

**County of Santa Clara**  
**Social Services Agency**  
Department of Family and Children's Services



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CSFC SSA03 041906

Prepared by: Randy Parker  
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Reviewed by: Norma Doctor Sparks  
Director, Department of Family  
and Children's Services

DATE: April 19, 2006

TO: Supervisor James T. Beall, Jr., Chairperson  
Supervisor Don Gage, Vice-Chairperson  
Children, Seniors & Families Committee

FROM:   
Will Lightbourne  
Agency Director, Social Services Agency

SUBJECT: Foster Youth Initiative Update

**RECOMMENDED ACTION**

Accept the Foster Youth Initiative Update.

**FISCAL IMPLICATIONS**

There are no fiscal implications associated with the recommended action.

## **CONTRACT HISTORY**

Not Applicable.

## **REASONS FOR RECOMMENDATION**

The Children, Seniors and Family Committee (CSFC) requested this update on the Foster Youth Initiative. On February 15, 2006, the Committee accepted an update from the Social Services Agency, Department of Family and Children's Services (SSA/DFCS) and directed administration to record and provide in future status reports information relating to the outcomes of participating foster youths including training opportunities, employment interviews, and successful employment. The Committee also requested information about the possibility of a grant to support the Unclassified Position Program for Emancipated Foster Youth, youth outreach strategies, seasonal and short-term job opportunities, barriers to employment and how the State Employment Development Department is involved in supporting foster youth's employment needs. These subjects, as well as the implementation status of the California Connected by 25 Foster Youth Initiative (CC25) are covered in the attached update (Attachment A).

## **BACKGROUND**

### **The California Connected by 25 Foster Youth Initiative (CC25)**

The CC25 Initiative is a collaboration with youth, caregivers, community partners, technical consultants and DFCS staff dedicated to building an integrated network and continuum of life skills, educational, training/employment and housing services and opportunities for emancipating and emancipated foster youth to prepare and support them as they transition into adulthood.

On January 28, 2006, the Walter S. Johnson Foundation approved DFCS' request for a \$300,000 grant over the next three years in annual installments of \$100,000 a year to plan and implement the CC25 Initiative. DFCS will use the Foundation's funding as the County's match to draw additional Title IV-E and other federal/state funding, if possible. The funding will pay for a project coordinator, training, and administrative costs related to meetings. In Santa Clara County the two primary strategies of the Connected by 25 Foster Youth Initiative are:

- Development of a work experience, training, and employment program that would coordinate Santa Clara County's Workforce Investment Boards, area community colleges, school districts, and employers to help foster youth prepare for and obtain jobs

with high wage and high growth careers.

- Development of a transitional housing program that would provide emancipated foster youth a continuum of housing opportunities, including maintaining emancipated foster youth to continue to reside with caring, supportive, and significant adults in a family environment.

Additional strategies for implementation of CC25 include:

- Data Management Information System: In Year One, Santa Clara County will plan and create a data management and information system to collect comprehensive data on emancipating and emancipated foster youth. The data will be used for program planning and to evaluate youth outcomes. In Years Two and Three, Santa Clara County will develop a process to use the data collected to improve youth outcomes and integrate the data collection into program planning and evaluation.
- K-12 Education: In Year One, Santa Clara County will plan and implement a K-12 educational strategy to improve the reading literacy and math skills of foster youth ages 14 to 18 years old. The K-12 educational activities will improve the educational advocacy, support, and services for foster youth. This strategy will compliment the Career Pathways training and employment program by better preparing 14 to 18 year old foster youths for post-secondary education training and/or career pathways. In Years Two and Three, Santa Clara County will implement the developed strategies in low performing schools to improve educational outcomes; link foster youth to available community resources to improve literacy and math skills and to meet other identified needs; develop internal DFCS policy and procedures to ensure that all foster youth will have access to educational opportunities; and offer quarterly educational rights training.
- Personal/Social Asset Development: In Year One, Santa Clara County will develop a model of best practices to increase the number of emancipating foster youth with life-long connections. Other activities will include training for staff on model permanency best practices, training for foster youth on resiliency, and exploring with mental health to have clinicians participate in emancipation conferences. In Years Two and Three, Santa Clara County will continue efforts to link youth to life-long connections and to more mental health services.
- Independent Living Program: In Year One, Santa Clara County will improve the integration of the Independent Living Program curriculum services into casework for all foster youth. Activities will include more integration of the DFCS assigned social worker with the ILP contract providers; the development of an early ILP education and outreach program to 14 and 15-year olds; the development of a caregiver education and

training outreach program to increase ILP participation; and the creation of policies and procedures to ensure that all foster youth will have a TILP and that 16 year olds will have emancipation conferences and 6 months follow-up on progress. In Years Two and Three, Santa Clara County will begin to implement Independent Living Program reforms; implement an early Independent Living Program; conduct caregiver training on Independent Living Program; and improve the availability of emancipation conferences and completion of TILPS.

- Individual Development Accounts and Debit Accounts: In Year One, Santa Clara County will request technical assistance from the Jim Casey Youth Opportunities Initiative to establish an Individual Development Accounts (IDA) and Debit Accounts program; identify the Individual Development Account county match; identify banking partnerships; identify community-based organizations to provide financial literacy skills; develop a Community/Foster Youth Board; and submit a grant application to Hewlett Regional Grant to expand the program. In Years Two and Three, Santa Clara County will establish an Individual Development Accounts and Debit Accounts program.

#### DFCS Work Experience Project

The DFCS Work Experience Project was established in 2005 at the request of Supervisor James T. Beall, Jr. The primary objective of the DFCS Work Experience Project is to find work experience for 30 current or former foster youth ages 16 to 21 years of age beginning January 1, 2006. The Work Experience Program consists of assessment testing, job search techniques, career interest testing and work experience placement. Collaborating partners in this project include the DFCS ILP Unit, ILP service provider agencies, NOVA and SVWIN.

#### Unclassified Position Program for Emancipated Foster Youth

The "Unclassified Clerk Typist Program within the Social Services Agency" was the predecessor of the current "Unclassified Position Program for Emancipated Foster Youth." The Board approved the Unclassified Clerk Typist Program in 2001. The Board specifically authorized no more than 40 Advance Clerk Typist, Clerk Typist or Office Clerk positions at a time to be filled by emancipated youth. Since 2001, 6 former foster youth participated in the program and progressed to become permanent full-time SSA employees. ESA is currently completing the final steps prerequisite to asking the Board to expand the types of entry level positions for the program and to expand the program to other County departments. The expanded program will be available to all youth who experienced out-of-home placement

ordered by the Juvenile Dependency Court when they were age 16 or 17.

#### Employment Opportunities at the Department of Child Support Services (DCSS)

In January 2006, DCSS announced that it could offer Office Specialist position to former and current foster youth that would continue until the end of the current fiscal year. Subsequently, ESO, DFCS and DCSS hosted events to orient youth to the job opportunity and to assist them in completing applications. To date, 22 former and 1 current foster youth are employed at CDSS.

#### CONSEQUENCES OF NEGATIVE ACTION

Negative action would result in the Children, Seniors and Family Committee not accepting this update on the Foster Youth Initiative.

#### STEPS FOLLOWING APPROVAL

The Clerk of the Board will follow the usual procedures for a report of this type.

#### ATTACHMENTS

- Attachment A – Foster Youth Initiative Update
- Attachment B – Student Internship Background Information
- Attachment C – CC25 Implementation Workgroups Strategies and Tasks – Year 2006
- Attachment D – CC25 Implementation Workgroups Participating Agencies and Groups
- Attachment E – CC25 Implementation Workgroup Agencies and Groups Invited and Participating

## FOSTER YOUTH INITIATIVE UPDATE

Submitted to

### THE CHILDREN, SENIORS AND FAMILIES COMMITTEE

April 19, 2006

The Children, Seniors and Family Committee (CSFC) requested this update on the Foster Youth Initiative. On February 15, 2006, the Committee accepted an update from the Social Services Agency, Department of Family and Children's Services (SSA/DFCS) and directed administration to record and provide in future status reports information relating to the outcomes of participating foster youths including training opportunities, employment interviews, and successful employment. The Committee also requested information about the possibility of a grant to support the Unclassified Position Program for Emancipated Foster Youth, youth outreach strategies, seasonal and short-term job opportunities, barriers to employment and how the State Employment Development Department is involved in supporting foster youth's employment needs. These subjects, as well as the implementation status of the California Connected by 25 Foster Youth Initiative (CC25) are covered in this update.

#### Tracking Foster Youth Employment

DFCS can provide most details regarding the status of youth involved in the Unclassified Position Program for Emancipated Foster Youth, the DFCS Work Experience Program and the Department of Child Support Services' (CDSS) Office Specialist position program. For two of these programs, data was not gathered on many youth were considered for the employment opportunities prior to the February 15, 2006 CSFC directive to gather such data. Also, data was not gathered on youth who did not qualify for these three opportunities and were redirected to alternative educational or employment opportunities or service resources.

Employment Opportunity (Nov. 2005 - March 2006)	Number of Youth		
	Considered for Training Opportunity	Referred to Employment Opportunity	Successful Employed
Unclassified Position Program for Emancipated Foster Youth	3	3	0
DFCS Work Experience Program	233 <sup>1</sup>	64 <sup>2</sup>	8 <sup>3</sup>
Department of Child Support Services	408 <sup>4</sup>	39	23 <sup>5</sup>

<sup>1</sup> DFCS attempted to contact 233 youth by telephone in November and December 2005. The number directly contacted is unavailable. Additionally, the ILP service providers attempted to contact an unknown number of youth.

<sup>2</sup> Fifty-three (53) youth were referred to the SVWIC contractor Henkels and McCoy and 11 were enrolled in the program at NOVA.

<sup>3</sup> Seven (7) youth were employed by DCSS. One (1) other youth is in an internship and another youth is job searching.

<sup>4</sup> DFCS attempted to contact 408 youth via mail in February 2006: 322 current foster youth ages 16 years and older and 86 youth who had emancipated from foster care in the prior 6 months.

<sup>5</sup> Two (2) other youth are pending background checks.

Please see information about the "DFCS Initiatives Data Workgroup" below regarding the first year CC25 goal to develop of a comprehensive client database and data gathering system that would enable DFCS to more thoroughly track outcomes. This system would allow service activity and outcome data entry from multiple sources (e.g. DFCS, ILP contract service provider agencies, etc.), resulting in a greater capacity to capture data as the youth moves through the service delivery network. In the meantime, DFCS' ILP Unit is working with ILP contract service provider agencies to gather information about youth referred to educational and employment opportunities to the fullest extent possible with the technology currently available.

In regards to the Countywide expansion of the Unclassified Position Program for Emancipated Foster Youth, the Employee Service Agency (ESA) is in the process of contacting County departments that employ people in the positions named in the proposed expanded job list. The proposal will be presented to labor unions prior to being submitted to the Board for approval.

Grant to Support the Unclassified Position Program for Emancipated Foster Youth  
SSA routinely reviews grant opportunities and will continue to pursue grant funding for the Unclassified Position Program for Emancipated Foster Youth. There has been no grant opportunity identified.

#### Foster Youth Outreach Strategies

Currently, the whereabouts of emancipated foster youth is generally unknown to SSA/DFCS unless the youth is involved in the Independent Living Program (ILP) through one of our County's ILP service provider agencies. Under federal and state law, once a foster youth reaches 18 years old, the youth determines whether contact and other services will be provided. In addition, the present statewide child welfare services computer system does not have the capacity to maintain data on emancipated youth. Therefore, outreach strategies to locate and inform emancipated youth about current and developing educational, employment and housing opportunities, and to establish an ongoing line of communication with these youth is particularly critical.

With implementation of CC25, youth would experience continuity in regards to services directed to promote self-sufficiency and durable connections to support people and service systems both pre- and post-emancipation, with a consistent message to the youth and those supporting the youth's progress that this assistance extends past emancipation. This message would increase the likelihood of emancipated youth being predisposed and motivated to continue their contact with the Independent Living Program and the CC25 network of services and opportunities.

Recent outreach efforts have included direct mailings and telephone calls to current and former foster youth, as well as efforts to recruit youth through referrals from collaborating ILP service provider agencies, current and former foster care and relative caregivers, and other youth supporters.

In addition to the development of an article regarding the Unclassified Position Program for Emancipated Foster Youth on the County's Web site, SSA/DFCS is planning a Web site for CC25. The CC25 Web site will have a section designed for youth, including information and links to connect youth with opportunities and services, and Web sites of interest or value to youth (e.g., college loans, Employment Development Department (EDD) and Workforce Investment Act (WIA) agencies, California Youth Connection, etc.). The CC25 Training and Employment Workgroup is focusing on development of outreach strategies.

SSA/DFCS is establishing a Foster Youth Employment Unit that would consist of 2 Employment Counselors and an Employment Program Supervisor. This Unit would be a significant enhancement to the CC25 Foster Youth Initiative, including strengthening outreach efforts.

#### Seasonal and Short-Term Employment Opportunities

Some seasonal and short-term employment opportunities include:

- County Park Service Attendant and Library Page positions
- County Student Intern positions for students attending high school, college and graduate school (please see Attachment B for more information). County Departments initiate requests for Student Interns.
- Summer or after-school jobs through the Employment Development Department's Job Seeker Services and WIA Youth Services at One-Stop Career Centers.

#### Barriers to Employment

Barriers to employing foster youth include:

- Limited education/low performance in reading and math skills
- Insufficient income
- Homelessness or marginal housing/limited low income housing
- Availability of paid work experience programs
- Limited job training and on-the-job coaching/mentoring to provide guidance and support
- Locating, recruiting and maintaining a connection with former foster youth who are not participate in ongoing ILP services
- Difficulty meeting minimum job qualifications
- Personal issues (e.g., mental health, physical health, substance abuse, parenting/childcare, legal problems, transportation, etc.)
- Maturity (e.g., adjusting to work place culture, job expectation/performance, interpersonal skills, anger management/conflict resolution, maintaining boundaries between personal life and work, appreciating and respecting diversity, etc.)
- Availability of opportunities in more rural areas, such as South County.

#### Employment Development Department (EDD)

EDD and WIA agencies are the primary partners co-located in One-Stop Career Centers. One of the functions of EDD is client employment services, which generally address the employment needs of people who can benefit from group or self-service approaches to finding work. The County's WIA agencies are the Silicon Valley Workforce Investment Network (SVWIN) and the North Valley Job Training Consortium (NOVA). These agencies generally provide targeted and individualized employment training services, such as Youth Employment Services.

In addition to client employment services for youth, adults and seniors, EDD offers the Youth Employment Opportunity Program (YEOP). This program, which began in 1989, provides special services to youth, ages 15 to 21, to assist them in achieving their educational and vocational goals. Services include peer advising, referrals to supportive services, workshops, job referrals and placement assistance, and referrals to training and community outreach efforts. Any youth who is at risk of not achieving their educational goals is eligible. If a youth is thinking of dropping out of school (high school, continuation school, college or vocational training), or has already dropped out, they are eligible to enroll. Eligibility criteria also include high risk characteristics, including: youthful offender, poor literacy skills, teen parent, limited



English skills, foster youth, homeless youth, gang member/associate, member of a minority group and economically disadvantaged. The EDD Mentors and YEOP Specialists provide the employment services, and assist by removing barriers to enable the youth to remain in or return to school.<sup>6</sup>

#### Implementation Status of the California Connected by 25 Foster Youth Initiative

Eight CC25 Workgroups have been meeting once or twice a month since February 2006 (See Attachment C). The DFCS Initiatives Implementation Team is the steering group composed of SSA/DFCS management, chairs of the Workgroups and critical community stakeholders who also meet on a monthly basis. Forty-two (42) of 83 organizations and groups invited to participate are currently involved in the Workgroups (see Attachments D and E). Eighteen of the 39 organizations and groups who are not yet participating are local school districts. Recruitment for the Workgroups is ongoing. Most Workgroups have started with a focus on obtaining baseline data and review of current and previous program models, as well as, synergy directed to evolve new paradigms for thinking about best practices and new program models to serve foster youth.

#### Continuum of Care Housing Workgroup

Stable housing is a critical basic need for former foster youth. The first year benchmarks for the Continuum of Care Housing Workgroup are to complete a Transitional Housing Program-Plus (THP+) plan, establish linkages to the Foster Youth Housing Initiative providers for 20 youth, and develop housing needs assessment for 17-year olds.

The Workgroup has focused primary attention on finalizing the County's application for a THP+ program. THP+ is a housing option established in 2001 with the passage of AB 427 that provides a negotiated placement rate for THP+ providers. Two models would be utilized to support the housing needs of emancipated foster youth: the Host Family Model, which involves a youth's foster care provider transitioning to become the youth's THP+ provider and payee for THP+ funds, and a Shared Housing Model, which would place 3-4 youth together in their own housing unit. DFCS would initially administer the program and management operations. A contractor would be used in regards to the Shared Housing Model. The Workgroup plans to analyze data to determine how many youth might be considered for THP+ housing alternatives, and to send out a survey to foster youth caregivers to determine the level of ongoing contact they have with youth after they emancipate from the foster care system and the caregivers' level of interest in becoming a Host Family.

In a related development, the California Department of Social Services recently approved two new Transitional Housing Placement Programs (THPP) for Santa Clara County at St. Andrew's Residential (S.T.A.R.) and Unity Care Group, Inc. These providers join the Bill Wilson Center in providing this valuable placement resource for current foster youth. THPP is a community care licensed placement opportunity for youth in foster care, age 16 to 18, who will be emancipating from the child welfare system at age 18. The goal of THPP is to help participants emancipate successfully by providing a safe environment for youth to practice the skills learned in ILP. Participants live with roommates in apartments and single-family dwellings with regular support and supervision provided by THPP provider staff, county social workers and ILP coordinators. Supportive services include

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<sup>6</sup> For more information about EDD, visit their Web site at <http://www.edd.ca.gov/eddy.htm>.

regular visits to participants' residences; educational guidance, employment counseling and assistance reaching emancipation goals outlined in participants' Transitional Independent Living Plans.

#### Training and Employment Workgroup

The first year benchmarks for the Training and Employment Workgroup are to establish a Career Pathways Project to serve 40 youth served with a 80% completion rate, and increase youth involved in One-Stop Centers and the DFCS Work Experience program. As previously indicated, this Workgroup is taking the lead in developing outreach strategies.

The Workgroup has collaborated with consultants who are drafting the final grant proposal for SVWIN's request for a one-time grant of \$200,000 from the Walter S. Johnson Foundation for the first year cost of implementation. The proposal must outline how funding for the program will be sustained after the first year of operations, which involves budget information from participating community colleges. The Career Pathways Program will create a community college career pathway for 40 foster care and disadvantaged youth leading to post-secondary education and employment in high wage, high growth career sectors (i.e., bio-science, financial services, health care, retail, tourism and hospitality and information technology). Attaining a GED or high school diploma is not required for participation. Plans are under development for 20 students to start the program this Fall at Mission College, followed next Spring by another 20 youth starting at San Jose City College and 20 more at Mission College.

The workgroup is also discussing how to serve youth who are not scholastically ready for the Career Pathways Program (minimally performing at a 7-8th grade level in reading and math) by referrals to educational opportunities where develop their scholastic abilities ("warm hand-offs"). A single training and employment assessment tool for foster youth that would be consistently administered by SVWIN and a pre-assessment screening process to identify youth with different training or employment needs are also under development.

#### Financial Literacy Workgroup

The first year benchmarks for the Financial Literacy Workgroup are to use Opportunity Passport technical assistance to develop a youth mentor program, a financial literacy curriculum, an Individual Development Accounts (IDA) program, and create 30 accounts for youth. Collateral benchmarks include establishing partnerships with banks, youth and community boards, and "door opener" opportunities (e.g., discounts, preferred access to services and opportunities). Six (6) banking institutions have expressed an interest in being involved in the IDA program.

This Workgroup is developing a survey to identify youth's needs in regards to financial literacy. The survey would be administered to foster youth by members of the Youth Advisory Board (YAB). Participating YAB members would receive a stipend for their work. The Workgroup is also contacting local banks to identify partners for the Individual Development Accounts Program. The Jim Casey Foundation is providing technical support. The William and Flora Hewett Fountain will be asked to grant \$150,000 for 3 years (\$50,000 per year) to initially establish the accounts and to match participant's deposits. The Walter S. Johnson Foundation previously provided a grant of \$30,000

over the next three years in annual installments of \$10,000 a year for Foster Youth Savings Accounts, which will require an equal annual match by the County.

#### K- 12 Education Workgroup

The first year benchmarks for the K- 12 Education Workgroup are to develop partnerships with local schools to assist 30 foster youth in a pilot program to improve math and reading skills; develop educational rights training; develop, test and implement youth educational needs assessments; and, develop a literacy and math skills plan. A local high school district with a high concentration of foster youth has been identified as a potential partner in the pilot program to improve reading and math.

The Workgroup has reviewed a data model used in Los Angeles County to determine demographics and aggregate data for foster youth students in the Los Angeles Unified School District. Meaningful review of student's academic standing date is limited because the Child Welfare Services Case Management System client database could be more fully utilized to record educational data. DFCS policies and procedures to improve CWS/CMS data are under development.

The Workgroup has also discussed the idea of standing court orders and Memorandum of Understandings to address confidentiality issues and to facilitate communication about students between schools and DFCS. San Francisco County policies and procedures designed to facilitate the timely transfer of students records when foster youth move and a student transfer notification system to ensure prompt enrollment of foster children and youth in Sacramento County are under study.

#### Resource Development and Utilization (ILP) Workgroup

The first year benchmarks for the Resource Development and Utilization (ILP) Workgroup are to develop an Early ILP Education and Outreach Program, strengthen integration of services between ILP service providers and develop education and training for caregivers.

This Workgroup is studying how to increase access and participation in the ILP, including the content of the current programs in the contract ILP service provider agencies, communication between youths' social workers and the ILP, and communication between the ILP and the youth's caregivers and support systems.

The format and content of the now deactivated Youth Leadership Program and other peer support and mentoring approaches have been examined to conceptualize the best approach to provide youth ages 14 and 15 with a program to prepare them for ILP Services at age 16. This Workgroup is also charged with identifying client needs and planning how best to ensure the availability of critical support services to enable youth to maximize their participation in educational, employment and housing opportunities (e.g., counseling, childcare, legal services, etc.).

#### Joint Decision-Making Workgroup

The first year benchmarks for the Joint Decision-Making Workgroup are to develop an Emancipation Conference plan to ensure all emancipating foster youth have conferences, including conferences designed to specifically examine each youth's Transitional Independent Living Plan at age 16.

This Workgroup envisions a series of conferences beginning when a foster youth is age 14 designed to rally family and support people to help the youth get on course and stay on course towards successfully acquiring life skills, and accomplishing educational and career objectives, within the context of a stable living environment and necessary supportive services.

#### Family Finding Workgroup

The first year benchmarks for the Family Finding are to identify best practices to ensure permanency for youth, link 40 foster youth with caring committed adults, and develop permanency and resiliency training for DFCS staff and other CC25 partners.

The Workgroup is beginning with an analysis of the characteristics of youth who are currently receiving permanency services from DFCS. Their work will necessitate identifying 40 youth who would particularly benefit from establishment of supportive, long-term relationship with an adult relative, locating relatives and facilitating establishment of solid and meaningful relationships.

#### DFCS Initiatives Data Workgroup

The first year benchmarks for the DFCS Initiatives Data Workgroup are to train staff on a new data system to be used by the five participating CC25 counties and to start entering data. (The CC25 counties are Santa Clara, Alameda, San Francisco, Fresno and Stanislaus.) The system is under development by the CC 25 Evaluation Team, which is composed of professors, graduate assistants and a consultant from the University of California, Berkeley and San Jose State University. Two systems are under consideration:

- In December 2005, SSA/DFCS staff received a demonstration of a Web-based system developed by Sacramento County. It allows users to track and store data, and determine targeted outcomes. It can accommodate altering, adding and deleting data variables to accommodate individual counties and county-specific outcome tracking. It offers an emancipation survey templates for youth to complete. The CC25 Evaluation Team is looking into how this application can be made available to other data contributors, such as ILP service provider agencies. There might be little cost to the CC25 Initiative to obtain and modify this system for use.
- In April 2006, SSA/DFCS staff received a demonstration of SocialSolutions' "Efforts-to-Outcomes" (ETO) software. As described at the SocialSolutions Web site (<http://www.socialsolutionsonline.com/>), 'ETO is a secure, flexible, comprehensive, Web-based application for human services agencies that enables organizations to track information across multiple unique programs; record unlimited client demographics, case notes, assessments and outcomes for distinct programs; and, generate standard and special reports to demonstrate the effects of an organization's efforts on program outcomes. ETO accommodates concurrent staff usage, and multi-level user-access determined by the system administrator that can be easily disabled or amended. Software is upgraded and enhanced monthly at no additional charge. Social Solutions provides user-specific training, which means shorter training and more rapid staff ownership. An industry-expert customer support team provides real-

time online support as well as phone and email support as needed.' ILP contract service provider agencies would be along the data contributors. Youth would be able to go on line to conduct self-assessments and surveys. Information from other data systems can be uploaded into ETO if it is in a file format that matches ETO language. The cost of ETO is \$120 per user per year. Staff can share user data entry sites.

## **STUDENT INTERNSHIP BACKGROUND INFORMATION**

### **Background Information**

On May 21, 2002 the Board of Supervisors approved four new additions to the extra-help classifications in the 2001-2002 Salary Ordinance. On June 4, 2002 the Board adopted a salary ordinance to approve the creation of eight Extra Help classifications: They include the following titles:

#### **Student Intern, Level I and Student Intern, Level I-715**

- High school students enrolled in regular high-school classes or those enrolled in an alternative vocational high-school or students working toward high school equivalency

#### **Student Intern, Level II and Student Intern, Level I-715**

- Freshman or Sophomore year college students
- Community college students
- Vocational school students who have completed high school

#### **Student Intern, Level III and Student Intern Level I-715**

- Junior or Senior year college students
- Individuals assigned to this classification would only be eligible to work in a position related to the student's field of study

#### **Student Intern, Level IV and Student Intern Level I-715**

- Professional and graduate school students
- Individuals assigned to this classification would only be eligible to work in a position related to the student's field of study

These classifications are based on educational levels rather than job duties. The level of appointment is governed by a determination of the student's standing with respect to his/her degree objective and not simply by numbers of units earned. Student Interns would be unclassified, extra-help positions. Hours per year are limited to 1040 per fiscal year in accordance with Merit System Rule A25-188-Substitute extra-help Appointments. These hours can be performed full-time during the summer and/or part-time during the school year, with the proposed work pattern approved by the Agency.

For a Student Intern, Level I-715, the first 30,000 hours of each fiscal year worked will be counted at half the rate toward the 715 extra-help cap. After 30,000 hours have been worked, each hour will count towards the extra-help cap. For example, 20 hours worked will count as 10 hours towards the extra-help cap.

### **General Categories**

In general, Student Interns will assist professional and technical employees in the performance of their duties under close supervision. Specific tasks will vary with the Agency/Department to which they are assigned for a particular work period. For the Agency as a whole, it is expected that the level of education and capabilities attained by Student Interns will be fully capitalized.

Although paid interns would actually be employees of the County, there is value in referring to the positions as internships, since the recruitment target is students, and a primary driver is a desire to market the County as a potential employer to students. The following generalized areas of sophistication will be expected of the four levels of Student Interns:

- Student Intern – High School students: They would be closely supervised and work as  
Level I: assistants. They would be responsible for learning the Agency's or Department's policies, procedures and methods of operation; collecting and tabulating data; and learning how to interpret such.
- Student Intern – In addition to the above, Level II Student Interns would be able to  
Level II: evaluate information gained in accordance with established policies and procedures and assist professional staff members in ongoing project work.
- Student Intern – Level III Student Interns would be able to perform all of the above and  
Level III: to participate in project work in an increasingly responsible role. They could also participate in team analysis of problems and in the preparation of reports under the supervision of professionals.
- Student Intern – In addition to all of the above, the Level IV Student Intern, under the  
Level IV: supervision of professionals, could assume responsibility for preliminary studies, analysis, and recommendations on systems, devices, machines, and procedures of the Agency/Department.

### **Pay Structure**

These intern classifications are established on a broad range. Since the generic intern classifications would be used to hire into a variety of job families, a broad salary range allows the opportunity to set pay appropriate to the job family. Pay ranges will be as follows:

- Student Intern, Level I \$8.00 - \$10.00 / hour
- Student Intern, Level II \$11.00 - \$16.00 / hour
- Student Intern, Level III \$16.00 - \$20.00 / hour
- Student Intern, Level IV \$18.00 - \$25.00 / hour

### **Student Eligibility**

In order to qualify for the Student Intern classifications, a student must:

- Be a U.S. citizen, lawful permanent resident alien, or a non-citizen with proof of eligibility to work in the United States. Certain individuals under eighteen may require work permits.
- Be enrolled in an accredited institution or a school licensed by a state agency. Have attended that institution for at least one semester
- Have an overall institutional grade point average of at least 2.5 on a four-point scale
- Submit a completed application for employment
- Pass a physical exam

### **Verification and Audit Procedures**

Prior to hiring a student or recent graduate into one of the proposed intern classifications, departments would need to verify both the student's status with the school and enrollment in a defined program of study that is aligned with the intern position the student will fill. Departmental use of these classifications would be subject to audit from ESA Human Resources to ensure that they are being used for the defined purposes of introducing the County to students as a potential employer and providing practical work experience to local students. The recent graduate category would also be monitored to ensure that no one is working as an intern longer than six months following graduation.



# **California Connected by 25 Initiative (CC25) Implementation Workgroups Strategies and Tasks – Year 2006**

Attachment C  
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Workgroups	Gap Analysis	Year One Benchmarks	Year One Strategies/Major Planning Activities
<b>Continuum of Care Housing</b> Chairs: <ul style="list-style-type: none"> <li>Frank Motta, SSA</li> <li>Michelle Covert, Emergency Housing Consortium (EHC) Lifebuilders</li> <li>Sparky Harlan, Bill Wilson Center</li> </ul>	<ul style="list-style-type: none"> <li>Additional affordable housing slots needed for transitioning foster youth</li> <li>High cost of housing</li> <li>Lack of support for caregivers to sustain housing placements</li> </ul>	<ul style="list-style-type: none"> <li>THP + plan completed</li> <li>Linkages established to the Foster Youth Housing Initiative providers with 20 youth served</li> <li>Housing needs assessment developed for 17-year olds</li> </ul>	<ul style="list-style-type: none"> <li>Develop THP + application to CDSS to support Transitional Housing Model</li> <li>Develop referral process with community housing providers which receive funding under the Foster Youth Housing Initiative</li> <li>Explore replication of Orangewood Linkage Program with local housing providers</li> </ul>
<b>Training and Employment</b> Chairs: <ul style="list-style-type: none"> <li>Suzanne Wolf, Silicon Valley Workforce Investment Network (SVWIN)</li> <li>Linda Chang, ILP, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>Lack of employment/training programs for emancipating foster youth which leads to high wage, high growth careers</li> <li>Lack of partnerships with local employment/training service providers and funders</li> <li>No current foster youth participating in existing employment and training programs offered County One-Stop centers</li> </ul>	<ul style="list-style-type: none"> <li>Career Pathways Project established</li> <li>40 youth served with 80% completion rate</li> <li>Increase youth involved in One-Stop Centers</li> <li>DFCS Work Experience program</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and plan for Career Pathways Project grant</li> <li>Serve first cohort of youth in Fall 2006</li> <li>Develop strategies to enable emancipating and emancipated foster youth access to One-Stop and other county funded employment training services</li> <li>Develop DFCS Work Experience program</li> </ul>
<b>Financial Literacy</b> Chairs: <ul style="list-style-type: none"> <li>Mary Grimm, SSA/DFCS</li> <li>Wendy Kinnear, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>Lack of financial competency among foster youth</li> <li>Lack of financial security for foster youth upon emancipation</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity Passport technical assistance</li> <li>Develop youth mentor program</li> <li>Develop financial literacy curriculum</li> <li>Develop Individual Development Accounts (IDA) program and create 30 accounts for youth</li> <li>Establish banking partnerships</li> <li>Establish youth and community boards</li> <li>Establish five initial "door opener" opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Receive technical assistance from Jim Casey Youth Opportunities Initiative to establish IDA program</li> <li>Identify IDA county match</li> <li>Identify banking partnerships</li> <li>Identify CBO to provide financial literacy skills</li> <li>Create door opener program</li> </ul>
<b>K- 12 Education</b> Chair – <ul style="list-style-type: none"> <li>Leslie Griffith ERP, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>Lack of accurate assessment data at entry into the foster care system</li> <li>Academic and behavioral/emotional problems due to a history of abuse and neglect</li> <li>Frequent changes in home and school placement</li> </ul>	<ul style="list-style-type: none"> <li>Pilot partnerships established with local schools to assist 30 foster youth in raising math and reading skills</li> <li>Educational rights training developed</li> <li>Youth educational needs assessments</li> </ul>	<ul style="list-style-type: none"> <li>Develop strategies to improve educational outcomes</li> <li>Develop partnerships with local schools to improve educational outcomes for foster youth</li> <li>Provide quarterly educational rights training for child welfare workers,</li> </ul>

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**California Connected by 25 Initiative (CC25) Implementation Workgroups  
Strategies and Tasks – Year 2006**

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<b>Workgroups</b>	<b>Gap Analysis</b>	<b>Year One Benchmarks</b>	<b>Year One Strategies/Major Planning Activities</b>
<b>K- 12 Education</b> (continued)	<ul style="list-style-type: none"> <li>• Changing school during mid-year</li> <li>• Not enrolling in or attending school immediately upon a change in residence</li> <li>• Lost, missing incomplete or unavailable school records</li> <li>• Lack of intensive intervention programs to remedial deficits</li> <li>• Lack of 10<sup>th</sup> grade literacy and math skills</li> </ul>	<ul style="list-style-type: none"> <li>• developed, tested and implemented</li> <li>• Literacy and math skills plan developed</li> </ul>	<ul style="list-style-type: none"> <li>• caregivers and agencies</li> <li>• Complete needs assessment for youth ages 14 to 18 years including review of educational testing scores, report cards, and attendance</li> <li>• Develop plan to increase reading and math skills of youth, ages 14-18 years</li> </ul>
<b>Resource Development and Utilization (ILP)</b> Chairs:– <ul style="list-style-type: none"> <li>• Dana Bunnett, Kids in Common</li> <li>• Leon Bassett, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of comprehensive services</li> <li>• Lack of early ILP program for 14 and 15 – year olds</li> </ul>	<ul style="list-style-type: none"> <li>• Early ILP education and outreach program developed</li> <li>• More integration between ILP providers realized</li> <li>• Caregiver education and training developed</li> </ul>	<ul style="list-style-type: none"> <li>• Develop early ILP education and outreach program to 14 and 15 – year olds</li> <li>• Develop more integration between DFCS and ILP contract providers</li> <li>• Develop caregiver education and training outreach program in an effort to increase ILP participation</li> </ul>
<b>Joint Decision-Making</b> Chairs: <ul style="list-style-type: none"> <li>• Stefanie Nieto-Johnson, SSA/DFCS</li> <li>• Elena Maria Burn, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>• Inconsistency in holding emancipation conferences</li> <li>• Inconsistency in preparing and monitoring TILPs to ensure foster youth receive services</li> </ul>	<ul style="list-style-type: none"> <li>• Emancipation Conference plan developed to ensure all emancipating foster youth have conferences</li> <li>• Plan developed to hold TILPs for all 16 year -olds</li> </ul>	<ul style="list-style-type: none"> <li>• Create policies and procedures to ensure that all emancipating foster youth have an emancipation conference</li> <li>• Create policies and procedures to hold TILP meetings for all 16-year olds with 6 month follow ups on progress</li> </ul>
<b>Family Finding</b> Chairs:– <ul style="list-style-type: none"> <li>• Craig Wolfe, EMQ Children and Family Services</li> <li>• Leiam Rodarte, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of permanent lifelong connections to caring committed adults</li> </ul>	<ul style="list-style-type: none"> <li>• Best permanency practices identified and plan developed to link 40 foster youth with caring committed adults</li> <li>• Staff permanency and resiliency training developed</li> </ul>	<ul style="list-style-type: none"> <li>• Develop model best practices to increase number of emancipating foster youth with lifelong connections</li> <li>• Train staff on model permanency best practices and for foster youth on resiliency</li> </ul>
<b>DFCS Initiatives Data</b> Chairs: <ul style="list-style-type: none"> <li>• Dana Sugiyama, SSA/DFCS</li> <li>• Lan Nguyen, SSA/DFCS</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of comprehensive data set on emancipating and emancipated foster youth in CWS/CMS</li> </ul>	<ul style="list-style-type: none"> <li>• Data System created</li> <li>• Train staff on data entry</li> <li>• Enter baseline data</li> </ul>	<ul style="list-style-type: none"> <li>• Work with UC-Berkeley to create database</li> <li>• Train staff</li> <li>• Enter baseline data</li> </ul>

**California Connected by 25 Initiative (CC25) Implementation Workgroups  
Participating Agencies and Groups – April 2006**

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CC25 Workgroup	Participants
1. Continuum of Care Housing Workgroup	<ul style="list-style-type: none"> <li>• Advent Youth Ministries</li> <li>• Bill Wilson Center</li> <li>• Emergency Housing Consortium Lifebuilders</li> <li>• EML Group Home</li> <li>• EMQ Children and Family Services</li> <li>• Foster and Adoptive Parents Association</li> <li>• Rebekah Children's Services</li> <li>• SSA/DFCS (Office of the SSA Director, DFCS Administrative Support)</li> </ul>
2. Training and Employment Workgroup	<ul style="list-style-type: none"> <li>• Bill Wilson</li> <li>• Community Solutions</li> <li>• County Counsel</li> <li>• Emergency Housing Consortium (EHC)</li> <li>• Family and Children's Services</li> <li>• Foster and Adoptive Parents Association</li> <li>• MACSA</li> <li>• Mission College</li> <li>• North Valley Job Training Consortium (NOVA)</li> <li>• Offices of County Supervisors</li> <li>• Rebekah Children's Services</li> <li>• San Jose Charter School</li> <li>• San Jose City College</li> <li>• Silicon Valley Children's Fund</li> <li>• Silicon Valley Workforce Investment Network (SVWIN)</li> <li>• SSA/DFCS (Department of Employment and Benefit Services, DFCS Administrative Support)</li> <li>• State Department of Rehabilitation</li> <li>• UC Berkeley</li> <li>• Union Representatives</li> <li>• Unity Care</li> <li>• West Valley College</li> </ul>
3. Financial Literacy Workgroup	<ul style="list-style-type: none"> <li>• Bill Wilson Center</li> <li>• Community Solutions</li> <li>• Emergency Housing Consortium (EHC)</li> <li>• Family and Children's Services</li> <li>• Foster and Adoptive Parents Association</li> <li>• MACSA</li> <li>• Greater Bay Banks</li> <li>• SSA/DFCS (Continuing Services, Early Intervention and Community Service Bureau -Family Resource Centers, DFCS South County Services, Children's Shelter, ILP, Joint Decision Making)</li> <li>• Unity Care</li> </ul>
4. K-12 Education Workgroup	<ul style="list-style-type: none"> <li>• Beacon School</li> <li>• Community Solutions</li> <li>• County Office of Education Foster Youth Services</li> <li>• EMQ Children and Family Services</li> <li>• First Five</li> <li>• Foster and Adoptive Parents</li> <li>• Kaiser Permanente</li> <li>• Mt. Pleasant School District</li> <li>• Moreland School District</li> <li>• Silicon Valley Children's fund</li> <li>• Silicon Valley Law Foundation, Legal Advocates for Children and Youth (LACY)</li> <li>• U.C. Berkeley</li> </ul>

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**California Connected by 25 Initiative (CC25) Implementation Workgroups  
Participating Agencies and Groups – April 2006**

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CC25 Workgroup	Participants
	<ul style="list-style-type: none"> <li>• Unity Care</li> <li>• University of Santa Clara</li> </ul>
5. Resource Utilization and Development Workgroup	<ul style="list-style-type: none"> <li>• Bill Wilson Center</li> <li>• Community Solutions</li> <li>• Court Appointed Special Advocates</li> <li>• EMQ Children and Family Services</li> <li>• Family and Children's Services</li> <li>• Foster and Adoptive Parents Association</li> <li>• Future Families</li> <li>• Silicon Valley Children's Fund</li> <li>• SSA/DFCS (Continuing Services, Early Intervention and Community Service Bureau -Family Resource Centers)</li> <li>• Steele Wright Group Homes</li> <li>• UC Berkeley</li> <li>• Unity Care</li> <li>• Youth Advisory Board</li> </ul>
6. Joint Decision-Making Workgroup	<ul style="list-style-type: none"> <li>• Bill Wilson Center</li> <li>• Community Solutions</li> <li>• County Counsel</li> <li>• Family and Children Services</li> <li>• FamiliesFirst</li> <li>• Foster and Adoptive Parents Association</li> <li>• MACSA</li> <li>• Mental Health Department</li> <li>• Moss Beach Group Home</li> <li>• Next Door Solutions</li> <li>• Sacred Heart</li> <li>• SSA/DFCS (Continuing Services, Early Intervention and Community Service Bureau, -Family Resource Centers, Joint Decision Making, Emergency Response Services, ILP, Placement Support Services, Children's Shelter), DFCS South County Services, Information Systems, Court Services)</li> <li>• Moss Beach Homes</li> <li>• Unity Care</li> </ul>
7. Family Finding Workgroup	<ul style="list-style-type: none"> <li>• EMQ Children and Family Service</li> <li>• Foster and Adoptive Parents Association</li> <li>• Rebekah Children's Services</li> <li>• SSA/DFCS (Continuing Services, Early Intervention and Community Service Bureau, -Family Resource Centers, Placement Support Services, Children's Shelter)</li> </ul>
8. DFCS Initiatives Data	<ul style="list-style-type: none"> <li>• Community Technology Alliance</li> <li>• Foster and Adoptive Parents Association</li> <li>• Kids in Common</li> <li>• San Jose State University</li> <li>• SSA/DFCS (Office of the SSA Director, DFCS Administrative Support, Joint Decision Making, Continuing Services, Staff Development, Information Systems Emergency Response, ILP, Foster Care Eligibility)</li> <li>• Steel-Wright Group Homes</li> <li>• UC Berkeley</li> </ul>

**California Connected by 25 Initiative (CC25) Implementation Workgroups  
Agencies and Groups Invited to Participate and Participating – April 2006**

Invited to Participate	Participating as of April 2006
<ol style="list-style-type: none"> <li>1. ACS Teen Homes</li> <li>2. Advent FFA</li> <li>3. Alum Rock Unified School District</li> <li>4. Beacon School</li> <li>5. Berryessa School District</li> <li>6. Bill Wilson Center</li> <li>7. California Youth Connection</li> <li>8. Cambrian School District</li> <li>9. Campbell Unified School District</li> <li>10. Chamberlains Children's Center</li> <li>11. Children's Home Society</li> <li>12. City of San Jose Housing Department</li> <li>13. Community Solutions</li> <li>14. County Counsel</li> <li>15. County Health And Hospitals System</li> <li>16. County Office of Education</li> <li>17. Court Appointed Special Advocates</li> <li>18. Cupertino School District</li> <li>19. Dependency Legal Services</li> <li>20. District Attorney</li> <li>21. Eastside Union High School District</li> <li>22. Emergency Housing Consortium (EHC)</li> <li>23. EML Group Homes</li> <li>24. EMQ Children and Family Services</li> <li>25. Evelyn Cox FFA</li> <li>26. FamiliesFirst</li> <li>27. Family and Children's Services</li> <li>28. First Five</li> <li>29. Foster and Adoptive Parents Association</li> <li>30. Fremont Union School District</li> <li>31. Future Families</li> <li>32. Greater Bay Banks</li> <li>33. Help One Child FFA</li> <li>34. Hosanna Homes</li> <li>35. Jeremiah's Promise FFA</li> <li>36. Juvenile Defenders</li> <li>37. Kaiser Permanente</li> <li>38. Kid in Common</li> <li>39. Kinship Center</li> <li>40. Kinship Grandparent Caregivers Center</li> <li>41. Lakeside School District</li> <li>42. Lilliput Group Homes</li> <li>43. Loma Prieta School District</li> <li>44. Los Altos School District</li> <li>45. Los Gatos School District</li> <li>46. Mental Health Department</li> <li>47. Mexican American Community Services Agency (MACSA)</li> <li>48. Milpitas Unified School District</li> <li>49. Mission College</li> <li>50. Moreland School District</li> <li>51. Moss Beech Homes</li> </ol>	<ol style="list-style-type: none"> <li>1. Advent Youth Ministries</li> <li>2. Beacon School</li> <li>3. Bill Wilson Center</li> <li>4. Community Solutions</li> <li>5. County Counsel</li> <li>6. County Office of Education Foster Youth Services</li> <li>7. Court Appointed Special Advocates</li> <li>8. District Attorney<sup>1</sup></li> <li>9. Emergency Housing Consortium Lifebuilders</li> <li>10. EML Group Homes</li> <li>11. EMQ Children and Family Services</li> <li>12. FamiliesFirst</li> <li>13. Family and Children Services</li> <li>14. First Five</li> <li>15. Foster and Adoptive Parents Association</li> <li>16. Future Families</li> <li>17. Greater Bay Banks</li> <li>18. Kaiser Permanente</li> <li>19. Kids in Common</li> <li>20. Mexican American Community Services Agency (MACSA)</li> <li>21. Mental Health Department</li> <li>22. Mission College</li> <li>23. Mooreland School District</li> <li>24. Moss Beach Homes</li> <li>25. Mount. Pleasant School District</li> <li>26. Next Door Solutions</li> <li>27. North Valley Job Training Consortium (NOVA)</li> <li>28. Offices of the Supervisors, Santa Clara County</li> <li>29. Rebekah Children's Services</li> <li>30. Sacred Heart</li> <li>31. San Jose State University</li> <li>32. Silicon Valley Children's Fund</li> <li>33. Silicon Valley Law Foundation, Legal Advocates for Children and Youth (LACY)</li> <li>34. Silicon Valley Workforce Investment Network (SVWIN)</li> <li>35. Social Services Agency, Department of Family and Children's Services, Department of Employment and Benefits Services) Office of the Agency Director, DFCS Administrative Support, Early Intervention and Community Service Bureau -Family Resource Centers, DFCS South County Services, Foster Care Eligible, Children's Shelter, ILP, Joint Decision Making), Emergency Response Services, Independent Living Program, Placement Support Services, Children's Shelter, Court Services Bureau, SSA Information Systems, Staff Development.)</li> <li>36. State Department of Rehabilitation</li> <li>37. Steele Wright Group Homes</li> <li>38. UC Berkeley</li> <li>39. Union Representatives</li> </ol>

<sup>1</sup> Represented on the DFCS Initiatives Implementation Team

Invited to Participate	Participating as of April 2006
<ul style="list-style-type: none"> <li>52. Mount Pleasant School District</li> <li>53. Next Door Solutions</li> <li>54. North Valley Job Training Consortium (NOVA)</li> <li>55. Offices of the Supervisors, Santa Clara County</li> <li>56. Overfelt High School</li> <li>57. Palo Alto Unified School District</li> <li>58. Probation Department</li> <li>59. Rebekah Children's Services</li> <li>60. Residential Care Services for Children</li> <li>61. Resources for Families and Communities</li> <li>62. Sacred Heart</li> <li>63. San Jose Charter School</li> <li>64. San Jose City Community College</li> <li>65. San Jose State University</li> <li>66. San Jose Unified School District</li> <li>67. Santa Clara County Office of Affordable Housing</li> <li>68. Santa Clara Unified School District</li> <li>69. Santa Clara University</li> <li>70. Saratoga School District</li> <li>71. Silicon Valley Children's Fund</li> <li>72. Silicon Valley Law Foundation, Legal Advocates for Children and Youth (LACY)</li> <li>73. Silicon Valley Workforce Investment Network (SVWIN)</li> <li>74. Star Group Homes</li> <li>75. Starlight Adolescent Center</li> <li>76. State Department of Rehabilitation</li> <li>77. Steele Wright Group Homes</li> <li>78. Union Representatives</li> <li>79. Union School District</li> <li>80. Unity Care</li> <li>81. University of Santa Clara</li> <li>82. West Valley Community College</li> <li>83. Youth Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>40. Unity Care</li> <li>41. University of Santa Clara</li> <li>42. Youth Advisory Board</li> </ul>