

FOSTER CARE TO 21 DESIGN CONSIDERATIONS
DRAFT for Review at August 27, 2009 Taskforce Meeting

I. Introduction

The recently enacted federal Fostering Connections to Success and Increasing Adoptions Act creates a new opportunity for states to access federal Title IV-E funds for supports and services for young people beyond age 18. In response, the Iowa Children's Justice Initiative created a taskforce to assess the fiscal implications of extending foster care to 21 in Iowa. At the first meeting of the Taskforce, the group agreed that an important starting point for fiscal analysis was to solicit input from a cross-section of stakeholders in the state regarding the most appropriate design and structure of supports and services for young people beyond age 18. On July 30th and again on August 11th 2009, a diverse group of stakeholders including DHS staff, judicial representatives, young people, and private providers, met to provide input on the design of foster care services for young people 18 – 21 (See final page of this document for a list of Subcommittee participants). This document summarizes the recommendations generated by the group. It is organized into the following sections:

- II: Background on Fostering Connections and Iowa's Current Services for Young People 18+
- III: Recommendations and Considerations for Case Management, Transition Planning and Permanency
- IV: Recommendations and Considerations for Housing and Placement Options
- V: Recommendations and Considerations for Judicial Oversight
- VI: Recommendations and Considerations for Supportive Services (including education, health, and financial stability and employment)

II. Background on Fostering Connections and Iowa's Current Services for Young People 18+

The Fostering Connections to Success and Increasing Adoptions Act enacted a number of important changes in child welfare policy. Most relevant to the work of the Taskforce and Subcommittee is that Fostering Connections gives states the option to extend foster care until age 21 and continue to receive federal reimbursement under Title IV-E for maintenance and case management costs. Prior to Fostering Connections, states could only receive reimbursement for maintenance and case management until young people turned 18 or 19 if young people were enrolled in secondary education and were on track to complete their educational program by age 19. States will be able to claim IV-E reimbursement for foster care services to the over 18 population beginning in October 2010. Those states that choose to extend care will have to abide by the following general eligibility and placement criteria articulated in the law:

- 1) In order to be eligible for services at age 18 + young people must be:
 - Completing secondary education or in a program leading to an equivalent credential;
 - Enrolled in an institution that provides post-secondary or vocational education;
 - Participating in a program or activity designed to promote, or remove barriers, to employment;
 - Employed for at least 80 hours per month; or
 - Have a medical condition that renders the young person incapable of engaging in any of these activities.
- 2) Placement options for young people 18 and over can include: foster homes, child care institutions, or supervised settings in which the individual is living independently. A supervised setting in which the individual is living independently is a new Title IV-E reimbursable placement category created in the law.

Beyond these broad eligibility and placement options, there is little detail in the law regarding implementation and oversight issues. More guidance on implementation will be provided by the federal Children's Bureau when it releases program regulations. In the meantime, states must undertake

planning in the context of some ambiguity. For purposes of the development of recommendations, the Subcommittee generally deferred to federal IV-E regulations currently in place for young people in foster care through age 18.

The Fostering Connections legislation presents a particular opportunity for states like Iowa that have invested in significant supportive services for young people beyond age 18. Iowa currently supports Aftercare and the Preparation for Adult Living (PAL) programs with state funds as well as federal Chafee funds. The Aftercare program offers case management on a voluntary basis to all young people aging out of care and PAL offers young people who are either pursuing their education or employed a monthly stipend in addition to case management services. In 2008, 567 unduplicated young people were served in Aftercare and PAL, and a growing proportion of those aging out of care are enrolling in the programs each year. Given the significant resources and capacity already in place, an important focus of the planning work of the Subcommittee was to consider how to build on the existing supports available for young people over age 18 in Iowa.

Each area of recommendations that follow includes a brief review of relevant federal requirements, current state efforts, and programmatic and policy recommendations with advantages and disadvantages of pursuing different options highlighted. It is clear from the Fostering Connections legislation and current IV-E regulation that if Iowa chooses to extend care beyond age 18 they will have to put in place case management services (Section III), provide appropriate placement options (Section IV), and maintain some level of judicial oversight (Section V). There is some flexibility allowed in how each state addresses these domains and the recommendations present proposed approaches for Iowa. The supportive services presented in Section VI are not required by Fostering Connections, but represent complementary supports and services Subcommittee members identified that would contribute to the ultimate goal of preparing young people for successful life outcomes beyond foster care.

- All recommendations assume that **participation in foster care and related services is voluntary** for the young people when they reach the age of majority (*i.e.*, age 18).

III. Recommendations and Considerations: Case Management, Transition Planning, and Permanency

Federal Requirements/Options

Extending care until age 21 requires putting in place case management services for young people while they remain in care. Fostering Connections also requires that all young people have a transition plan at least 90 days prior to their [18th birthday and] departure from care. Beyond the requirement of a basic level of case management, however, states have flexibility in terms of who provides case management services, what level of contact they maintain with young people, and what type of transition planning model they employ.

Current Iowa Practice for Young People 18+

- Young people who are in HS or pursuing GED can remain in family foster care or Supervised Apartment Living (or group care in exceptional circumstances) until age 19 and continue to receive case management from DHS/JCS.
- Young people who are in HS or pursuing GED can remain in Supervised Apartment living until age 20. Case remains open with case management from DHS/JCS.
- Young people who have left care and are 18, 19, or 20 can receive case management from Self-Sufficiency Advocate as part of Aftercare Services.
- Iowa Transitioning Youth Initiative (TYI) “Youth Dream Team” provides a youth-driven model of practice focused on building key relationships and community connections for young people. This model is currently being piloted in eight communities in Iowa.
- Eleven elevate chapters provide young people networking and advocacy opportunities.

Key Questions to Address in Extending Care until Age 21

- Who will provide case management services to young people 18+? Should they remain with their current DHS worker? Should DHS contract with private providers to provide case management services (similar to the way in which Aftercare services are currently staffed)?
- What model of case management and transition planning will be employed for young people 18+?
- What level of caseload and contact with young people will be required?

Recommendations

The Subcommittee identified the following general characteristics as critical elements of a case management approach for young people 18+ in Iowa:

- Consistent case management practice and transition planning services should be available to all young people 18 and older across the state – this includes consistency across geographic areas and across the juvenile services and child abuse and neglect cases.
- Case management should focus on teaching self-advocacy, fostering supportive relationships, connecting young people to multiple community supports, and empowering young people as the leaders and key decision makers regarding their future.
- There should be very “low hurdles” to accessing case management at age 18+, so that those at highest risk are served. Young people can then work with their case manager to identify a service package appropriate to their needs and interests.
- Specialized staff should be available to provide case management. Specialized staff should be knowledgeable about youth development, effective at working with young people, and knowledgeable about how to coordinate with relevant adult systems.

Given the above priorities for the focus and characteristics of case management and building on the existing experience and services in the state, the Subcommittee identified three inter-related recommendations. Each recommendation is presented on the table below with advantages as well as disadvantages or costs associated with implementing them.

Policy and Programmatic Recommendations	Advantages	Disadvantages / Costs
<p>1. Contract with private providers to offer direct services and employ the same standards currently employed for aftercare case management (20-25 maximum caseload and minimum of 2 face to face meetings per month), with DHS/JCO case management/oversight at the lowest level possible to still draw IV-E federal match.</p>	<ul style="list-style-type: none"> • Several experienced providers are available who are already employing individualized planning, support and services for this age population. • Using existing providers would allow for a smooth transition to accessing IV-E match for those 18+ based largely on existing case management practice, guidance and policy. • Minimizes any new burden on DHS and JCOs for case management. 	<ul style="list-style-type: none"> • Requires new contract(s), contracting process, and oversight. • Consistency could be difficult to monitor statewide if multiple contracts are awarded. • In cases where there is a close relationship with the current DHS worker, the case would transition to a new worker when the young person turns 18. • Proposes a major shift away from current CW service delivery in Iowa by moving toward nearly complete privatization of foster care services (including the case management function) for the 18+ population.
<p>2. Regardless of who provides case management, embed the Dream Team model as the core transition-planning approach with young people</p>	<ul style="list-style-type: none"> • The Dream Team approach addresses the core concerns of self-advocacy, supporting permanent relationships, and engaging young people as the leaders and decision makers. • Dream Team is very popular approach among young 	<ul style="list-style-type: none"> • Dream Team is more labor intensive approach to planning. • Additional training and support would be necessary to expand and institutionalize statewide with fidelity. • The Dream Team approach is relatively new and

Policy and Programmatic Recommendations	Advantages	Disadvantages / Costs
18+.	people. <ul style="list-style-type: none"> • Dream Team builds on Family Team Meeting model and meets Fostering Connections requirement for youth-directed transition plans. 	there has not yet been any evaluation documenting the effectiveness or outcomes of Dream Teams.
3. Create opportunities for young people to develop leadership and self-advocacy capacity.	<ul style="list-style-type: none"> • A number of providers are effectively working with youth and young adults to develop leadership and self-advocacy skills. Their capacity could be built upon and strengthened with greater statewide focus. • Elevate provides a model for building self-advocacy skills in young people. • There is a foundation of young people currently trained and acting as leaders and advocates who could contribute to the expansion of opportunities for young people. 	<ul style="list-style-type: none"> • Making the opportunity to participate in leadership training and self-advocacy available to all young people 18+, particularly in rural areas, would require investment in additional staff capacity throughout the state.

IV. Recommendations and Considerations: Housing and Placement

Federal Requirements/Options

Fostering Connections articulates three placement options for young people 18+ that will be eligible for Title IV-E reimbursement. These include: foster homes, child care institutions, or supervised settings in which the individual is living independently. A supervised setting in which the individual is living independently is a new Title IV-E reimbursable placement category created in the law. While there is no guidance in the law regarding type of supervised settings that are eligible for reimbursement, the Social Security Act specifies that licensing standards are "reasonably in accord with recommended standards of national organizations concerned with standards for such institutions." As such, it is fairly widely expected that CWLA's Standards for Transition, Independent Living, and Self-Sufficiency Services will be reflected in the regulations. The standards recommend allowing both supervised apartment and host home settings, and it is likely both will be permissible under new regulations.

Current Iowa Practice for Young People 18+

- Foster Care and Supervised Apartment Living available to young people until age 19 or 20 who are in care and are pursuing HS or GED.
- PAL stipend provides direct financial assistance to young people who are not in care and are pursuing education or employed. Young people use stipend funds to support housing, as well as other basic living costs.
- Iowa Finance Authority (IFA) subsidized housing program may be available to young adults participating in Iowa Aftercare Services Network.

Key Questions to Address in Extending Care Until Age 21

- What types of placement resources need to be developed that are appropriate to young people age 18 – 21 and particularly what should supervised independent living placements look like? How can Iowa build on the current SAL program?
- How should Iowa integrate the current PAL program into a system of extended care for young people age 18 – 21, given that Title IV-E will likely not reimburse for a subsidy administered directly to young people. Should the state maintain the PAL program as a state-funded

voluntary program? If so, would young people who remain in care in a placement be eligible for a subsidy? In this case, should the subsidy be available at a reduced level?

Recommendations

Members of the Subcommittee generally agreed that the current system of placement options does not offer sufficient quality, safe supervised independent living options. The Subcommittee made the following general recommendations regarding a continuum of placement options that should be available to young people 18+:

- The continuum should provide a graduated progression of structure and supervision to greater levels of freedom and independence.
- Placement decisions should be made in partnership with the young person and the placement should represent the least restrictive option based on the level of maturity and functioning of the young person.
- All options should be designed to maximize the ability of the state to qualify for IV-E federal match.
- Young people who voluntarily leave care should be allowed to re-enter care at any level of the continuum appropriate to their individual needs.
- For institutional care for young people with severe MH/MR, the MH system should provide the housing/services (even if CW helps pay for it up to age 21).

Specific recommendations regarding components of this continuum of independent/transitional living options are on the table below.

Policy and Programmatic Recommendations	Advantages	Disadvantages / Barriers
<p>1. Maintain family foster care as a placement option for young people 18+.</p>	<ul style="list-style-type: none"> • Will preserve the continuity of relationships and increase stability for those young people in foster placements that are functioning well. • Will not require significant new capacity to implement. • Will extend the opportunity to achieve permanency within foster family. 	<ul style="list-style-type: none"> • Will increase the demand for these already limited placement resources. As current families stay with young people longer, may see greater shortage of foster homes for youth 14 -18. • Would require increased focus on recruiting foster parents for older youth and training them in appropriate level of supervision.
<p>2. Develop a supervised living placement structured as host homes or cluster site arrangements with high level of on-site support but that allow young people a safe start on the continuum of independent living options.</p>	<ul style="list-style-type: none"> • Would provide a badly needed placement option that bridges the gap between the highly-structured and restrictive environment of group care and the complete independence of PAL or Supervised Apartment Living in scattered sites. • Could use host home or college dorm like environments that have some common space and degree of structure, but with a higher level of independence than group care. • Could provide a less expensive option for young adults who do not need group care, but who are not appropriate for family foster care and not ready for SAL-type program. • Title IV-E could be accessed to support ongoing costs 	<ul style="list-style-type: none"> • While Title IV-E reimbursement would support the ongoing costs of housing young people in this type of placement, it will not support the costs of initial development of placement option. Significant resources could be required for the initial development of these placement resources, likely in partnership with providers, TLP programs, housing developers, and housing authorities. • Typically takes significant time to achieve scale in the development of these types of models. • Would need to develop a new payment rate that adequately covers the cost of providing a cluster site option with on-site staffing and support.

	of housing young people.	
3. Expand and enhance the current Supervised Apartment Living placement option that provides young people with more independence in scattered site apartments.	<ul style="list-style-type: none"> • Semi-supervised scattered site apartments, in which young people live in individual apartment units without live-in staff, offer one step further in the process of achieving independence. • CW system (through contracted providers) remains accountable for securing safe, adequate housing, ensuring that basic needs are met, assisting young people in building independent living skills, and monitoring young people's progress and well-being. • There are current providers, capacity, and infrastructure in place to build on. • The availability of federal IV-E dollars to support housing costs could be used to increase the funding to providers so they could address some of the current challenges with locating safe, quality housing options. 	<ul style="list-style-type: none"> • The Supervised Apartment Living program as currently implemented has a number of limitations, including low quality housing, and inappropriate use of SAL as a placement option of "last resort" for young people with very high needs. If SAL was simply expanded without the development of other, more supervised placement options, these challenges would likely only continue and expand as more young people 18+ are moved into this placement.
4. Include the current PAL program as a supervised independent living foster care placement.	<ul style="list-style-type: none"> • Current network of PAL providers--infrastructure, policies and procedures in place on which to build. • Direct financial assistance (e.g., monthly stipends) may be more attractive to young adults. • Maintaining the PAL stipend would avoid some of the disincentives associated with transitioning from a stipend to a placement arrangement. 	<ul style="list-style-type: none"> • Changes the existing PAL program to a continuation of foster care, likely requiring some level of judicial oversight, which may be less appealing to young people.
5. Continue with basic aftercare services for those 18+ who voluntarily leave foster care or who do not meet the Fostering Connections or PAL education/employment requirements for continued FC beyond age 18+.	<ul style="list-style-type: none"> • Provides young people a safety net, help in accessing other needed resources, and an avenue to re-enter care. • Infrastructure for basic aftercare service delivery is in place. 	<ul style="list-style-type: none"> • Level of care/services available through basic aftercare is not designed to meet serious mental health needs of some young people who age out.

V. Recommendations and Considerations: Judicial Oversight

Federal Requirements/Options

Fostering Connections does not provide guidance on judicial oversight. Until the regulations are released, most analysis is presuming that the same level of court oversight currently required under IV-E will be required for those 18+. Under current IV-E law, states must make provisions for cases to be reviewed every 6 months, but this does not have to be a judicial review; it can also be through internal DHS administrative reviews or Foster Care Review Boards (FCRB). In addition, the Adoption and Safe Families Act (ASFA) requires a judicial permanency hearing within 12 months of removal and every 12 months thereafter. In the absence of clearer guidance from the federal government and based on current requirements, the subcommittee based their recommendations on an assumption that the level of judicial oversight that will be required for young people 18+ is judicial review every 12 months.

Iowa Current Practice

- Review hearing within 6 months of dispositional and at least every 12 months after that.
- Permanency hearing 12 months after placed in out of home care.
- Termination of Parental Rights Hearing (after 12 months in care).
- Review hearing every 6 months after TPR until permanency.

Key Questions to Address in Extending Care Until Age 21

- Presuming a minimum federal requirement of judicial review every 12 months, what state practice does Iowa want to put in place for young people 18+? Should Iowa adhere to the minimum frequency of annual review or require more frequent reviews?
- What should the focus and purpose of judicial reviews be?
- Who should be involved in judicial reviews? What legal representation should be available to young people?

Recommendations

Members of the Subcommittee agreed that court involvement will be a deterrent to young people remaining in care unless it is structured in a different way than it is for those under 18. Recommendations on how the focus and structure of judicial oversight should be different included:

- Judicial hearings should be held in a much more informal, youth friendly way, with the young person having a clear self-advocacy role.
- The primary focus of judicial oversight should be ensuring that young people are getting the needed supports and services to help them move toward independence, based on their transition plan.

Given these general recommendations for focus of judicial oversight, the Subcommittee identified the following specific recommendations.

Policy and Programmatic Options	Advantages	Disadvantages / Costs
<p>1. Require a minimum of court review every six months, presuming that the judge or young person could request more frequent contact if needed. Keep court hearings as informal as possible.</p>	<ul style="list-style-type: none"> • Would conform to requirements to ensure eligibility for IV-E match with a minimum level of state investment. • Court in a position to ensure accountability for needed services. • Six month reviews could be structured as team meeting with the judge. 	<ul style="list-style-type: none"> • Would add additional caseload burden to court system. • Court involvement may be a deterrent to voluntary participation, especially among young people most in need of ongoing services.
<p>2. Maintain legal representation for all young people 18+ who opt to</p>	<ul style="list-style-type: none"> • Should disagreements occur between young people and providers regarding placement or services, would provide a 	<ul style="list-style-type: none"> • Would add additional legal costs as a result of extending care to 21.

Policy and Programmatic Options	Advantages	Disadvantages / Costs
remain in care.	vehicle for representation of young person's rights.	

VI. Recommendations and Considerations: Supportive Services (education, financial stability and employment, and health)

Federal Requirements/Options

- If states opt to extend care, young people 18+ in care will be categorically eligible for Medicaid coverage.
- The new federal reimbursement (IV-E) under Fostering Connections is for maintenance and administrative costs, and would not generally fund supportive services.
- State decision about what other supportive services are to be offered.

Current Iowa Practice for Young People 18+

Education

- Young people pursuing high school diploma or GED can remain in care until 19 or 20 (in supervised apartment living).
- Young people ages 18 – 21 pursuing education or working can receive PAL stipend.
- Education and Training Vouchers (ETVs) provide a maximum of \$5000 per year to support education for young people in qualifying postsecondary programs.
- All Iowa Opportunity Foster Care Grants provides state funding for higher education at eligible colleges and universities located in Iowa – cosmetology schools excluded.
- DHS and DE are working to improve tracking of education credits for young people in foster care.

Financial stability and employment

- Aftercare Services include limited financial assistance available to meet short-term or emergency needs that help young people achieve self-sufficiency.
- Preparation for Adult Living (PAL) provides monthly stipend to young people who work or attend school full time (needs based; maximum amount \$574 per month).
- Self-sufficiency planning in Aftercare/PAL includes focus on budgeting and employment.
- Transitioning Youth Initiative CPPC pilot sites designed to increase partnerships and integrate services and resources for transitioning youth.
- Young people with qualifying disability can receive services through vocational rehabilitation.
- Jim Casey Opportunity Passport™ program to help young people with financial literacy, connecting to mainstream banking, saving, and purchasing assets available in Polk County.

Health

- Young people leaving care on their 18th birthday or later are eligible for Medicaid until age 21 as long as their income does not exceed 200% of the poverty line.
- Young people with a qualifying disability may qualify for services within the adult disability system.
- Representatives from adult services are required to participate in transition planning when their services are likely to be needed when the young person exits foster care.

Key Questions to Address in Extending Care Until Age 21

Looking across relevant outcome and service domains:

- What is essential? What services and support must be part of package to extend care?
- What is high priority? Could extend care with this component but effectiveness of services seriously weakened.
- What would enhance service package but is not a high priority?

Recommendations

Members of the Subcommittee agreed with the following general recommendations regarding supportive services:

- A continuum of services that meet the educational, employment, and physical/mental health needs of young people should be available to enable young people to succeed as young adults.
- Such services should be available for youth under age 18, as well as for those young adults ages 18-21 who need assistance.
- Services and supports need to be easily accessible and meet the individual needs of young people.

There was further agreement that MH services are critical for this population, but that the availability of county-funded adult mental health services is inconsistent across the state and generally difficult for young people to access. Addressing issues of the adult mental health service system, however, was considered beyond the expertise and scope of the Subcommittee.

Policy and Programmatic Options	Advantages	Disadvantages / Costs
Education, Financial Stability and Employment		
<p>1. Integrate assessment of skills, aptitudes, and abilities that focuses on young people’s strengths (e.g., a strength/interest inventory) into case management practice for young people in care.</p>	<ul style="list-style-type: none"> • There are a variety of strength/interest inventories available that would be appealing to young people. • Helps young people to develop realistic expectations and plans for their future. • Avoid costs of misdirecting young people to (and paying for) inappropriate post-secondary programs for which they are ill-prepared and ill-suited. 	<ul style="list-style-type: none"> • May artificially limit options available to young people based on limited information if assessments are used inappropriately and/or in isolation of other factors. • May require additional training of staff to appropriately guide and support young people.
<p>2. Make education supports available to youth in foster care (ages 16-21) through dedicated “education planners.”</p>	<ul style="list-style-type: none"> • Addresses disruptions in secondary education caused by foster care placement changes, etc., helping young people get/stay on track to high school graduation and post-secondary success. • Education planners could help to identify needs and link young people to a range of supports and services including easily accessible and accurate education records (e.g., Education Passport), individual tutoring, credit recovery, post-high school college preparation assistance, college orientations, and financial aid assistance. 	<ul style="list-style-type: none"> • Would require creating new positions or changing current position responsibilities. • Would take time and resources to develop capacity to deliver these services and supports.
<p>3. Make vocational opportunities</p>	<ul style="list-style-type: none"> • Recognizes that not all young people are on the post-secondary path. 	<ul style="list-style-type: none"> • Time, staff and resources needed to find, create, and support vocational opportunities.

Policy and Programmatic Options	Advantages	Disadvantages / Costs
(e.g., apprenticeship, internships) that match young people's interests available to young people in care.	<ul style="list-style-type: none"> • Could include options such as cosmetology school, which young people can not currently receive support for, but which can offer viable career paths for some young adults. 	
4. Make peripheral supports (e.g., child care, transportation, etc.) available at cluster site independent living placements that help young people move toward self-sufficiency.	<ul style="list-style-type: none"> • Providing the peripheral supports helps young people continue with their education and employment. 	<ul style="list-style-type: none"> • May necessitate modifications in current services and service delivery.
5. Ensure young people acquire financial literacy skills, address credit problems, connect to mainstream banking, build savings, and acquire assets.	<ul style="list-style-type: none"> • Jim Casey Opportunity Passport™ program operating in Polk County provides model to expand statewide. • Technology for monitoring/matching savings is available through Jim Casey. • Recruitment and support of young people can be built into ongoing delivery of services by existing providers. 	<ul style="list-style-type: none"> • Requires new partnerships with financial institutions. • Requires staff time/resources to manage / coordinate the program.
Health and Mental Health Supports and Services		
6. Continue automatic enrollment in Medicaid upon leaving foster care and drastically simplify and streamline recertification process.	<ul style="list-style-type: none"> • Increases health insurance coverage of young people by easing recertification, while still holding young person responsible for accessing the program. 	<ul style="list-style-type: none"> • Challenges to simplification and still meet federal rules/ requirements.
7. Provide specialized services for young people who need help/support to address mental health issues.	<ul style="list-style-type: none"> • Would increase utilization of needed mental health services. 	<ul style="list-style-type: none"> • May necessitate modifications in current services and service delivery. • Requires additional investment of resources and better coordination with the adult MR/MH system.
8. Young people ages 18+ requiring institutional care should receive that care from the adult MR/MH services.	<ul style="list-style-type: none"> • Increases the options for the most well-suited placement and services. 	<ul style="list-style-type: none"> • Would necessitate classifying adult residential MR/MH settings as a FC placement for 18-21 year olds to be eligible for state/federal funding.
General/ Cross- Cutting Supports and Services		

Policy and Programmatic Options	Advantages	Disadvantages / Costs
<p>9. Create and maintain a central website for info/links for youth in and transitioning from foster care.</p>	<ul style="list-style-type: none"> • Ease of access to information on both public and private assistance, door openers, etc. • Has ability to be interactive – peer sharing of resources. • Utilizes technology with which young people are familiar. • Creates a virtual, “one-stop” approach. • Engagement of young people to manage this may create educational and employment opportunities. 	<ul style="list-style-type: none"> • Design, set-up, and marketing require both human and financial resources. • Maintaining the website may be time consuming.

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Foster Care to 21 Design Subcommittee

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