs				
Community representative present	3%	1%	2%	3%
Service provider present	53%	48%	59%	68%
Family member or friend present	46%	39%	41%	37%
Held in a community location	0%	1%	1%	0%
Change of Placement TDMs				
Community representative present	1%	1%	5%	7%
Service provider present	63%	63%	72%	75%
Family member or friend present	35%	36%	36%	33%
Held in a community location	1%	1%	0%	0%

Exhibit B.5.8 illustrates how Alameda County’s community partnerships were reflected in TDM meetings during the anchor site period. The most notable characteristic of removal TDM meetings in 2008 for Alameda County is that a relatively high percentage (68%) include a service provider. This exceeds the median rate of 42% across all sites and is the third highest among all sites. Similarly, 75% of change of placement (COP) TDMs in Alameda also include a service provider, above the median rate of 64% for all anchor sites. Additionally, over the anchor site period, a family member or friend was present at a third or more of both removal and change of placement TDMs in Alameda County.

Team Decisionmaking

Estimates of the “penetration rate” for removal TDMs in Alameda County was 66% or higher from 2005 through 2007, before declining to 51% in 2008. This is considerably lower than the median rate of 67% across all anchor sites in 2008. This estimate is derived by comparing the number of first entries during a year to the number of those children who had a removal TDM over the same time period, and rates among anchor sites in 2008 range from 51% to 90%. A similar comparison of changes in placement setting using longitudinal placement data and TDM data indicates that 21% of children who had a placement moves among each annual cohort of children also had a COP TDM. This is equal to the median rate of 21% for California anchor sites, and but lower than the rate for all anchor sites (38%). In addition, perhaps as a consequence of the county’s efforts on birth parent involvement, 42% COP meetings in this site were likely to have a parent present. This compares to a median of 46% across all anchor sites.

Exhibit B.1.9: TDM Implementation Progress—Alameda County, CA

	2005	2006	2007	2008
Removal TDMs				
Percentage of children entering care for 1st time each year who had a removal TDM during this time period	66%	76%	66%	51%
# removal TDMs held	834	1062	880	940
# removal recommendations made	1234	1607	1308	1443
TDM held prior to placement	59%	47%	45%	25%
Parents present	72%	71%	71%	75%
More than 1 DSS staff person present	53%	36%	27%	42%
Experienced Facilitator	55%	96%	87%	91%
Change of Placement TDMs				
Percentage of children entering care for 1st time during these years and experiencing more than 1 placement who had a change of placement TDM during these years	16%	24%	24%	21%
# change of placement TDMs held	317	498	392	616
# COP recommendations made	408	627	486	733
Parents present	46%	44%	44%	42%
More than 1 DSS staff person present	62%	59%	55%	56%
Caregiver present	44%	44%	46%	42%
Experienced Facilitator	58%	96%	84%	92%

Exhibit B.1.10 indicates that the pattern of recommendations produced by removal TDM meetings in Alameda County has changed in some important ways during the anchor-site phase of Family to Family. Recommendations to remove declined from 53% in 2005 to 47% among the 2008 cohort. This was accompanied by a corresponding increase in recommendations for children to remain in the home or to be returned home immediately. Specifically, the rate of recommendations to maintain or return to the child’s home increased from 42% in 2005 to 50% in 2008. This occurred in the context of fluctuating numbers of removal meetings, ranging from 834 in 2005 to 940 in 2008.

Exhibit B.1.10: Recommendation of Removal TDM Meetings by Cohort—Alameda County, CA

	2005	2006	2007	2008
Out-of-home Care	53%	48%	45%	47%
Child / Youth Home	42%	50%	51%	50%
Unable to reach Consensus /Other	1%	0%	0%	0%
Missing	4%	2%	3%	2%

Exhibit B.1.11 shows small numbers of change-of-placement (COP) meetings in Alameda County from 2006 through 2008. Across this period, the percentage of children who were maintained in their current placements ranged from 37% of COP TDM meetings in 2007 to 41% in 2008. The rate of lateral moves rose slightly to 21% in 2008. Also, the rate of recommendations for transfers to more restrictive placement settings declined from 15% in 2005 to 8% in 2008.

**Exhibit B.1.11: Recommendation of Change of Placement TDM Meetings by Cohort—
Alameda County, CA**

	2005	2006	2007	2008
Move less restrictive	20%	18%	22%	16%
Move more restrictive	15%	11%	9%	8%
Move same level	16%	18%	16%	21%
Maintain Placement	37%	38%	37%	41%
Other / Missing	13%	14%	15%	14%

Self-Evaluation

The county’s Data Integrity/Self Evaluation (DISE) workgroup meets twice a month and aims to collect, analyze, and interpret outcome data to determine where the agency performs well, and where policy and practice changes are needed. The DISE workgroup is co-chaired by Quality Assurance staff which helps ensure that analysis and interpretation of outcome information are grounded in data that are reliable.

Among the goals pursued by the DISE team are: to collect data for the county’s System Improvement Plan, communicate to agency staff the state and federal outcomes review process, monitor Alameda’s performance on state and federal outcome measures, and help managers and program staff to understand the impact of changes in policies and interventions on trends observed in systemic outcomes.

The DISE team has provided support to agency staff in a number of useful ways. These have included: development of a Court Report Review Checklist to create uniformity across the agency in the submission and review of court reports; ad hoc reports for group home staff to assist with a step-down project; creation of staff-requested reports such as “data byte” outcome reports sent by email; participation in a workgroup to share Business Objects reports; and monthly reports to assist staff with SACWIS data entry issues and to remind staff of impending due dates for compliance items (e.g., older youth needing a completed Transitional Independent Living Plan).

The Evaluation of the Anchor-Site Phase of Family to Family

In 1992, the Annie E. Casey Foundation embarked on an initiative entitled *Family to Family: Reconstructing Family Foster Care*. By the time it concluded in 2009, dozens of large urban areas in more than 20 states had participated in Family to Family. The final phase from 2006 through 2009 focused on a smaller set of “anchor sites” in nine states. Drawing on earlier experience with the initiative, each anchor site developed a workplan to integrate efforts across four core strategies designed to achieve the transformation of policy and practice envisioned for Family to Family. To assess the impact of resulting changes in policy and practice on outcomes for children and their families, the Foundation sponsored an evaluation by a team of researchers from the University of North Carolina, Wildfire Associates, the University of California at Berkeley, and Case Western Reserve University. The evaluation team included: Judith Wildfire of Wildfire Associates, Inc., Co-Principal Investigator; Daniel Webster of the Center for Social Services Research (CSSR) at the University of California at Berkeley, Co-Investigator; David Crampton of Case Western Reserve University, Co-Investigator; and Lynn Usher of the School of Social Work at the University of North Carolina, Principal Investigator.

Reports from the evaluation include an executive summary, a comprehensive report with technical appendices, and profiles of each anchor site. Each report is available online at:

<http://www.unc.edu/~lynnu/f2feval.htm>

The evaluation team appreciates the cooperation it received from Family to Family participants in each site and from state child welfare officials who provided the data on which this evaluation is based. We also appreciate the efforts of Regional Operations Managers and Site Team Leaders in coordinating the review of draft site profiles, including: Suzanne Barnard; Bill Bettencourt; Fred Harris; Lisa Paine-Wells; Jana Rickerson; Sheila Spydell; and Kate Welty.

We could not have undertaken this work without financial support from the Annie E. Casey Foundation, for which we are very appreciative. Of course, the opinions and conclusions presented in this report are those of the evaluation team and are not necessarily shared by the Foundation’s board of directors, managers, or staff.

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