



2005 National Convening on Youth Permanence

### Model Programs Update\*

Site: Alameda County Social Services, Oakland, California  
Program: StepUp

Program Description:

Many foster youth reside in youth home care that does not offer any permanence and are therefore deprived of permanent connections in their lives. Alameda County made a commitment to work for six months on relative search for permanence through a CPYP contract with Catholic Community Services of Western Washington.

Target Group:

Youth, ages 11-18, in group home care for a significant length of time.

Staff:

Six child welfare workers, one person on loan from Casey Family Services, Oakland.

Program Duration:

Six months. Started January 18, 2005; ends July 15, 2005.

Success:

At midpoint March 2005, from a total of 57 youth:

- 7 are with family
- 3 are with next of kin
- 6 have family member identified to whom they will move
- 8 are continuing to look at extended family members

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\* This brief update is a 2005 addendum to *Model Programs for Youth Permanence* by Mardith J. Louisell, available on the CPYP website ([www.cypyp.org](http://www.cypyp.org)) or through the CPYP office (510-268-0038).

Budget:

\$2500 California Permanency for Youth (CPYP) mini-grant  
Casey Family Services funding for one staff person on loan from CFS  
Technical Assistant Funds for assistance in searching for children's relatives  
\$2000 from other sources  
Cost of six child welfare workers: \$500,000 per year

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**Site:** Los Angeles County, California  
**Program:** P3 - Permanency Partners Program

Program Description:

P3 is a public private partnership designed for foster youth ages 12 and up who have been in care 24 months or more and who have no current permanent living plan. The mediator, working with youth on a one-on-one basis, identifies significant adults in the youth's life and helps facilitate a connection or reconnection to these adults with the focus being on the youth exiting the foster care system to a permanent home through reunification with a biological family member, adoption, or legal guardianship. At a minimum, no child will leave the program without a connection to a committed caring adult to mentor them into adulthood. Success is attributed to dedicated mediators and social workers. All mediators have a strong background in adoption and know how to talk to youth. A case is open until permanence is achieved. There is no such thing as "no outcome." The Program lets the youth take the lead and helps them develop their own answers.

Target Group:

Youth, ages 12-18.

Staff:

Thirty mediators for one regional office for 50 youth. Department-wide expansion begins shortly, utilizing 44 part-time staff (county retirees) in combination with a contract for a public private partnership.

Program Duration:

Started October 13, 2004 - ongoing

Success:

Out of 50 youth randomly picked, the pilot currently reflects a 52% success rate in identifying a permanent connection for the child, with the ultimate goal of returning home, adoption, or legal guardianship.

Budget:

Funded by the State of California with \$60,000 allocation from an existing contract with Consortium for Children. Department expansion begins in April with a \$1 million allocation.

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**Site:** Sacramento, Nevada, and Placer Counties, California, with Sierra Adoption Services, Nevada City, California

**Program:** Destination Family Youth Permanence Project

Program Description:

This project is a collaboration with the county and family alliance, focused on a whole family approach. Support groups are held for Bridge families which are temporary homes where a youth practices living in a home environment with a family. Sometimes, the Bridge family and the youth decide to make this a permanent commitment. The program provides supportive therapeutic services. Goal: By the end of five-year period no youth will emancipate without lifetime permanence.

Target Group:

Youth ages 11-18 who come from larger urban communities that have an over-represented number of youth and from small rural communities with a smaller number of youth. The project will compare results using the same methodology in both communities.

Staff:

2.5 dedicated social workers. The project will add a "people finder" to help locate permanent connections.

Program Duration:

October 2003 - September 2008

Success:

Out of 56 total youth from Sacramento and Nevada counties, 30 were placed or connected, 7 in adoption, 1 in guardianship, and 2 in bridge practice families, 7 have a lifetime commitment contract, and 9 reconnections have been made.

Budget:

\$350-400,000 year from a five-year Federal Adoption Opportunity Administrative Grant.

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**Site:** Five Acres, The Boys' and Girls' Aid Society of Los Angeles County,  
Altadena, California

**Program:** Permanency Initiative

Program Description:

The vision is that there will be a permanent, safe, and empowered family member for every youth by 2007 and that family and family principals will be utilized in all of the programs. The program is in the early stages at six months old. The impetus for the program was the renewed awareness that children need lasting connections and that Five Acres staff, no matter how committed, are not enough. The plan is to train all clinicians and conveners in team decision making. The program will get youth involved and connected with different groups in the community, including karate, drug awareness, music, sports, etc. and help teens identify a permanent person in their life. The staff first interview the youth to identify people in their history and to look into sibling connections. Five Acres is working in partnership with Los Angeles County to recruit. However, because there are many seventeen-year-olds who do not have permanence, if Five Acres doesn't find permanence for these youth, then Five Acres will make the commitment to provide them with support, money, and relationship.

Five Acres is a residential treatment center (RTC) for youth 6 - 13 years old and a group home for youth 12 - 18 years old, which provides independent living support and follow-up counseling and financial support. It also has a foster care program, adoption program, and community-based services and programs.

Target Group:

Ninety-eight youth of which forty are in foster care

Staff:

No additional staff.

Program Duration:

October 2004 - ongoing.

Success:

There has been a great deal of success in the child interviews and reconnecting the youth to family and in working with Los Angeles County.

Budget:

Resources of staff. Staff were sent to trainings sponsored by Annie E. Casey Family to Family and the California Permanency for Youth Project. Program will apply for funding through private sources and contracts that are available.

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**Site:** San Luis Obispo County, California  
**Program:** Using funds for permanence

Program Description:

San Luis Obispo County has contracted with the same agency with which it contracts for Independent Living Plan (ILP) services to seek family connections for foster youth.

Staff:

Contracted agency

Program Duration:

Contract began in late 2004

Success:

N/A

Budget:

San Luis Obispo County is a California Cohort 1 CWS Improvement County and the county is using this money to fund the contract.

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Site: State of Connecticut  
Program: ACTR

Program Description:

The program works with youth who are in placement where barriers to adoption exist. By working with the youth AND the families, the program tries to work through these barriers to adoption.

Target Youth:

Youth, ages 9 - 16

Program Duration:

Five-year program starting April 2004.

Success:

N/A

Challenges:

The program has been difficult because families have cared for the children for a long time and now have pressure to adopt. From the family's perspective they are already committed to the youth and do not see the need for this further service.

Budget:

Five-year grant to several states; Maine is the lead.

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Site: State of Connecticut  
Program: Lifelong Family Ties

Program Description:

The youth is part of team in formulating a permanency plan that draws upon natural support systems. Staff meet with the youth to identify a person in their life and consider all options, looking thoroughly into the background to see if anyone has been overlooked. The program receives technical assistance from Casey Family Services, Connecticut.

Target Group:

Twenty youth 13 years or older, who have been in care at least a year and where reunification has been deemed no longer an option, or who have been in care most of their lives. Program hopes to double the target number of youth to 40.

Staff:

Two social workers with caseloads of ten each; one supervisor.

Program Duration:

Program began February 2004 and continues.

Success:

Four youth placed with mentors, extended family and foster homes that are working towards permanency with a formalized support system. Eight youth have identified family members and made contact.

Budget:

2004: \$200,000 from grant funding

2005: State funding

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**Site:** State of Illinois

**Program:** Enhanced Subsidized Guardianship Program

Project Description:

Contrary to what the name implies, The *Enhanced Subsidized Guardianship Program* extends benefits to youth who are adopted as well as to those who enter subsidized guardianship after the age of 14, as well as to any siblings who achieve permanency at the same time. Benefits include monthly support for youth in college or in employment training, currently available only to youth who remain in foster care in Illinois, and a big stumbling block to teen permanency. The reason this is necessary is because the GALs advise foster parents and youth not to go to permanency because they will lose these benefits. Benefits are restricted to a small pilot group for five years! Training will include a piece on permanency for all staff who participate in the demonstration or control group at the three sites.

Target Group:

See Fact Sheet below

Staff:

No new staff

Program Duration:

Begins July 1, 2005

Success:

N/A

Funding:

The original five-year title IV-E waiver authorizing the Subsidized Guardianship Waiver Demonstration Program officially ended in the spring of 2002, but the U.S. Department of Health and Human Services granted Illinois an extension of the Subsidized Guardianship Waiver Demonstration until December 31, 2008. The extension allows for the following:

- 1) The continuation of the Standard Subsidized Guardianship Program
- 2) The creation of the Enhanced Subsidized Guardianship Program

## FACT SHEET

The original five-year title IV-E waiver authorizing the Subsidized Guardianship Waiver Demonstration Program officially ended in the spring of 2002, but the U.S. Department of Health and Human Services granted Illinois an extension of the Subsidized Guardianship Waiver Demonstration until December 31, 2008.

The Subsidized Guardianship Waiver Demonstration Extension will soon include a new Enhanced Subsidized Guardianship Program. The program is designed to test the impact of offering transition services to youth on the achievement of permanency.

1. **Site Eligibility:** The enhanced program is ONLY available to children whose cases are assigned to the Cook Central, East St. Louis Sub-Region and the Peoria Sub-Region and who meet eligibility for BOTH the Standard Subsidized Guardianship Program and the Enhanced Subsidized Guardianship Program.  
THIS IS NOT A STATEWIDE PROGRAM AND SERVES A LIMITED POPULATION.
2. **Age Eligibility:** Eligibility will not be determined until children reach age 14. As they reach that age, children will randomly be assigned to either the demonstration/eligible group or the control/ineligible group. In order to be eligible for the Enhanced Subsidized Guardianship Program, a child must first be eligible for the Standard Subsidized Guardianship Program.<sup>1</sup>
3. **Enhanced Service Package:** The program makes available a limited package of transition services to a child who goes to guardianship or is adopted at 14 years of age or older. The enhanced service package being offered as part of the Enhanced Subsidized Guardianship Program includes youth in college, youth in employment, housing cash assistance and life skills training. Currently, these services are only available to youth who are being transitioned to independence from the foster care system. Education and training vouchers, currently available to youth who go to guardianship or are adopted at age 16 or above will be available under the waiver at age 14. The enhanced service package does not include transitional or independent living placement programs.

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<sup>1</sup> To be eligible for Standard Subsidized Guardianship, which is available statewide, a child must meet the criteria listed on the reverse side of this sheet.

4. **Control Group:** Youth assigned to the control group of the Enhanced program continue to be eligible for the Standard Subsidized Guardianship Program, but they will not have access to the enhanced service package if they are adopted or go to guardianship.

The Enhanced Subsidized Guardianship Program will be implemented July 1, 2005, and will continue through December 2008.

#### Illinois Standard Subsidized Guardianship Eligibility Criteria

- Each child must have been in DCFS custody for one continuous year (there is no sibling group exception to this and no possibility of a 'waiver').
- Each child must have been in the home of the caregiver for one continuous year.  
Exception: If a child is a member of a sibling group in a home, only one of the children needs to have been in the home for one year, but no 'waiver' is available.
- If the child is in a non-relative home, the child must be 12 or older.  
Exception: with sibling groups going to Subsidized Guardianship (SG), only the oldest child has to be 12 or older.
- If the child is in a non-relative home and no child in the home going to SG is 12 or over, the caseworker may seek a waiver from the DCFS Guardianship Administrator.
- The proposed guardian/s may not have any felony convictions.  
*No exceptions or waivers are possible*
- In order to be eligible for Standard Subsidized Guardianship, the child cannot be in the control group. Generally, no new children are being added to the Standard Subsidized Guardianship control group at this time. For children already assigned to the control group, it will continue to exist through December of 2008, when the program will end.  
Exception:
  - 1) If a child originally assigned to the control group moves into a home with an experimental group assignment, the recently moved siblings will be considered to be eligible after the child or the child's sibling has been living in the home for one year. Before guardianship is legally established, the child will be assigned to the experimental group.
  - 2) If siblings have received two different assignments while living in different homes, and they move into the same new home where no children have previously received a group assignment, then all children will be eligible for a guardianship subsidy after they have been living in the home for one year. Before guardianship is legally established, all of the children will be assigned to the experimental group.

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Site: State of Illinois  
Program: Legacy Project, Update.

Program Sustainability:

Over the past year, the Legacy Project (see *Model Programs* booklet) added a relative search program for youth ages 16 - 20 focused on support contacts intended to sustain until the youth ages out and beyond. The Legacy Project was a federally funded grant, but the State of Illinois provided the dollars for the relative search component. This money included a contract with Catholic Community Services of Western Washington for technical assistance on relative searches and an extension of the Legacy Project director's salary beyond the original project time period. Both The Legacy Project and the Intensive Relative Search Project are completed. However, the director continues to work to integrate the relative search into Illinois's transitional living and independent living programs for older youth (18+) as well as into a program under formation for youth with a history of running away.

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Site: Four Oaks, Iowa City, Iowa  
Program: Adoption Pilot Project

Program Description:

The project will target youth when parental rights have been terminated. An adoption specialist will complete an assessment of the youth on permanence. Group work will be done with attachment disorder youth. The project will educate youth in the kind of skills that the youth needs to function in a family. The project will collect data to look at outcomes and will attempt systems improvements so that both the state and Four Oaks work towards similar outcomes. Then practices will be readjusted to align with new outcome goals.

Target Group:

Youth in Four Oaks where parental rights have been terminated.

Staff:

Program Duration:

July 2005 – July 2006

Success:

N/A

Budget:

The budget for working with these youth comes from the per diem that the facility charges.

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**Site:** Four Oaks, Iowa City, Iowa  
**Program:** REPARE – Follow-up

Target Group:

Seventy-five youth, ages 5 - 12

History:

REPARE was a pilot program between 1993 and 1995 that had a 75% success in achieving permanent outcomes. Even though the program created great cost savings and results, it could not continue because of lack of funding. Once the pilot program was finished, Four Oaks didn't have funding to continue the program.

What has been sustained after the pilot:

- The importance of engaging families and getting the family involved in the treatment and understanding the treatment process
- Meetings to involve consumer families once a month to develop a family friendly practice and policy
- A quarterly newsletter in which every program in Four Oaks submits an article to keep families abreast of news items and new programs and services
- All Four Oaks congregate care programs must have a certain amount of family events
- Intake Process. Four Oaks revised the entire intake process to focus immediately on the barriers that prevent the child from getting back to the family and how the agency can involve the family in this process. Instead of keeping the youth for 18 months in a residential treatment center (RTC), Four Oaks tries to shorten the stay and get the youth back to the family and community. One of the challenges was getting the staff to focus on barriers that keep the child from returning to the family. RTC staff were reluctant because it required changing their practice and their goals.

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Site: MARN (Minnesota Adoption Resource Network), Minnesota  
Program: The Homecoming Project

Program Description:

The Homecoming Project is a Minnesota Department of Human Services project to increase the number of adoptions of adolescents who are under state guardianship in Minnesota and to strengthen participating youths' connectedness to caring adults and the larger community. The Minnesota Department of Human Services contracts with the Minnesota Adoption Resource Network (MARN) to provide these services.

*Why:* Teenagers 13 - 17 years old are **22%** of the waiting children in Minnesota and were only **7%** of adoptions of Minnesota waiting children in 2002.

The project is grounded in the principles of positive youth development. By using strategies that are age and developmentally appropriate, the project engages adolescents in identifying and achieving their individualized permanency outcomes. Not only are adolescents able to participate in cultivating their own recruitment plans, developmentally they *must* participate in order to mature into healthy adults. Anecdotal evidence from similar programs nationally suggests that teens who have been a partner in the recruitment process will be more prepared to join adoptive families.

Participation in the project makes available many of the activities and opportunities of "Our Voices Matter," a foster and adopted youth self-advocacy and leadership group where youth have the opportunity to educate adults on what would help make foster care and adoption better for youth.

Target Group:

The project works with adolescents who are under state guardianship, are 11 - 18 years of age, have a permanency plan of adoption, have no identified adoptive family, and had a termination of parental rights court ordered more than one year ago. The project includes 42 youth. Youth have been waiting an average of four years since termination of parental rights and are, by and large, Minnesota's longest waiting youth.

Staff:

- 5 FTE recruitment specialists
- 1 supervisor with a 0.5 case load
- 0.25 support person
- Outside evaluator

Program Duration:

Federal Adoption Opportunities and Activities Grant, October 2003 - September 2008

Success:

As of April 2005, two youth were living in permanent (adoptive) families, one was moving in shortly, and three were in the process of visits. Additionally, the project is working to assure that youth have a support network of adults committed for the long term. Some of these people will be adoptive resources, some will not. More than half of the youth have established, or re-established contacts with significant people from their families and/or their past.

Budget:

\$430,000 per year:

- \$350,000 from a Federal Adoption Opportunities and Activities Grant
- \$80,000 from the Dave Thomas Foundation for Adoption.

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**Site:** Graham Windham, New York City, New York  
**Program:** Project Impact

Program Description:

The goal is to return youth to family more quickly and to have no youth in a residential treatment center more than a year. A second goal is to change the agency culture so that permanence is its mission and permeates the agency staff, including social workers, child care workers, clinical and medical personnel, teachers, and maintenance workers.

Project Impact includes families in the initial intake; project staff make a home visit within three days of initial intake. Staff immediately discuss the youth's potential discharge to family; family is an integral part of planning and decision making. Family are invited to the facility to create the discharge service plan, which addresses time and service needs of youth and service needs of parents.

What the project also needs to succeed: Wrap around services; case loads smaller than 20; and therapists who will go to the home.

Target Group:

One hundred sixty-five youth who reside in Graham Windham Residential Treatment Center (RTC)

Staff:

- 1 intake discharge supervisor
- 3 intensive discharge staff.
- 11 permanency planners each work with a cottage that houses 16 youth on the campus.

Program Duration:

September 2004. Ongoing

Success:

Success on permanency: discharges were up last year. Early returns are very good.

Program Evaluation:

Graham Windham tracks the number of youth entering and how quickly an assessment is completed, how quickly staff visit the family home and how quickly they begin action towards getting the youth out of RTC.

Budget:

\$250,000 which pays some of the supervisor's salary and the three intensive discharge people.

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**Site:** Harlem Dowling, Harlem, New York City, New York

**Program:** Adoption Options for Teens

Program Description:

Harlem Dowling is a foster care agency. The goal of the program is to help youth ages 14 - 21 in foster care to explore all permanency options including reunification with birth parents, relatives, custody, guardianship, legal adoption, and "informal adoption" when legal adoption is not possible. Every child deserves a family and should not opt for independent living or "aging out" as a goal.

Target Group:

Youth ages 14 - 21.

Staff:

One adolescent permanency specialist and one MSW intern who work collaboratively with existing caseworkers and supervisors. The distinguishing characteristics are the adolescent permanency specialist and the Adoption Mentoring Program. The mentors are all adult adoptees.

Program duration:

2003. Ongoing

Success:

Out of 130 youth ages 14 - 21:

- 31 expressed the desire to be adopted
- 19 were placed and 8 were finalized
- 5 are informal adoptions (not legally adopted but committed to each other)
- 13 youth are open to being recruited
- 5 of the youth are now recruiters

Budget:

The program uses existing dollars from the normal budget but focuses the efforts on permanency. Harlem Dowling has received \$25,000 in the first year and \$50,000 in the second year from the Dave Thomas Foundation for the salary and benefits of the adolescent permanency specialist. If you include the cost of clinicians, the program budget would be larger. The percentage of time that the director puts toward this program is the major personnel cost. After initial costs, the mindset of permanency for teens can become part of the agency culture and the present staff at any agency can achieve permanency for teens without a huge influx of dollars. Of course targeted money to help focus on the issue will expedite the process.

Needs:

Strong post-adoption services are needed as some of the more challenging permanency situations will not make it without post-permanency services. Harlem Dowling would like to have "adoption competent" therapists and more funding would expand in this area.

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**Site:** New York, You Gotta Believe!, New York City, New York  
**Program:** Various

Program Description:

You Gotta Believe! (YGB) employs three family permanency advocates and two teen permanence advocates and out-stations them at six New York City licensed group homes and eight New York City licensed residential treatment centers (RTC) one half day a week to meet with youth and follow up leads for permanency. Outreach and action is grass roots and their mere presence at congregate care facilities is significant because the youth can talk to them about connections while the YGB staff is at the RTC or group home. New York City ACS chose the RTCs with which YGB works. Because there are not many youth in ACS-run group homes, the collaboration is in the process of re-looking at the choice of group homes. New York City has recently established an AWOL unit and YGB may be able to assign one of their group home slots to the AWOL unit.

Target Group:

Youth in selected congregate care facilities in New York City area.

Staff:

- 16 full-time and 12 part-time staff.
- 6 new staff through the Adoption Opportunity Grant including:
  - 3 family permanency advocates
  - 2 teen permanence advocates
  - 1 assistant project director for the federal grant

Program Duration:

2002-2007

Success:

At the end of 2004, the third year of the grant, YGB has placed 40 youth.

Resources Developed:

The "Adopting Teens & Tweens" cable access show can be viewed live stream at [www.bcat.tv/bcat](http://www.bcat.tv/bcat). YGB also has a live radio program, "Adopting Teens & Tweens" radio forum, which airs every Sunday evening from 8 p.m. - 9 p.m. and can be heard at [www.am1240wgbb.com](http://www.am1240wgbb.com). The web site for the agency is [www.yougottabelieve.org](http://www.yougottabelieve.org).

Budget:

\$400,000/year Federal Adoption Opportunity Grant which began September 2004 to place 100 teens from congregate care over the next four years. New York City provides \$331,500 a year.

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Site: Cuyahoga County, Ohio, with Adoption Network, Cleveland, Ohio  
Program: Adopt Cuyahoga's Kids

Program Description:

*Impetus for Program:* Cuyahoga County Department of Children and Family Services (DCFS) contacted the Vision Council, a group of community leaders who deal with the county's crises in permanence. Vision Council chose Adoption Network (AN) as the lead agency to identify and address barriers to adoption through the public system. The original focus of the Vision Council wasn't specifically "youth," but Adoption Network and Cuyahoga County moved the focus to youth.

Adoption Network contracts with 15 adoption agencies including Cuyahoga County to find homes. AN has strict expectations for the contracted agencies. The agencies must:

1. Read the record and complete an assessment within the first 90 days of referral which includes an agency interview with the child in which he/she is asked what they hope for.
2. Establish a permanent planning team and hold a team meeting to begin engaging the team members in recruiting for this child.
3. Conform to tight, strict time frames in a more rigid accountability than agencies have had before. (However, staff and agencies are responding and, by and large, meeting expectations). Included is a great deal of data tracking and reporting on a monthly and quarterly basis.
4. Private and DCFS agencies are on the same footing. Some private agencies are doing well but DCFS social workers are leading the pack in terms of quality and quantity of work.

The project requires child-centered recruitment. A unique component is the "permanency champion mentor role" for those at highest risk of aging out. Funding was obtained, and partnerships with Big Brothers, Big Sisters, One Church One Child, and partner adoption agencies were established to implement a permanency champion role for each child; someone to whom the child is connected becomes a mentor but also gets involved in case conferences, planning for the future, and recruiting an adoptive family.

Target Group:

Parental rights had been terminated for 1500 youth as of January 2004. Of the 1500 youth, 650 had no plan and no one willing or able to adopt them. 85% are 10 years old and up. These 650 are youth who will be referred to the private agencies and DCFS to work with Adoption Network's model of child-centered recruitment.

Staff:

(See "Payment" section below for more information on staff.) Cuyahoga County DCFS, one of the agencies on the project, created a unit of child-centered recruitment workers. The AN model insists that participating agencies must use experienced people so DCFS transferred existing workers and hired new staff to fill in behind.

The project also includes adoption navigators, experienced adoptive parents, who work for Adoption Network and help parents navigate and identify barriers for all kids, so that future backlog can be avoided. Navigators have a special emphasis on teens.

Adoption navigators are primarily full-time. They have a set place and time they spend on the county site. The supervisor who hired the navigators had been a county administrator, well-liked at the county. This helped ease issues of territoriality. Even so, much relationship building was required. The navigators helped DCFS in any way they could: getting out mailings, helping with events, and with DCFS's matching data system. In doing so, they noticed that the potential adoptive parents with approved home studies had no social worker assigned to them until a child was identified for them and so the parents were just waiting. The navigators started doing matches from the adults' point of view and found matches. As a result of the relationship building, the county staff has come to see the navigators as a valuable aid. However, the navigators still raise some defensiveness because staff wonder, "What am I not doing that you need to assign a navigator?"

Program Duration:

Implemented, January 2004.

Success:

Out of 650 youth with no plan, 275 were referred to agencies. The goal was for 50 youth to have adoptive placements in the first 12 months. Instead, during that time, 171 have found adoptive placements, more than three times the initial goal.

Social workers on the project feel supported and successful. The project has created a learning community where all staff who are doing this work attend a monthly training meeting to problem-solve on cases and share successes. For the first time, private agencies are sharing families with each other and many youth get placed.

Budget:

Total cost of project: \$2.5 Million. Adoption Network receives \$1 million from county commissioners for pass-through funds, which they give to other agencies in contracts. Vision Council provides \$300,000 a year. AN raises the rest of the money through foundation support, individual support, and in-kind donations. (Almost the entire computer system is an in-kind donation.) The program received a Federal Adoption Opportunities Grant in October 2004. United Way funds the project at \$100,000 per year.

Payment Models:

Two different models exist from which the participating agencies select one:

- A) Receive \$52,500 for a full-time staff member for salary and overhead. The agency receives 80% at the start and the 20% bonus when they succeed. After a certain goal is met, the agency receives bonuses for each additional youth placed. Cuyahoga County DCFS and four other agencies have chosen this model.

- B) Payment for service models: One third of the money at each of the following three points:  
a) at completion of initial assessment; b) at placement, and c) at finalization. Payments depend on the age of the oldest child in any group of children. If the oldest is a seventeen-year-old, the agency gets paid at a much higher rate than if it places an eight-year-old.

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