This document serves as an addendum to the project proposal developed by the University of Delaware’s Institute for Public Administration (IPA) for the Delaware Girls Initiative to coordinate and develop an environmental scan related to Delaware becoming a Jim Casey Youth Opportunities Initiative co-investment state. It specifically defines the project scope and outlines the lead organization, primary data resources, and phase of the project in which each action item will be completed.

The lead organization is defined as the organization primarily responsible for authoring the content of the section. The primary data resources include the agencies, organizations, websites, and other research materials necessary to author each section of the scan and develop responses to each action item request. Given the scope of work involved to complete each sub-section and action item, the environmental scan will be developed within two phases (detailed under "Project Scope" of project proposal).

A. CAPACITY TO PLAN

**Action Items**

1. Public Child Welfare Agency Support: A strong partnership with the public child welfare agency is in place to maximize the impact of the core strategies.

2. Interagency Coordination/Collaboration: Multiple public and private systems, working with the lead agency and key stakeholders, take responsibility and are accountable for achieving good outcomes for young people in, and exiting from, foster care.

3. Capacity of Lead Agency for Developing the Implementation Plan: The Lead Agency engages youth and young adults, public and private agencies, and community partners in all planning, implementation and evaluation of the five core strategies.

**Questions 1-3**

**Lead Organization:** Institute for Public Administration

**Primary Data Resource(s):** Division of Family Services

(Phase I)

Using information from the Division of Family Services (DFS), IPA will compose this section as a narrative describing the division's budget and its relationship with other statewide service organizations, stakeholder groups, and community-based organizations.

**Other potential resources:**
4. Data Gathering and Analysis: Planning to implement the core strategies is based on data gathering and analysis, to inform knowledge of the unique needs, opportunities and challenges in the community and state.

| Lead Organization: Delaware Center for Justice and Delaware Girls Initiative  |
| Primary Data Resource(s): U.S. Census Bureau, “How Delaware Compares,” and CADSR  |
| (Phase I)       |

DCJ and DGI will utilize recent data from the U.S. Census to provide a brief narrative regarding Delaware’s statewide population and its three counties. The population will be broken down by percentage of citizens residing in each county. This information will include a state map of Delaware including the boundaries of the three counties.

Other potential resources:

B. DEMOGRAPHICS

**Action Items**

5. Define the current target area(s) of the local initiative (geographically and overall population count). Please include a map.

| Lead Organization: Institute for Public Administration  |
| Primary Data Resource(s): Division of Family Services (Phase I) |

DFS staff will provide IPA with brief descriptions, facts, SACTUS, and dependence on congregate care; NYTD can provide independent living data, and identified needs. IPA will develop narrative based on this information.

Other potential resources:

6. Describe the population in the current target area(s) and state in items a-m below. Please feel free to copy and paste published data below, or complete the table below. Additional rows may be inserted in the table.

| Lead Organization: Delaware Center for Justice and Delaware Girls Initiative  |
| Primary Data Resource(s): U.S. Census Bureau, “How Delaware Compares,” and CADSR (Phase I) |

Using information from U.S. Census Bureau, “How Delaware Compares,” and resources provided by the University of Delaware's Center for Applied Demography and Survey Research (CADSR), DCJ and DGI will develop the characteristics of the overall population in a brief narrative and table format. As outlined in the Casey Environmental Scan template (pages 4 and 5), examples include age breakdown, gender breakdown, etc.

Other potential resources:
7. Describe the child welfare population in the current target area(s) and state in items a-k below. Please feel free to copy and paste published data or complete the table below. Additional rows may be inserted in the table.

| Lead Organization: Delaware Center for Justice and Delaware Girls Initiative |
| Primary Data Resource(s): Division of Family Services |
| (Phase I) |

Using aggregated 3- or 5-year data, DCJ and DGI, using DFS information, will develop a table outlining the characteristics of the child welfare population. As outlined in Casey Environmental Scan template (pages 6 and 7), examples of characteristics include number of children in foster care; number of children in foster care, by age; number of children in foster care, by placement type; and unemployment rate for young people age 18 to 24 formerly in foster care.

Other potential resources:

8. Is the public child welfare system in your state administered by the state or the county, or both?

| Lead Organization: Delaware Center for Justice and Delaware Girls Initiative |
| Primary Data Resource(s): Division of Family Services |
| (Phase I) |

DCJ and DGI will report that the public child welfare system is administered by the State of Delaware through the Delaware Department of Children, Youth, and their Families (DCYF). The agency website will help in developing this section.

Other potential resources:

C. YOUTH ENGAGEMENT

Action Items

9. Describe how young people are involved in designing, implementing and evaluating the child welfare system that serves them.

| Lead Organization: Delaware Center for Justice and Delaware Girls Initiative |
| Primary Data Resource(s): Division of Family Services |
| (Phase I) |

DFS staff to provide DCJ and DGI with information about how young people are involved in designing, implementing, and evaluating the child welfare system that serves them. IPA will develop narrative based on this information.

Other potential resources:
10. Describe the ways in which the community supports youth participation, both in the local initiative and in other community activities (e.g., childcare, transportation, timing and location of meetings). What are some of the barriers in the community to youth participation?

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative

**Primary Data Resource(s):** Division of Family Services (Phase II)

DGI and Delaware State University will take necessary steps, including the possibility of conducting workshops, in order to collect information.

**Other potential resources:** Data may also be collected from the Child Protection Accountability Commission (CPAC).

11. Describe the policies and practices in place that ensure that young people are actively involved in their own case planning and decision making?

12. Describe access of young people in foster care to legal advocacy services and supports, i.e., a court-appointed representative for youth in foster care, such as an attorney, attorney or non-attorney GAL, or CASA representative?

**Questions 11 and 12**

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative

**Primary Data Resource(s):** Office of the Child Advocate and Division of Family Services (Phase II)

DCJ and DGI will gather data from the Office of the Child Advocate, DFS, and other relevant sources in order to collect information on the policies and practices of youth involvement in their own case planning and decision making. In 2007 a Child and Family Services review was done and could be used for historical perspective. DFS has access to date collected from Performance Improvement Plan (PIP) and there are several items on the independent living program.

**Other potential resources:** Data from youth interviews or workshops. Possible collaboration with Delaware State University.
### Action Items

13. What is the general economic condition of your community, including the fiscal condition of both your state and current target area(s)?

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** "How Delaware Compares," CADSR, and Department of Labor (Phase I)

Using data from the “How Delaware Compares” project, CADSR, and the Department of Labor, IPA will provide an overview of the current statewide economic environment.

**Other potential resources:** Data may also be collected from the Delaware Economic Development Office (DEDO) and the Delaware Economic and Financial Advisory Council (DEFAC).

14. To what extent do changing economic conditions affect demand for the types of opportunities you are creating and the availability of resources to support your work?

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Division of Family Services, Wilmington Housing Authority, and West End Neighborhood House (Phase I)

IPA will complete this section with information provided by DFS staff on issues such as the ability to work part-time while attending school. IPA will also obtain information on the Housing Authority providing the Housing Choice Voucher Program (a.k.a. Section 8) vouchers. A menu of options is available through West End Neighborhood House’s program Life Lines.

**Other potential resources:** Secondary and/or higher-education resources, including Delaware State University (DSU)

15. List key employers, both public and private, in your current target area(s).

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Department of Labor, Delaware State Chamber of Commerce, and Delaware Economic Development Office (Phase II)

Using information provided by the Delaware State Chamber of Commerce, Department of Labor, and DEDO, DCJ and DGI will report a list of top employers in Delaware.

**Other potential resources:** Additional information regarding top employers for youth aging out of foster care may be found through the Delaware Business Roundtable.
16. Describe the local Workforce Investment Board and their support for youth transitioning from foster care.

| Lead Organization: Institute for Public Administration |
| Primary Data Resource(s): Division of Family Services and Delaware Department of Labor (Phase II) |

Information about the local Workforce Investment Board (WIB) will be provided to IPA by DFS to develop a narrative on WIB’s potential role in supporting Delaware’s aging out youth.

Other potential resources:

17. List any organizations in your current target area(s) that provide job readiness, job development and job retention services.

| Lead Organization: Institute for Public Administration |
| Primary Data Resource(s): Department of Labor (Phase I) |

IPA will create a list of organizations that provided job readiness, job development, and job retention including the following:

- Department of Labor
- Delaware Technical & Community College
- Delaware State University
- West End Neighborhood House

Other potential resources:

18. List any educational resources in your current target area(s) that are available or could be made available to youth in foster care.

| Lead Organization: Institute for Public Administration |
| Primary Data Resource(s): Secondary and Higher-Education Contacts (Phase I) |

IPA will contact the following organizations and individuals and compile educational resources:

- Dr. Hope W. Murray (Delaware Technical & Community College)
- Dennis Rozumalski (Department of Education)
- Maureen Laffey (Delaware Higher Education Commission)
- Delaware State University

Other potential resources: Information on statewide scholarship programs (e.g., SEED).
19. Describe any programs or services in your current target area(s) that are available or could be made available to youth in foster care who are pregnant and/or parenting.

**Lead Organization: Delaware Center for Justice and Delaware Girls Initiative**  
**Primary Data Resource(s): DAPI, Planned Parenthood, and “Just in Time Parenting” Newsletter**  
(Phase I)

DGI will provide information they have produced or have available. Known programs or services include: Delaware Adolescent Program, Inc. (DAPI), Child Inc., Planned Parenthood, and the “Just in Time Parenting” newsletter. (Dr. Pat Tanner Nelson, UD Cooperative Extension, is the contact person for “Just in Time Parenting.”)

**Other potential resources:** School districts.

20. List the housing resources that are available or could be made available to youth in foster care in your current target area(s) (e.g., low-income housing, section 8 vouchers, emergency housing or homeless shelters, transitional living housing units). What are some of the barriers to accessing these resources?

**Lead Organization: Delaware Center for Justice and Delaware Girls Initiative**  
**Primary Data Resource(s): Division of Family Services, West End Neighborhood House, and Wilmington Housing Authority**  
(Phase II)

DCJ and DGI will research information on housing situations available to youth in foster care using resources from DFS, West End Neighborhood House, and Wilmington Housing Authority.

**Other potential resources:** Data from youth interviews or workshops.

21. Describe the accessibility of physical and mental health resources in your current target area(s). What are some of the barriers to accessing these resources?

**Lead Organization: Delaware Center for Justice and Delaware Girls Initiative**  
**Primary Data Resource(s): Delaware Department of Health and Social Services, Division of Prevention and Behavioral Health Services (DPBHS), and the Delaware Health Care Commission**  
(Phase II)

Information will be collected from the Delaware Department of Health and Social Services (DHSS), Division of Prevention and Behavioral Health Services (DPBHS), and the Delaware Health Care Commission addressing access of physical health services, the continuation of Medicaid, implications of the new healthcare bill, and access of mental health services.
Other potential resources: Data from youth interviews or workshops.

22. What is the recent history and status of any community collaboration efforts that are relevant to issues faced by youth transitioning out of foster care? What outcomes have they achieved?

Lead Organization: Delaware Center for Justice and Delaware Girls Initiative
Primary Data Resource(s): Division of Family Services and Delaware State University (Phase I)

Using information provided by DFS, DCJ and DGI will summarize the service enhancements for youth aging out. Included in this summary will be a section on the collaborative efforts between Delaware State University (DSU) and DSF.

DCJ and DGI will also describe the legislation for children aging out of foster care to access the Student Excellence Equals Degree (SEED) scholarship (under former Governor Ruth Ann Minner’s term).

Other potential resources: Delaware Successful Initiatives/PCI Group.

23. List the formal and informal community leaders in your current target area(s) (both youth and adult).

Lead Organization: Delaware Center for Justice and Delaware Girls Initiative
Primary Data Resource(s): Past Delaware Successful Initiatives/PCI Group Meetings (Phase I)

IPA will compile a list of community leaders involved in the broader aging-out initiative underway in Delaware utilizing contacts from previous PCI meeting. This includes the Policy Consensus Initiative Group (PCI) facilitated by IPA, DCJ, DFS, and DGI. DGI will assist in identifying community leaders.

Other potential resources: Kent-Sussex Industries (KSI).

24. List the key businesses and philanthropic organizations in your current target area(s).

Lead Organization: Delaware Center for Justice and Delaware Girls Initiative
Primary Data Resource(s): Businesses and Philanthropic Organizations (Phase I)

IPA will list key businesses and philanthropic organizations including those who participated in informational meetings and the broader UD-PCI group.

Other potential resources: Car dealerships, realty companies, and banks.
25. List the other Casey entities operating in your current target area(s) (i.e., Family to Family). How are you engaged with those entities?

<table>
<thead>
<tr>
<th>Lead Organization: Delaware Center for Justice and Delaware Girls Initiative</th>
<th>Primary Data Resource(s): Casey Foundation (Phase I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>As of current knowledge there is only one other Casey initiative in Delaware, the Juvenile Detention Alternatives Initiative (JDAI).</td>
<td>Other potential resources: Division of Developmental Disabilities Services (DDDS).</td>
</tr>
</tbody>
</table>

26. List other existing foundation initiatives in your community that might be interested in supporting work relevant to child welfare and children in foster care.

<table>
<thead>
<tr>
<th>Lead Organization: Delaware Center for Justice and Delaware Girls Initiative</th>
<th>Primary Data Resource(s): West End Neighborhood House, Life Lines, and Former Delaware Children’s Campaign Resources (Phase II)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There was a meeting with several interested foundations in November 2010 (Carl Schnee and Janet Leban contacts). Other institutions possibly interested include: Deutsche Bank; Barclays Bank, which has been a strong supporter with West End Neighborhood House; Junior League, which chose Life Lines to receive a major grant; Citizens Bank is involved in Maine and may be interested here; AstraZeneca has interest; and ING may have an interest. In addition, Artisans Bank provides Individual Development Accounts (IDA). IDAs are savings accounts that can be used only for purchasing a first home, capitalizing a small business, or for covering educational or job training expenses.</td>
<td>Other potential resources: Delaware Association of Nonprofit Organizations.</td>
</tr>
</tbody>
</table>

27. List any organizations that can assist with diversity training and technical assistance, particularly related to race (disproportionality), class, culture and sexual orientation in your current target area(s).

<table>
<thead>
<tr>
<th>Lead Organization: Delaware Center for Justice and Delaware Girls Initiative</th>
<th>Primary Data Resource(s): Community-Based Organizations and Nonprofits (Phase I)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCJ and DGI will compile list of relevant organizations including:</td>
<td>Metropolitan Wilmington Urban League</td>
</tr>
<tr>
<td>➢ Delaware Youth Resource Center</td>
<td>Latin American Community Center (LACC)</td>
</tr>
<tr>
<td>➢ American Civil Liberties Union of Delaware (ACLU-DE)</td>
<td>AIDS Delaware</td>
</tr>
<tr>
<td>➢ JUST for Youth</td>
<td>YWCA</td>
</tr>
</tbody>
</table>
Other potential resources:

28. Describe the potential to leverage resources in your current target area(s) (i.e., public agencies, local businesses, community foundations).

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Delaware Center for Justice and Former Delaware Children’s Campaign Resources and Staff (Phase I)

DCJ and DGI will research the network of government agencies, organizations, and programs in order to determine the potential to leverage resources for foster youth.

Other potential resources:

29. List the organizations in your current target area(s) that serve similar populations.
   a) Are these organizations competitors for funding?  
   b) Are they potential (or current) partners?  
   c) What capacity can these organizations bring to your community and to your collaboration?

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Division of Family Services (Phase I)

Using information from DFS, IPA will compile a list of organizations that serve similar populations including Children and Families First (CFF), People’s Place, The Elizabeth W. Murphey School, Progressive Life, Child Inc. (congregate care providers), and Northeast Treatment Center.

Other potential resources: DE Helpline.

E. RESEARCH, EVALUATION, AND COMMUNICATIONS

**Action Items**

30. Describe your state’s National Youth in Transition Database (NYTD) data collection efforts.

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Division of Family Services (Phase I)

DFS will provide data on the National Youth in Transition Database (NYTD) initiatives, which officially began data collection in October 2010.

There are 14 categories for independent living services and outcome measures.
The data collection period is from October 1, 2010, to March 31, 2011. The outcome is measured from youth ages 17 years old and over reviewing education, employment, and healthcare.

Other potential resources:

31. Describe other data collection efforts that may provide comparison data for your own local data collection efforts.

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Division of Family Services (Phase II)

DFS will provide data on the Statewide Automated Child Welfare Information System.

**Other potential resources:**

32. List any partners providing technical assistance related to self-evaluation.  
33. List any partners providing technical assistance related to communications.

**Questions 32 and 33**  
**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Community Organizations TBD (Phase II)

DGI will provide information and potential partners related to technical assistance for self-evaluation and communications initiatives. Technical assistance for self-evaluation refers to the evaluation of programs available, for example the quality of trainings offered to child welfare services caseworkers and unit supervisors; and evaluation of Independent Living Programs. Technical assistance for communications refers to assistance in public relations and communication for example by media outlets and public relations or advertising agencies.

**Other potential resources:** Child Protection Accountability Commission (CPAC).
F. PUBLIC WILL AND POLICY

Action Items

34. List any major transitions in political leadership about to take place that could have an impact on transitioning youth.

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Delaware Center for Justice, Delaware Girls Initiative, and Division of Family Services (Phase I)

IPA will provide an overview of legislation passed in July 2010 extending jurisdiction for foster care youth until age 21. In addition, information will be provided on support garnered by current and former political leaders; and the executive order by Governor Markell to be included.

**Other potential resources:** Office of Management and Budget (OMB).

35. What are the current needs and priorities identified by young people transitioning from foster care in the following areas:  
   a) Permanence,  
   b) Employment,  
   c) Education,  
   d) Personal and community engagement,  
   e) Housing and  
   f) Physical and mental health

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Division of Family Services (Phase II)

DCJ and DGI will compile information collected from DFS through the National Youth in Transition Database (NYTD) in formative stages, and on the Youth Advisory Council (YAC). The members of the Youth Advisory Council (YAC) have informally expressed the need for driver’s licenses and cars. (Youth not currently in independent living facilities should also be considered and included.)

**Other potential resources:**  
Data collected from youth interviews or workshops. Delaware KIDS Count (State Representative Terry Schooley and UD staff member Janice Barlow).
36. What evidence is there of increased public awareness and public will in support of young people transitioning from foster care, in your current target area(s) and statewide?

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative

**Primary Data Resource(s):** Former Delaware Children’s Campaign Staff and Resources and 2007 Public Opinion Poll and Delaware General Assembly’s Kids Caucus. (Phase II)

DCJ and DGI will use the Delaware Children’s Campaign to determine the presence of increased public awareness and public will in favor of young people transitioning from foster care. In addition, a 2007 Public Opinion poll on youth issues and the transition out of foster care was one the public’s top three concerns.

**Other potential resources:** There is a UD/School of Public Policy and Administration (SPPA) Ph.D. student who has prepared research that might be helpful with this question.

37. What are some recent (within the past year) successes of the child welfare system related to improving supports and services to transitioning youth upon which the five core strategies could build?

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative

**Primary Data Resource(s):** Former Delaware Children’s Campaign Staff and Resources (Phase II)

DCJ and DGI to obtain information from former Delaware Children's Campaign staff and resources.

**Other potential resources:**

38. What is the recent (within the past year) history of “hot issues” related to child welfare (child deaths, missing children, special panel appointments, etc.)?

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative

**Primary Data Resource(s):** Delaware KIDS COUNT, Child Protection Accountability Commission (CPAC), Court Improvement Programs (CIP), and Division of Family Services (Phase II)

DCJ AND DGI will research the recent history of “hot issues” related to child welfare through DE Kids Count, CPAC, CIP, and DFS.

**Other potential resources:** Delaware Department of Health and Social Services (DHSS).
39. List the public policy advocates in your current target area(s) with a track record for addressing child welfare and other children and family well-being issues.

**Lead Organization:** Institute for Public Administration  
**Primary Data Resource(s):** Policy Consensus Work Group, Delaware Center for Justice, and Division of Family Services  
*(Phase II)*

IPA will include a list of public policy advocates and partners related to aging out initiatives in Delaware.

**Other potential resources:**

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**G. INCREASED OPPORTUNITIES**

40. Describe the availability of financial institutions in your current target area(s) that are community-oriented, youth-friendly, and that may be willing to alter policies to benefit young people.

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Local and Regional Financial Institutions  
*(Phase II)*

DCJ and DGI will address availability of local financial institutions. Further discussion is required. Some potential partners can be identified: Barclays Bank, Citizens Bank, Artisans Bank, Deutsche Bank, and ING.

**Other potential resources:**

41. Describe the potential for securing Individual Development Account (IDA) matched funds.

**Lead Organization:** Delaware Center for Justice and Delaware Girls Initiative  
**Primary Data Resource(s):** Local and Regional Financial Institutions  
*(Phase II)*

DCJ and DGI to include banks and corporations that have matched funds in the past.

**Other potential resources:**
42. Describe the availability of financial literacy training providers, including financial institutions and other community organizations.
   a) Are any of these organizations or institutions current or potential partners?
   b) What capacity can these organizations or institutions bring to your community and to your collaboration? To what extent can they provide support to customize the financial literacy curriculum?

**Lead Organization:** *Institution for Public Administration*  
**Primary Data Resource(s):** *Division of Family Services*  
*(Phase II)*

DFS will compile a list of financial literacy training providers including the Murphey School, which is launching a pilot program with The Delaware Money School; Delaware Saves: First State Community Loan Fund; YWCA Financial Empowerment Program; Financial Park; and Great Dames, Inc.

**Other potential resources:** UD Center for Economic Education and Entrepreneurship.

43. List possible partners for the provision of asset-specific training in the following areas: vehicles, education/training, housing, investments, microenterprise and medical/dental care.
   a) Are any of these organizations or institutions current or potential partners?
   b) What capacity can these organizations or institutions bring to your community and to your collaboration? To what extent can they provide support to develop customized asset-specific training curricula?

**Lead Organization:** *Institution for Public Administration*  
**Primary Data Resource(s):** *West End Neighborhood House, Former Governor Minner, and Policy Consensus Initiative Work Group*  
*(Phase II)*

IPA will consult with current and former state officials and organizations to determine possible partners for asset-specific training.

**Other potential resources:** Education resources or contacts.
44. Describe the current availability of opportunities that exist in the community that could be customized or enhanced to create door openers for young people transitioning from care.

45. List possible partners for the provision of door openers in all outcomes areas (permanence, education, employment, housing, physical and mental health, and personal and community engagement).

**Questions 44 and 45**

**Lead Organization:** *Institution for Public Administration*

**Primary Data Resource(s):** *Delaware Center for Justice and Delaware Girls Initiative (Phase II)*

To answer these questions, it is necessary to have conversations with partners to learn about door-opener opportunities for young people transitioning from care and possible partners to provide door openers for all outcome areas.

**Other potential resources:** Job development/mentoring staff in DSCYF.