

FY 2018 FOSTER CARE
STRATEGIC BLUEPRINT
STATUS REPORT

In FY 2018, ACS continued to aggressively implement our Foster Care Strategic Blueprint, which outlines the key priorities and strategies for improving case practice and safety, permanency and well-being outcomes for children and families in the foster care system. This work includes the implementation of evidence-based models to address trauma, mental health and other challenges faced by children and families; strategies to improve reunification, adoption and kinship guardianship outcomes; cutting-edge training and professional development for the child welfare workforce; and rigorous provider monitoring and continuous quality improvement systems. While much work remains, this focus, combined with the unprecedented investments by the de Blasio administration to strengthen child welfare, is yielding promising results including:

- Fewer children in foster care
- Fewer “long stayers” in foster care
- Increased kinship placement
- Increased foster home recruitment
- Expanded programming for older youth

Across all of this work, the overarching priority is ensuring the safety of young people while they are in foster care and during the reunification process. ACS has conducted extensive training of provider staff, enhanced oversight of foster care agencies, and invested \$6 million to protect the safety of children who are home with their parents on trial discharge.

The next phase of our work is outlined in the five-year ACS Foster Care Strategic Blueprint for FY 2019-FY 2023. The plan builds upon the progress to date and is informed by the recommendations of the Interagency Foster Care Task Force, the findings from a major review of the cases of 2,200 children, the findings from the ACS Youth Experience Survey of youth ages 13+, an examination of older youth permanency, an intensive analysis of foster care performance data and input from a range of stakeholders including youth, parents, providers, advocates and others. Our **No Time to Wait** initiative is focused on accelerating safe permanency for children through reunification, adoption and kinship guardianship; our **Reunification Discharge Supports** Initiative has significantly increased funding to support safe reunification; our **Home Away from Home** initiative is increasing kinship care and foster home recruitment to support child safety, permanency and well-being; and new programs and partnerships are being implemented to advance **education and employment outcomes** for youth in care.

In March 2018, the **Interagency Foster Care Task Force** released its report including 16 recommendations designed to improve outcomes for children and families in the foster care system. Since then we have completed several of the recommendations and many are well underway. To name just a few examples: (1) ACS has significantly increased kinship care in just one year and implemented a range of strategies to advance the family time (aka visiting) recommendation in order to improve safety, permanency and well-being outcomes for children in foster care; (2) ACS and New York City Department of Youth and Community Development (DYCD) have established an MOU and are sharing data in order to increase the numbers of children in foster care who are benefitting from DYCD after-school programs; and (3) New York City

Department of Health and Mental Hygiene DOHMH launched a High Fidelity Wraparound (HFW) pilot for NYC children with serious mental health needs.

Our continued progress would not be possible without the dedicated work of ACS staff, the foster care agencies, the legal advocates and the Family Court who are working day in and day out to improve outcomes for children and families, as well as our foundation partners and other stakeholders. We look forward to continuing this work with our partners to advance the reform initiatives described in this report.

Sincerely,

David A. Hansell, Commissioner

Julie Farber, Deputy Commissioner, Division of Family Permanency Services



Key Progress Highlights

REDUCING LENGTH OF STAY IN CARE

ACS is continuing to make progress in reducing time spent in foster care by reducing foster care entries and focusing on expediting permanency. The total number of children in foster care for two years or more is down **38** percent from **8,140** in FY 2014 to **5,003** in FY 2018. The total number of days all children spent in foster care declined by **19** percent during the same time period, from **4,817,309** in FY 2014 to **3,923,854** in FY 2018.

INCREASING PLACEMENT WITH KIN

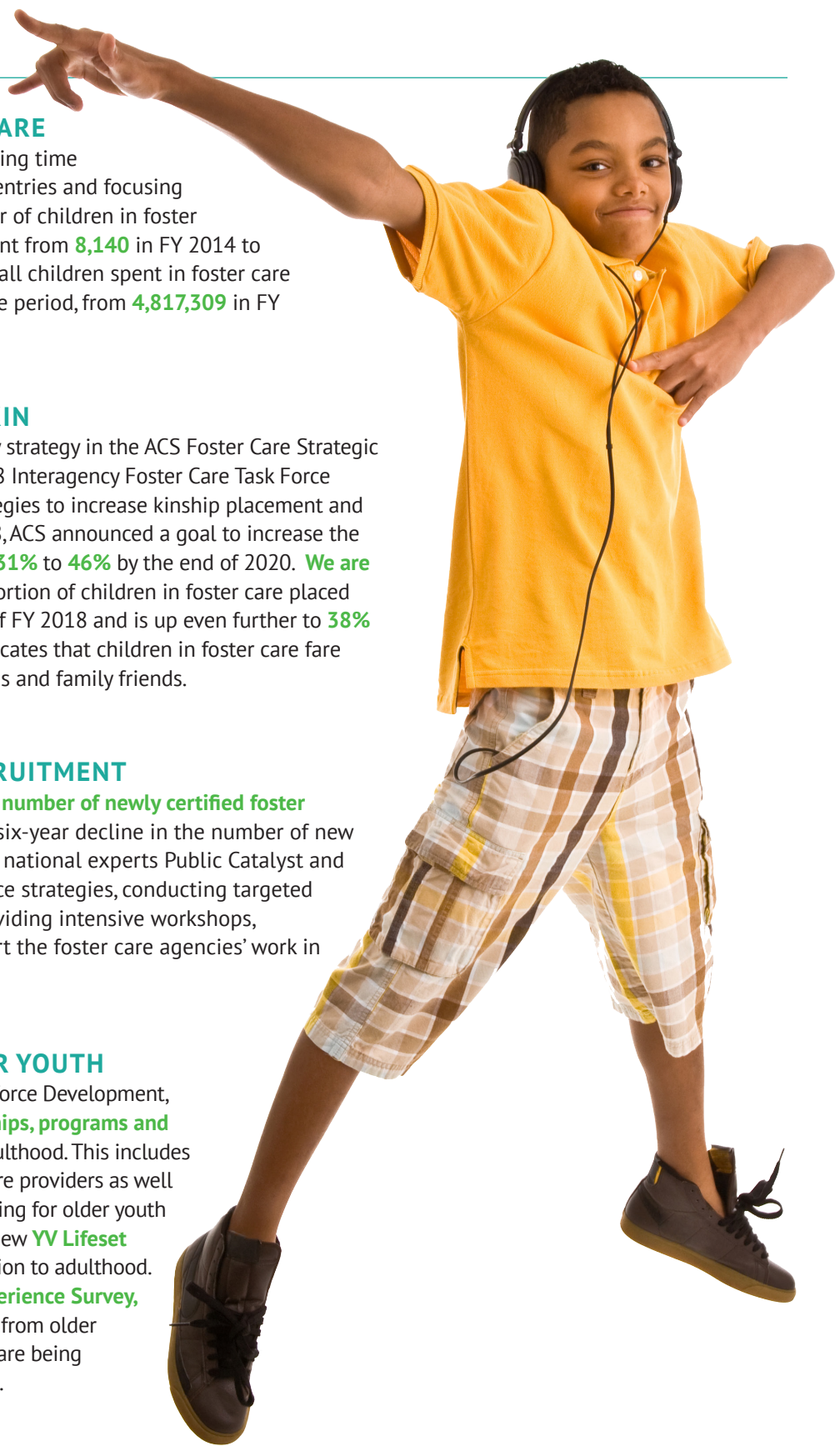
Safely increasing placement with kin is a key strategy in the ACS Foster Care Strategic Blueprint and a recommendation in the 2018 Interagency Foster Care Task Force report. ACS is implementing a range of strategies to increase kinship placement and this work is producing results. In March 2018, ACS announced a goal to increase the proportion of children placed with kin from **31%** to **46%** by the end of 2020. **We are well on our way to achieving this.** The proportion of children in foster care placed with kin rose from **32%** to **36%** by the end of FY 2018 and is up even further to **38%** in the first quarter of FY 2019. Research indicates that children in foster care fare best when placed with kin, including relatives and family friends.

INCREASING FOSTER HOME RECRUITMENT

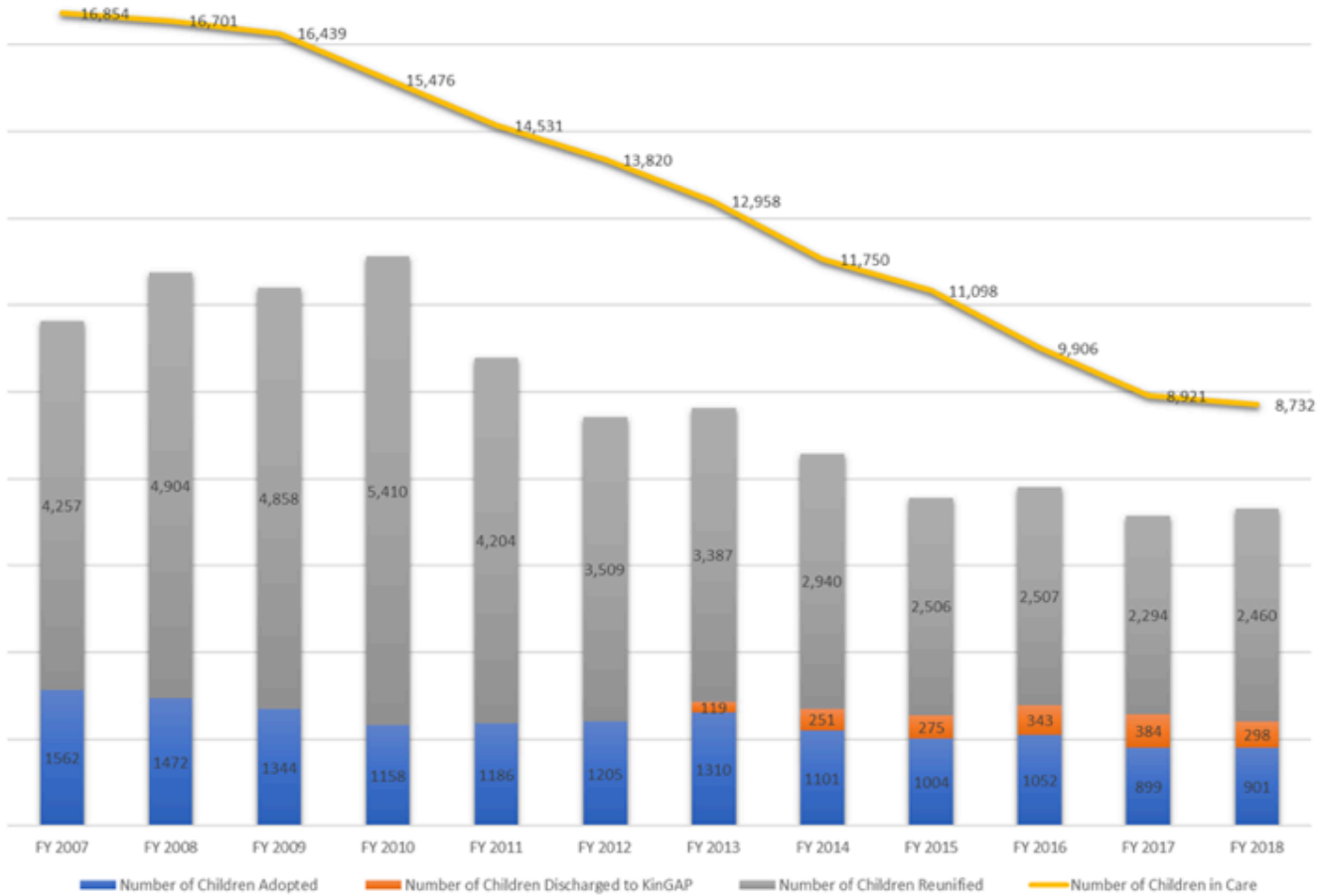
From FY 2017 to FY 2018, **we increased the number of newly certified foster parents by 32%**, turning around a previous six-year decline in the number of new foster homes recruited. In partnership with national experts Public Catalyst and Action Research, ACS is utilizing best practice strategies, conducting targeted data and business process analysis and providing intensive workshops, trainings and technical assistance to support the foster care agencies' work in this critical area.

PARTNERING TO SUPPORT OLDER YOUTH

Through our Office of Employment and Workforce Development, ACS is continuing to **establish new partnerships, programs and initiatives** to help older youth prepare for adulthood. This includes technical assistance and training for foster care providers as well as specialized internship, training and mentoring for older youth in foster care. In FY 2018, ACS launched the new **YV Lifeset program** that helps youth successfully transition to adulthood. ACS also released the **first annual Youth Experience Survey**, which provided an invaluable source of input from older youth in foster care. The results of the survey are being used to inform how we work with older youth.



PROGRESS: FEWER CHILDREN IN FOSTER CARE



IMPROVING REUNIFICATION OUTCOMES

The majority of children who enter foster care return home to their families. Almost 2,500 children were reunified in FY 2018. As described below, ACS has significantly increased funding and implemented a range of strategies to safely reunify children with their families.

SAFELY REUNIFYING FAMILIES

Funding for Discharge Supports: ACS recently provided its foster care agencies with \$6 million in additional funding specifically to support families preparing to safely reunify. This funding is an opportunity for providers to better support families in accessing an array of services that build on family strengths and increase family capacities, and to address concrete needs such as child care, housing supports or other resources. Enhanced services during the reunification transition are designed to help families reunify safely with strong connections to community supports. Provider agencies are implementing a variety of strategies including evidence-based programs, peer mentors and reunification specialists. FY 2019 will be the first full year of providers receiving this funding and ACS is measuring the impact.

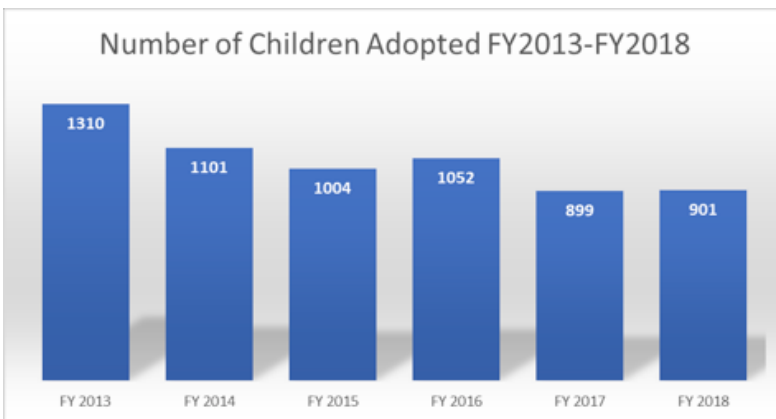
FAMILY TIME

- **Family Time Training:** ACS is providing training about family time (aka family visiting – the time children spend with their parents while they're in foster care) to thousands of staff across our 27 foster care agencies and ACS' Division of Child Protection (DCP).
- **New Family Time Tools for Foster Care Agencies:** ACS is implementing two tools with foster care agencies to support improved family time practice. One new tool is designed to help foster care agency staff more intensively assess safety and risk issues integral to families' readiness to move from supervised to unsupervised family time according to ACS' visiting policy. The other is a family time space assessment that was implemented in FY 2017 to help agencies evaluate the quality of their visiting areas and make improvements that encourage a positive family time experience.
- **Family Time Pilot:** Two foster care agencies have received funds to test strategies for improving Family Time. Strategies include visit coaching, support for families to visit in locations outside the agency and Family Time kits with supplies to encourage positive family interactions.
- **Family to Family:** ACS recognizes the critical role of foster parents in supporting and working closely with parents. ACS is working to strengthen and support the relationships between foster parents and parents through a multi-faceted approach that includes providing training and tools for provider agencies, focusing on high quality Family Time, strengthening parent engagement and developing foster parent recruitment and retention strategies that support strong relationships between foster parents and families.

PARENT ADVOCACY

- **Partnerships with Parent Advocacy Organizations:** ACS is continuing its partnership with the parent advocacy organization **Rise** in order to engage the voices of parents in program planning and implementation. In FY 2018, Rise developed tools and provided technical assistance to foster care agency staff to strengthen family time practice. This work continues in FY 2019. In addition, in FY 2019, Rise is providing training on its 'Building A Bridge' curriculum focused on creating positive relationships between parents and foster parents (i.e., Family to Family) and working with foster care agencies to enhance other areas of frontline practice that strengthen early parent engagement and support safe reunification.
- **Expanded Parent Engagement Function:** In FY 2019, ACS is establishing a new Director of Parent Engagement function that will support a new **Parent Advisory Council** to the Commissioner. The goal of this work is to significantly strengthen parents' voices and engagement in ACS' programs, planning and policy development.

ADOPTION



901 children were adopted in FY 2018. The majority (82%) of children who are eligible for adoption, (i.e., children who are legally free and have a court approved goal of adoption), are already placed with the family who will serve as a permanent resource. As the number of children in foster care has declined, so has the number of children awaiting adoption.

ACS continues to collaborate with the foster care provider agencies and key stakeholders to streamline administrative processes.

ACS PARTNERSHIP WITH THE DAVE THOMAS FOUNDATION

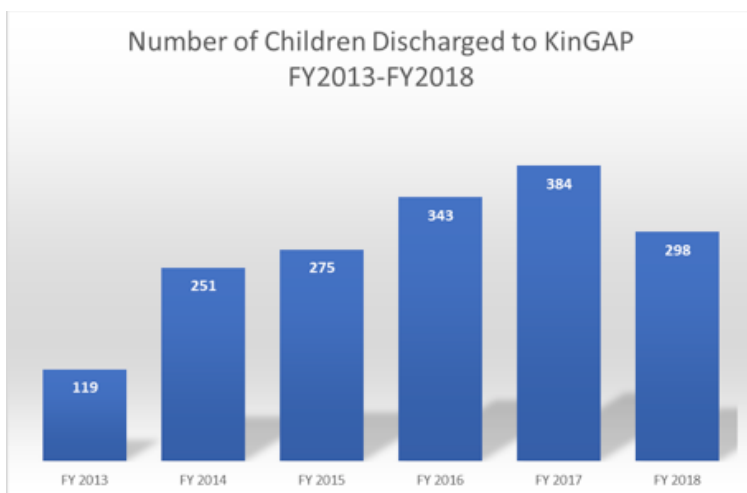


Dave Thomas
Foundation
for Adoption®

Inducing Forever Families for Children in Foster Care

In FY 2018, in partnership with the Dave Thomas Foundation, ACS expanded the Wendy's Wonderful Kids (WWK) child-focused adoption recruitment model to increase the number of older children and children with special needs who exit foster care to adoption or KinGAP. In FY 2018, 27 new recruiters worked with 192 children. Through this \$11 million partnership, by FY 2020, a total of 43 WWK recruiters will be working across the city to identify forever families for children in foster care.

KinGAP



In FY 2018, 298 children moved to permanency through kinship guardianship (KinGAP), which is a decline from 381 completed in FY 2017. This decline was likely attributable to the passage of the new KinGAP legislation; once it was announced that this legislation would go into effect as of March 12, 2018, there was a pause for several months in completing KinGAPs as families, judges and agencies were waiting for the new legislation to take effect. The legislation expands the definition of relative caregivers to include non-kin and extends the KinGAP subsidy to age 21 years for all children and youth. The expansion of KinGAP eligibility and support through this legislation is very good news for kids and families, and we will continue to prioritize expanding the utilization of KinGAP when it is the most appropriate permanency option for a child.



NYC
Administration for
Children's Services

STRONG FAMILIES

In 2014, ACS launched its largest foster care improvement initiative ever, Strong Families NYC, with funding flexibility provided through a federal waiver initiative. ACS lowered caseworker/supervisory caseloads, implemented a universal trauma screening and scaled evidence-based models.

PROMISING RESULTS

Chapin Hall is conducting a full evaluation of Strong Families NYC that is showing very promising results.

Fewer care days

The number of care days being utilized by children placed in custody during the Waiver period is less than the number of care days utilized by a historical comparison group of children.

Lower reentry rates for babies

The probability that a child who left care as a baby will reenter care within six months of their exit is lower since the onset of the Waiver.

Improvements in placement stability

There is promising evidence that children's placements are more stable, particularly within the first 12 months of placement. The proportion of each entry cohort that has experienced two or fewer moves has increased.

LOW CASELOADS

Foster care case planners have caseloads averaging 10-12 per worker and a supervisor-to-worker ratio of 1 to 4. For FY 2018, the average caseload was 11.41 and the average supervisory ratio was 3.79.

TRAUMA SCREENING

Children who enter family foster care are screened to assess their level of exposure to trauma using a nationally recognized screening tool (CANS). The Child and Adolescents Needs and Strengths-New York (CANS-NY) helps agencies to identify the needs and strengths of each child and caregiver. As of August 2018, 83.2% of children in regular foster care had at least one completed assessment within the last six months.

ATTACHMENT AND BIOBEHAVIORAL CATCH-UP (ABC)

Attachment and Biobehavioral Catch-up (ABC), a research-proven intervention for improving parent/child interactions to reduce the effects of traumatic stress on children, is now available to all children ages 6 months to four years old while they are in foster care and when they are reunified with their parents. Since the start of ABC, 1,579 children have been referred to the model. Pre-and post-tests of parent and foster parent sensitivity to the young children (before and after participating in ABC) show substantial improvement among both kin and non-kin foster parents. Pre and post-tests of child well-being also show substantial improvement.

PARTNERING FOR SUCCESS

Partnering for Success expands access to mental health resources for foster children, and improves the integration of child welfare and mental health services. More than 1,013 child welfare and mental health staff have been trained and are implementing this model, which includes Cognitive Behavioral Therapy Plus (CBT+), for children and families in the foster care system. As a result of this training, more than 6000 children in foster care have been screened for CBT+ Services.

Home Away From Home: Improving Foster Care Placements to Enhance the Safety, Permanency and Well-Being of Children

Through our Home Away from Home (HAFH) initiative, ACS has increased funding and is implementing targeted strategies to increase placement with kin and expand foster parent recruitment and support in order to improve safety, permanency and well-being outcomes for children in foster care. Our goal is to ensure that children are safe and receiving the highest quality of care in their foster care placements, and foster parents (both kinship and non-kinship) are receiving the supports they need.

In addition to significant ACS resources, Home Away from Home has received major support from the **Conrad N. Hilton Foundation** and from a collaborative of five foundations - **New York Community Trust, Redlich Horwitz Foundation, Ira W. DeCamp Foundation, Joseph Leroy & Ann C. Warner Fund and Tiger Foundation.**

Ensuring that children are safe is ACS' top priority, and ACS has taken a number of aggressive steps to protect children's safety throughout the foster care and reunification process.

In FY 2018, more than 98 percent of foster homes had no incidents of indicated child neglect or abuse. While maltreatment in foster homes is rare, there was an increase in reported maltreatment of children in foster care in FY 2018, including when a child was living in a foster home, or on trial discharge or a visit with parents. A preliminary review suggests that at least some of the increase in incidents may be the result of increased reporting by mandated reporters, stemming from rigorous training conducted by ACS to ensure that provider agency staff, school staff, and others report concerns of potential abuse or neglect. ACS is conducting an intensive review of these cases. More than 75 percent of the incidents involved the child's parents (not the foster family). As part of our intensive work on child safety, ACS has increased provider monitoring and oversight; is carefully tracking new investments such as the \$6 million increase in supports for families and children during reunification from foster care; and is identifying additional strategies to further enhance safety.

KINSHIP PLACEMENT

- National research shows that children in foster care fare best when placed with kin:
 - Children placed with kin have greater placement stability.
 - Kinship care helps to preserve community and family connections.
 - Placement with kin helps reduce trauma and leads to higher rates of behavioral and emotional well-being.
 - Children and youth in kinship care are more likely than children and youth in foster care to achieve permanency overall through reunification, adoption, or guardianship.
 - Additionally, children placed in kinship homes are less likely to re-enter foster care after exiting to permanency.

RESULTS: In March 2018, ACS announced a goal to increase the proportion of children placed with kin from 31% to 46% by the end of 2020. We are well on our way to achieving this. The proportion of children in foster care placed with kin rose from 32% to 36% by the end of FY 2018 and is up even further to 38% in the first quarter of FY 2019.

KEY STRATEGIES:

- As of March 2018, ACS established 10 new Kinship Specialist positions in the ACS Division of Child Protection (DCP). These staff have the dedicated function of finding and engaging kin caregivers for children entering foster care.
- ACS engaged nationally known kinship care organization A Second Chance to provide training to these staff. ACS is continuing to implement its DCP staff information campaign called "Find Family and Friends First."
- In partnership with national experts Public Catalyst and Action Research, ACS is providing intensive technical assistance on kinship placement to foster care agencies.
- A cohort of foster care agencies have received additional funding to test kin placement strategies such as dedicating staff to search for kin and enhancing assistance for kin throughout the home study process.

Home Away From Home: Improving Foster Care Placements to Enhance the Safety, Permanency and Well-Being of Children

FOSTER PARENT RECRUITMENT

RESULTS: From FY 2017 to FY 2018, we increased the number of newly certified foster parents by 32%, turning around a previous six-year decline in the number of new foster homes recruited.

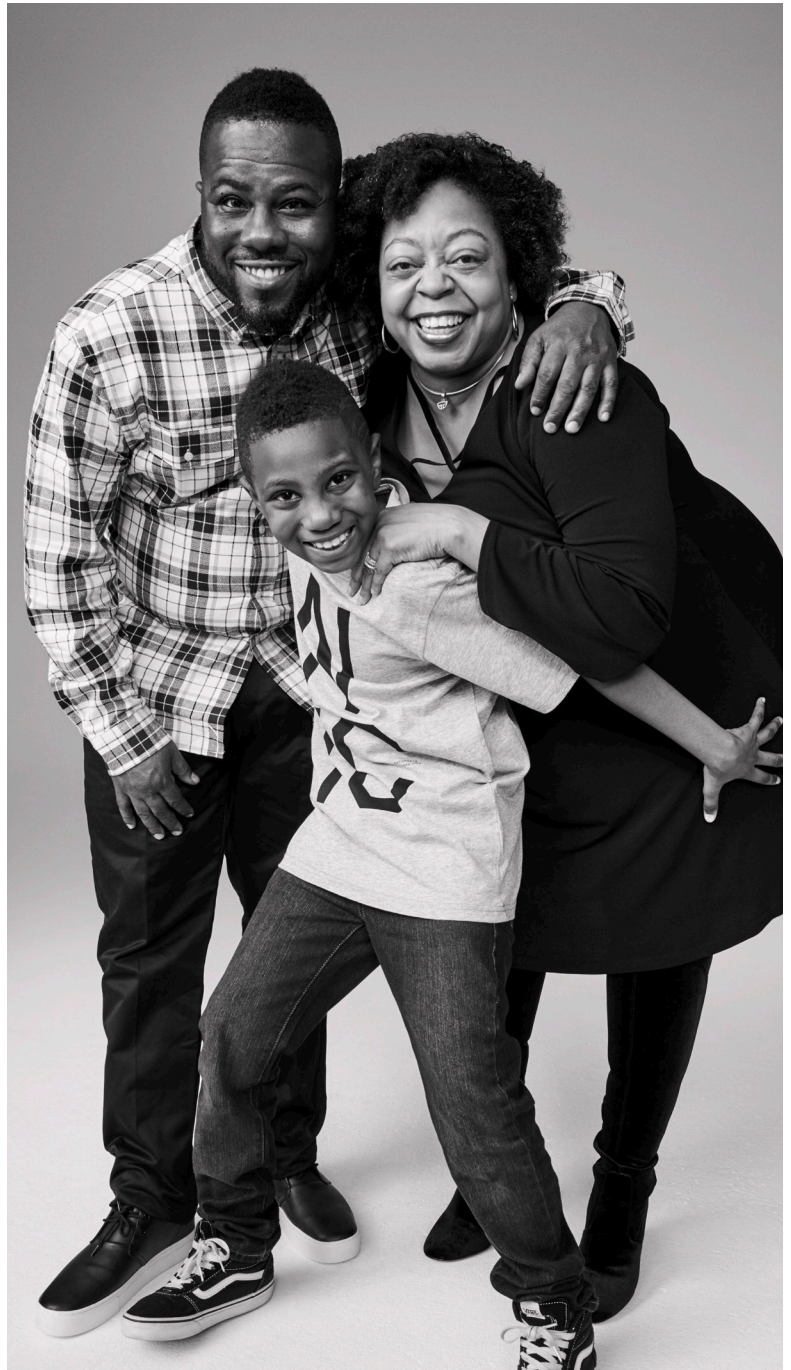
KEY STRATEGIES:

In partnership with national experts Public Catalyst and Action Research, ACS is working to improve the well-being of children in foster care by improving recruitment and support for foster parents. Where a child is placed and the experience they have in that home is critical to addressing the trauma the child has experienced from abuse and neglect and removal from their parents.

ACS is utilizing best practice strategies, conducting targeted data and business process analysis and providing intensive workshops, trainings and technical assistance to support the foster care agencies' work in this critical area. Additionally, ACS has funded a cohort of agencies to design and implement innovative strategies to improve foster home recruitment and support. The foster care agencies are implementing a range of strategies including hiring experienced and skilled foster parents in support and recruitment roles; piloting network and hub home models in which experienced foster parents provide support and mentoring to other foster parents; and investing in specialized staff who provide in-home individualized coaching, respite and crisis management.

CHILDREN'S CENTER/OFFICE OF PLACEMENT ADMINISTRATION

- ACS has expanded trauma-informed programming for all age groups of children at the Children's Center.
- In partnership with the NYS Office of Children and Family Services (OCFS), NYS Office of Information Technology Services (ITS) and provider agencies, ACS launched initial phases of a new placement system that will help match children with the best foster care placements. Full implementation will be completed in 2019.



Improving Education & Employment Outcomes and Pathways to Adulthood for Youth in Care

IMPROVING EDUCATION OUTCOMES

Increasing after-school enrichment for children in foster care

On March 22, 2018, ACS and the **NYC Department of Youth & Community Development (DYCD)** signed a data-sharing MOU. ACS and DYCD since completed a data match that identified 5th-8th grade DOE students in foster care who are or are not enrolled in DYCD programs. ACS and DYCD are now using the results of this analysis to identify opportunities to connect additional foster youth to DYCD programs and will continue doing the match regularly moving forward.

FirstStar

In FY 2018, 25 foster youth completed the **FirstStar** summer academic academy at the **CUNY College of Staten Island**. The First Star CSI Academy program provides school year and summer academic and social-emotional support to help ninth grade foster youth stay on track for high school graduation and prepare for higher education.

Fostering College Success Initiative

ACS expanded our Fostering College Success Initiative partnership with **CUNY**, which provides year-round housing, with financial, academic and social service supports for foster youth in college. As of FY 2019, the program expanded from 93 to 125 students and now includes dorm sites at **Queens College, City College** and **John Jay College**. **The New York Foundling**, a leader in educational services and supports for children in foster care, is providing 24/7 on-campus support services at each of these locations. An additional 118 students residing on campus at several public and private colleges are also receiving stipends to support living expenses. **Goldman Sachs** has partnered with ACS and is serving as mentors for foster youth in college.

EMPLOYMENT AND WORKFORCE DEVELOPMENT INITIATIVES

In 2016, ACS established an **Office of Employment and Workforce Development Initiatives** dedicated to expanding career readiness, internship and employment services for youth in foster care. Many new programs have been established.

- In April 2018, **New Yorkers for Children**, in partnership with ACS and Youth Villages launched the **YV LifeSet program** in NYC. The program will serve 350 young people over three years with the goals of improving education, employment and housing outcomes and helping youth successfully transition to adulthood. During the first year of the program, 40-60 youth will be served and 80 will be served in years two and three.
- Since ACS launched **Drivers Education Program** in 2017, 319 youth have been referred.
- ACS partnered with **The Pinkerton Foundation** to fund a mentored-internship program that launched in January 2018 and has served approximately 200 youth across eight foster care agencies – **Catholic Guardian Services, Children's Aid Society, Children's Village, Graham Windham, Good Shepherd Services, HeartShare St. Vincent's, New York Foundling and Sheltering Arms**.
- More than 200 current and former foster and juvenile justice involved youth have enrolled in the **Young Adult Internship Program PLUS (YAIP+)** developed by the NYC Department of Youth and Community Development (DYCD) in partnership with ACS. More than half completed their internships and many were hired into permanent jobs. An additional 30 percent have continued to advance their educational goals.
- ACS partnered with DYCD to support the Summer Youth Employment Program (SYEP). During the summer of 2018, ACS and foster care provider agencies referred more than 900 youth to SYEP.
- Six foster care agencies (**Children's Aid, Forestdale, Heartshare St. Vincent's, JCCA, Rising Ground, The Children's Village**) are implementing the **Young Adult Work Opportunities for Rewarding Careers (YA WORC)** model, with intensive training and support from **The Workplace Center at Columbia University**. During FY 2018, the agencies enrolled 154 youth into career clubs. Five additional agencies (**SCO, Catholic Guardian, Sheltering Arms, Cardinal McCloskey and New York Foundling**) will participate in YA WORC in FY 2019.



YOUTH EXPERIENCE SURVEY AND A NEW ACS YOUTH COUNCIL

In FY 2018, ACS conducted the first annual Youth Experience Survey. Youth shared insights on their home life, school, work and well-being and made recommendations regarding the foster care system. Almost 1,200 young people ages 13+ completed the survey. The vast majority of youth said that they felt very supported or somewhat supported by their foster parents or residential facility staff. Almost all of the youth surveyed were in school or a GED program. More than one-fourth of respondents reported having a job or paid internship. Youth made a number of recommendations regarding increased support around education and employment, counseling and emotional support, placement monitoring and foster care staff training. ACS is currently launching a **new Youth Council** that will inform our work moving forward in all of these areas.

Strengthening Foster Care Agency Case Practice

OVERSIGHT

ACS implements an intensive provider oversight, accountability and quality assurance system that includes:

- Monthly safety checks of each provider to ensure that every child and family is being visited and seen on the appropriate schedule.
- Monthly data reports with key indicators directly related to the goals of the Foster Care Strategic Blueprint.
- Statistically representative case review audits performed twice a year on every provider.
- Quarterly outcomes analyses of each provider's key targets, along with quarterly monitoring sessions.
- Annual provider Scorecard assessing each agency's overall performance.
- Heightened Monitoring and Corrective Action plans when necessary.

CASE CONSULTATION & TECHNICAL ASSISTANCE

- ACS' Office of Strategic Program Support provides technical assistance to help foster care agencies implement best practices, utilize data, improve business processes, enhance performance management strategies, and implement special initiatives.
- ACS' Office of Shared Response and Senior Practice Consultants provide consultations on thousands of cases.
- Every foster care agency develops and implements a Collaborative Quality Improvement (CoQI) plan. These plans have resulted in measurable improvements in key practice areas including casework contacts with parents, parent/child visits and supervision of case planners.

PLANNING FOR THE FUTURE



During the next two years, ACS will re-procure the vast majority of contracts across the child welfare system, including contracts for delivering prevention services, family-based foster care services and residential foster care services. These procurements represent a significant opportunity for ACS to reassess existing services for children and families and to identify and implement new strategies and approaches to improve outcomes for New York City children and families.

In anticipation of these procurements, ACS has undertaken an intensive research and planning process involving assessing the current array of services to identify strengths gaps and opportunities, conducting extensive data analysis, researching best practices in the field and gathering

extensive input from key stakeholders and expert informants. ACS conducted interviews and focus groups with hundreds of key stakeholders and expert informants including youth, families, communities, prevention and foster care provider staff, legal advocates, representatives from philanthropy, subject matter experts and others. ACS also formed a Provider Advisory Committee through which prevention and foster care agency staff at all levels provided extensive input on system strengths, gaps and opportunities.

ACS is committed to a shared framework across prevention and foster care services that results in a more robust, comprehensive and seamless system that enables children and families to experience improved outcomes for safety, permanency and well-being. The three procurements for prevention, family based foster care and residential foster care services are being designed to reflect and advance this shared framework.

The Prevention RFP will be released in 2019 with new contracts to be in place as of July 1, 2020. The Concept Papers for Family Based Foster Care and Residential Foster care will be released later in 2019, with the RFP to be released in 2020, with new contracts to be in place as of July 1, 2021.



CUTTING EDGE PROFESSIONAL DEVELOPMENT – TRAINING FOR THE CHILD WELFARE WORKFORCE

In FY 2018 the **ACS Workforce Institute** – a partnership with **CUNY School of Professional Studies** – provided a range of critical training and professional development to foster care agency staff including:

- Training in evidence-based models serving children and families in foster care:
 - Attachment and Bio-Behavioral Catch Up (ABC);
 - Child and Adolescent Needs and Strengths (CANS-NY); and
 - Partnering for Success (PFS).
- Training on open adoption, delivered in partnership with Fostering Change for Children.
- Training to build the capacity of staff to prepare youth for careers and the world of work, delivered in partnership with the Workplace Center at Columbia School of Social Work.

In addition, foster care agency staff participated in foundational courses provided through the Workforce Institute in Motivational Interviewing and Building Coaching Competency as well as specialized courses in the following:

- Safety and Risk: Investigation, Synthesis, and Assessment
- Child Sexual Abuse: Protective Strategies
- Motivational Interviewing: Engaging Families with Repeat Involvement in the Child Welfare System
- Motivational Interviewing: Engaging Girls and Young Women
- Motivational Interviewing: Engaging Fathers
- Engaging Parents with Cognitive and Other Developmental Limitations
- Applying the Mental Health Principles – E-learn
- Identifying and Working with Families with Native American Heritage – E-learn
- Evidence Based Models – E-learn
- Trauma: How It Impacts the Brain, Development & Behavior – E-learn
- Medicine Safety for Children – E-learn



New Yorkers for Children (NYFC) is a special partner to ACS. Since 1996, NYFC and ACS have worked together to protect, ensure, and promote the safety and well-being of NYC's children and families. In this partnership, NYFC provides fundraising, grants management and program management support for key ACS initiatives, with a focus on youth in foster care.

FOSTER CARE AGENCIES

Abbott House
Cardinal McCloskey
Catholic Guardian Services
Cayuga Centers
Children's Aid Society
Children's Village
Coalition for Hispanic Family Services
Edwin Gould Services for Children and Families
Forestdale, Inc.
Good Shepherd Services
Graham Windham
HeartShare St. Vincent's Services
The Jewish Board of Family and Children's Services
JCCA
Little Flower Children and Family Services
Lutheran Social Services

Martin De Porres
MercyFirst
New Alternatives for Children
The New York Foundling
OHEL Children's Home and Family Services
Rising Ground
SCO Family of Services
Seamen's Society for Children and Families
Sheltering Arms
St. Dominic's Home
St. John's

NATIONAL EXPERTS AND FOUNDATIONS:

Action Research Partners
Casey Family Programs
Center for the Study of Social Policy (CSSP)
Chapin Hall

Conrad N. Hilton Foundation
Dave Thomas Foundation
Doris Duke Foundation
Fostering Change for Children
Ira W. DeCamp Foundation
Joseph LeRoy and Ann C. Warner Fund
Foster America
National Implementation Research Network
National Center for Evidence Based Practice in Child Welfare, University of Maryland, School of Social Work
New York Community Trust
New Yorkers For Children
Public Catalyst
Redlich Horwitz Foundation
Tiger Foundation
Pinkerton Foundation
The Workplace Center at the Columbia School of Social Work