County of Los Angeles
DEPARTMENT OF CHILDREN AND FAMILY SERVICES

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August 9, 2019

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FOSTER YOUTH SCHOOL STABILITY TRANSPORTATION PILOT OUTCOME REPORT

On May 2, 2017, the Board of Supervisors directed the Director of the Department of Children and Family Services (DCFS) to 1) enter into a Memorandum of Understanding with the Los Angeles County Office of Education (LACOE) and one or more local school districts to transport foster children to their schools of origin from their out-of-home care placements when necessary; and 2) provide LACOE with $300,000 from the existing DCFS budget to fund a portion of the costs associated with this effort. The Board further directed DCFS to prepare an outcome report on the pilot program to be completed 30 days after the pilot program ended. The outcome report was to include specific metrics such as number of youth served, modes of transportation used, and average distance traveled, as well as potential barriers to countywide implementation and lessons learned.

BACKGROUND

In 2015, President Obama signed the Every Student Succeeds Act (ESSA), which imposes requirements on local education agencies and child welfare agencies to jointly establish plans enabling prompt student transportation to foster youths' schools of origin, thus facilitating educational stability for system-involved youth. In December 2017, the Office of Child Protection (OCP), DCFS, LACOE, and the Los Angeles Unified School District (LAUSD) implemented a transportation pilot to keep foster youth in their schools of origin, both when they were removed from their family homes and when they changed placements. The purpose of this pilot was to 1) immediately provide rides to foster youths' schools of origin; 2) allow time for DCFS and school districts to collect data on the costs

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to implement this initiative; and 3) develop detailed protocols for implementation, including a long-term cost-sharing plan between DCFS and school districts.

Transportation to schools of origin can be provided through Education Travel Reimbursements (ETRs), also known as caregiver reimbursements, public transportation, regular and modified school bus routes, or a private ride vendor. Currently, a notification or referral is sent to the DCFS Education Specialist team when a placement change has been identified and/or a youth needs transportation assistance. Stop-gap transportation (typically through the private vendor) can be arranged immediately to ensure that youth can attend their school of origin the following school day. After stop-gap transportation is organized, a Best-Interest Determination (BID) meeting should be convened with the district Foster Youth Liaison, the youth, and the youth's Education Rights Holder (ERH), who ultimately decides whether or not the child should remain in their school of origin (Children's Social Workers are also able to attend the BID meeting). If it is determined that the youth is to remain in their school of origin, the team determines the most cost-effective and reasonable transportation option, which is implemented as the youths' long-term transportation plan. Figure 1 outlines the process.

Figure 1. High-Level Overview of Process

As the Foster Youth School Stability Transportation pilot was being developed during the latter part of 2017, the pilot parties (OCP, DCFS, LACOE, and LAUSD) also designed an evaluation to gather information on numbers of youth served, distance traveled, costs, potential implementation barriers, and lessons learned. The first step in supporting this effort was the engagement of an independent evaluator, Dr. Elizabeth Kim from the USC Dworak-Peck School of Social Work. Beginning in the summer of 2018, the Conrad N. Hilton Foundation provided funding to support the evaluator during the pilot's second year.

From the beginning of the pilot, in December 2017, through its end, on June 30, 2019, 1,131 foster youth were transported to their schools of origin through ETR, bus routes by LAUSD, and the private ride vendor, achieving school stability at what was almost always a time of trauma and instability in their lives (youth also used public transportation—TAP cards for Metro buses and light rail—and modified bus routes in school districts other than LAUSD, but those strategies could not be reliably tracked).

DCFS, OCP, LACOE, and LAUSD have collaborated over the past 18 months to collect pilot data and track the metrics requested by the Board. The report that follows specifies

each method of transportation (Education Travel Reimbursements, school bus routes, and private vendor) by number and age of youth served, distance traveled, and costs, then explores potential barriers to full-scale implementation and "lessons learned" gathered through qualitative interviews and surveys of line workers across agencies. As this report illustrates, the pilot has demonstrated a shared willingness to support youth traveling to attend their schools of origin. A great need exists for this transportation, and youth received significant benefits from this service.

OUTCOME REPORT

Education Travel Reimbursement

Education Travel Reimbursement[1] (ETR) is one strategy available to resource families when a youth's education plan deems it in the youth's best interest to remain in their school of origin. When DCFS places the child in a home, the Children's Social Worker (CSW) asks the caregiver about their capacity to provide transportation to the youth's school of origin. If the caregiver can do so, the CSW works with them to submit the necessary paperwork to receive reimbursement for that travel.

Mileage rates and monthly reimbursements are set by the California Department of Social Services, as shown in Table 1.

Table 1. Education Travel Reimbursement Mileage Rate

Miles	Fixed Monthly Rate
Up to 3 miles	$0
4 to 8 miles	$58
9 to 13 miles	$154
14 to 18 miles	$250
19 to 23 miles	$347
24 or more miles	$443

Number of Youth Served

Between December 2017 and May 2019, DCFS reported that 57 caregivers[2] were reimbursed for transporting 52 youth to their school of origin (a youth may have had more than one placement and multiple caregivers), resulting in a total of 219 monthly ETR payments (Table 2). ETR accounts for about 5% of youth transported during this pilot period. Of the 57 caregivers who received the ETR, 22% drove 4 to 8 miles, 19% drove 9 to 13 miles, 37% drove 14 to 18 miles, 5% drove 19 to 23 miles, and 12% drove 24 miles or more.

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[1] Public Law (PL) 110-351 amended Title IV-E of the Social Security Act to provide for the cost of reasonable travel for the child to their school of origin as an allowable foster-care maintenance cost.
[2] Caregivers included resource families, approved relatives, and Foster Family Agencies.

Table 2. Education Travel Reimbursements
December 2017 through May 2019

Miles	Number of Caregivers	Costs[3]
4 to 8	13	$3,499.91
9 to 13	11	$7,148.12
14 to 18	21	$12,913.27
19 to 23	3	$1,434.26
24 or more	7	$10,372.70
Unknown	2	
Total	57	$35,368.26

Data Source: CWS/CMS

Distance Traveled

DCFS uses state mileage breakdowns (Table 1) to calculate caregiver ETR payments. However, ETR data is stored in multiple places in DCFS's electronic Child Welfare Services Case Management System (CWS/CMS), making caregiver reimbursements difficult to fully track. Because of this, DCFS believes the number of ETR payments in Table 2 reflect an underestimate of the number of families actually receiving the benefit. In partnership with the OCP and the pilot evaluator, DCFS is working on enhancing DCFS's Education Specialist Referral System (ESRS) to more accurately capture ETR data.

Costs

Table 2 (above) shows the number of caregivers receiving ETR payments and the costs. The 57 resource families who utilized ETR received a total of $35,368.26 over the course of the pilot, with the highest reimbursement rate (24+ miles) equating to about $11 per one-way trip[4].In 2008, the U.S. Department of Transportation issued a brief[5] stating that youth ages six to 12 travel, on average, 3.6 miles to school, while older youth (ages 16 to 18) travel approximately six miles to school. The fact that 70% of caregivers receiving ETR transported youth 9 miles or more illustrates their dedication to keeping youth in their school of origin even when those schools are far from students' placements.

Age

Youth transported by caregivers who received ETR were five to 18 years old. Of youth age 10 or younger, approximately 30% were driven nine or more miles, compared to 40% of youth age 11 or older (Table 3). While the sample size is small, age does not seem to be a significant factor in how far youth were driven by caregivers receiving ETR.

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[3] ETR costs provided in Table 1 reflect prorated months of service. For example, if a caregiver had a youth placed with them for only 10 days, the monthly rate is adjusted accordingly.

[4] Accounting for approximately 20 school days a month

[5] U.S. Department of Transportation. National Household Travel Survey, January 2008.

Table 3. ETR Student Age and Mileage Breakdown

Student Age (at time of payment request)	Mileage Breakdown					
	4 to 8 miles	9 to 13 miles	14 to 18 miles	19 to 23 miles	24 miles or more	Total
5 years		2	1		1	4
6 years	1	1				2
7 years	1		2			3
8 years	1	1	2			4
9 years	3	1	2			6
10 years		1			1	2
11 years	1				1	2
12 years	2		1			3
13 years	2		1			3
14 years				1	1	2
15 years		2	1			3
16 years	1		1	1	1	4
17 years		2		2	2	6
18 years	1	2	2			5
Total	**13**	**12**	**13**	**4**	**7**	**49**

Data Source: CWS/CMS
Unverified data has been removed from this table, which is why the totals in Table 2 and Table 3 do not match.

School Bus Routes

Rerouting or using existing school bus routes was another option school districts used to transport foster youth to their school of origin. In the pilot, data on bus routes was tracked only for LAUSD; however, we know that other districts also used this strategy. LAUSD's Foster Youth Achievement Program (FYAP) designed a referral system to track requests for transportation via school buses. When FYAP counselors received referrals, they worked with LAUSD's transportation unit to determine if a school bus could take an additional rider, then communicated with caregivers as necessary to facilitate the rides.

Table 4 and Table 5 provide school-bus data for the 2017–18 and 2018–19 academic years, respectively.

Table 4. LAUSD 2017–18 Academic Year Bus-Route Data

Referrals made	142
Routes offered	75
Students transported	50

Average miles transported	24 miles roundtrip
Average cost of transportation	$7,912.12 per student per year

Data Source: LAUSD Foster Youth Achievement Program

Table 5. LAUSD 2018–19 Academic Year Bus-Route Data

Referrals made	192
Routes offered	68
Students transported	25
Average miles transported	27 miles roundtrip
Average cost of transportation	$8,725.97 per student per year

Data Source: LAUSD Foster Youth Achievement Program

Number of Youth Served

In year one of the pilot (2017–18), 142 referrals were made to LAUSD and 50 youth were transported. In year two (2018–19), 192 referrals were made and 25 youth were transported. In both years, only half or less than half (52% and 35%, respectively) of referrals were offered a school bus route as an option. Reasons for this included the fact that a bus route did not exist near the youth's placement, safety/developmental concerns for the youth, or the caregiver's inability to drop the youth off at an existing bus stop. Sometimes, when routes were offered, youth no longer needed transportation because they had changed placements or their caregiver could no longer use the school bus option and instead needed the private vendor's services. When needed, LAUSD referred youth to DCFS for stop-gap transportation coordination through the private vendor.

Distance Traveled

In academic years 2017-18 and 2018-19, the average distance youth were transported via LAUSD bus route was 24 and 27 miles roundtrip, or 12 and 13.5 miles one-way, respectively.

Costs

LAUSD spent $395,606 on bus routes in year one and $218,149.25 in year two, for a total of $613,755.25. The average cost of transportation listed in Table 4 and Table 5 incorporate the cost of a school bus driver and bus maintenance for the district. When taking into account the number of school days in a year and the average number of absences for a high-need population[6], the cost per one-way trip was approximately $24 in 2017–18 and $26 in the 2018–19 academic year.

Private Vendor

Rides were also provided for foster youth through a safe, trauma-informed transportation vendor, HopSkipDrive, whose contract was administered by the Department of Workforce Development, Aging and Community Services (WDACS). When a youth is detained or

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[6] LAUSD Academic Year Calendar 2018–19; Chronic absenteeism definition of 15 days used in this report based on Department of Education, 2013–14 Civil Rights Data Collection, https://www2.ed.gov/datastory/chronicabsenteeism.html#intro

moves to another placement, HopSkipDrive is able to provide next-day service to and from the school of origin, making it a good option for stop-gap transportation until a BID can be made and a long-term plan established for the youth. It should serve as long-term transportation only when no other option (ETR, public transportation, school bus route) is available. Due in part to the fact that BIDs were not routinely occurring during the pilot period, as well as the convenience of private door-to-door service, use of the private vendor was most often the option of choice.

A detailed report of costs, number of riders, and number of rides by district by time period appears in Appendix A.

Number of Youth Served
During the pilot, the private vendor transported 1,004 youth multiple times, for a total of 75,135 rides. As of the beginning of June 2019, youth from 65 school districts had received rides through HopSkipDrive, with eight of those districts located in neighboring counties (Orange, San Bernardino, and Riverside).

Table 6 outlines the numbers of riders and rides, plus total private vendor costs, for the eight districts in Los Angeles County with the most foster youth. Ridership with HopSkipDrive increased by 717% between year one and year two, likely because of increased knowledge and communication about the pilot over time. The high numbers for each district also illustrate the need for school-of-origin transportation across the county.

Table 6. Breakdown of the Top 8 School Districts with the Most Foster Youth

| School District Name	Time Period	Number of Riders	Number of Rides	Total Costs
LAUSD	Year one	44	2,648	$131,489.04
	Summer	19	505	$ 21,749.73
	Year two	378	27,403	$1,292,021.39
Antelope Valley Union High School District	Year one	4	197	$11,294.93
	Summer	66	8	$ 6,816.43
	Year two	49	4,500	$225,793.30
Long Beach Unified	Year one	2	75	$4,700.76
	Summer	1	1	$ 82.03
	Year two	47	3,692	$208,161.0
Palmdale School District	Year one	3	83	$9,227.47
	Summer	1	6	$ 191.67
	Year two	36	3,786	$153,233.59
Lancaster School District	Year one	3	295	$2,256.84
	Summer	—	—	—
	Year two	36	2,937	$86,469.95

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Table 6. Breakdown of the Top 8 School Districts with the Most Foster Youth

School District Name	Time Period	Number of Riders	Number of Rides	Total Costs
Compton Unified	Year one	2	93	$2,144.46
	Summer	1	44	$ 1,157.98
	Year two	25	1,922	$64,959.34
Pasadena Unified	Year one	1	48	$2,104.63
	Summer	1	5	$ 171.59
	Year two	18	724	$58,457.52
Pomona Unified	Year one	—	—	—
	Summer	—	—	—
	Year two	25	1,937	$113,282.39

As word of the pilot spread, the number of riders grew enormously. Figure 2 illustrates that growth over the two-year pilot and breaks down the numbers by:

- Unique NEW—brand-new riders in that month (youth was never provided a ride before)
- Unique INTERMITTENT—continued from a previous month, but not last month
- Unique CONTINUING—continued from last month
- Unique DISCONTINUING—riders riding in the last month but no longer riding in the current month
- Unique Passengers Count—total number of active riders (the blue number at the top of each column)

Figure 2. Private Vendor Growth
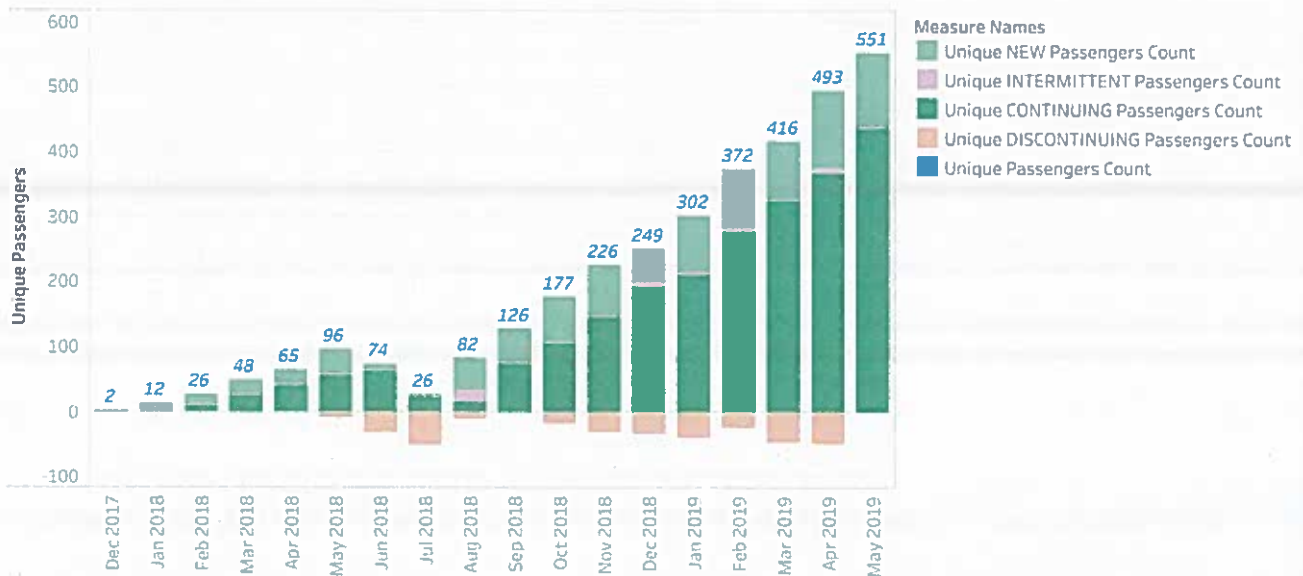
Appendix B provides a breakdown of the above metrics for each month of the pilot. In summer months, ridership decreased by approximately 65% relative to the school year.

Distance Traveled
For youth who used the private vendor, the median distance traveled was 12.89 miles. Approximately 70% of youth traveled 10 miles or more, emphasizing—as with the two other transportation methods—that distances did not deter youth from traveling to their schools of origin (Figure 3).

Figure 3. Distance per Trip (One-Way)
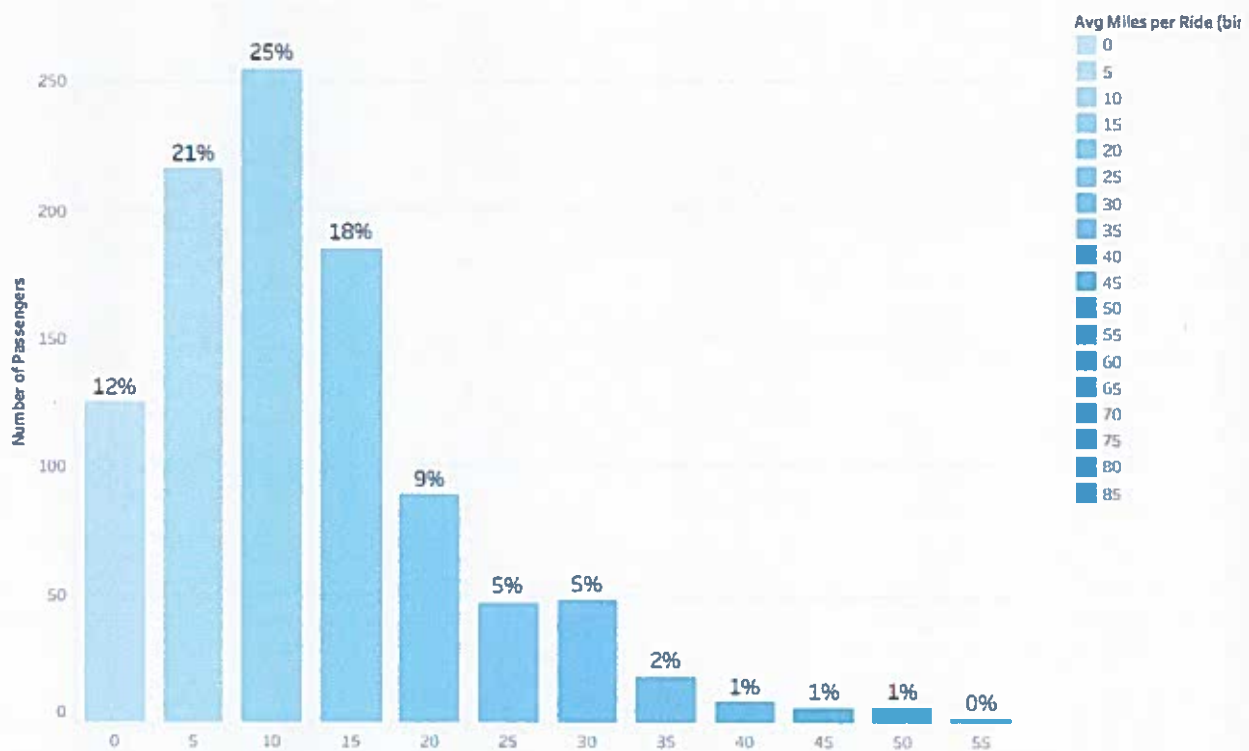
Twelve percent of youth were transported between zero and five miles. In some cases, because of safety or developmental needs, the only safe or appropriate option may be to take the private vendor a few miles to the school of origin.

Costs
From December 2017 through May 31, 2019, the costs for the private vendor totaled $3,994,504. Appendix A breaks down the private vendor costs by year one (December 2017 through June 14, 2018), summer 2018 (June 15 to August 15, 2018), and year two (August 16, 2018 through June 6, 2019) of the pilot.

Costs for districts vary and are dependent upon how far foster youth are placed from their schools of origin. Figure 4 shows that about 80% of riders had a one-way trip cost

between $10 and $60. The average trip cost one way was $44 per passenger, and the median cost was $39. In the ESSA long-term transportation plan, costs will be split evenly between school districts and DCFS.

Figure 4. Cost Per Trip (One-Way)
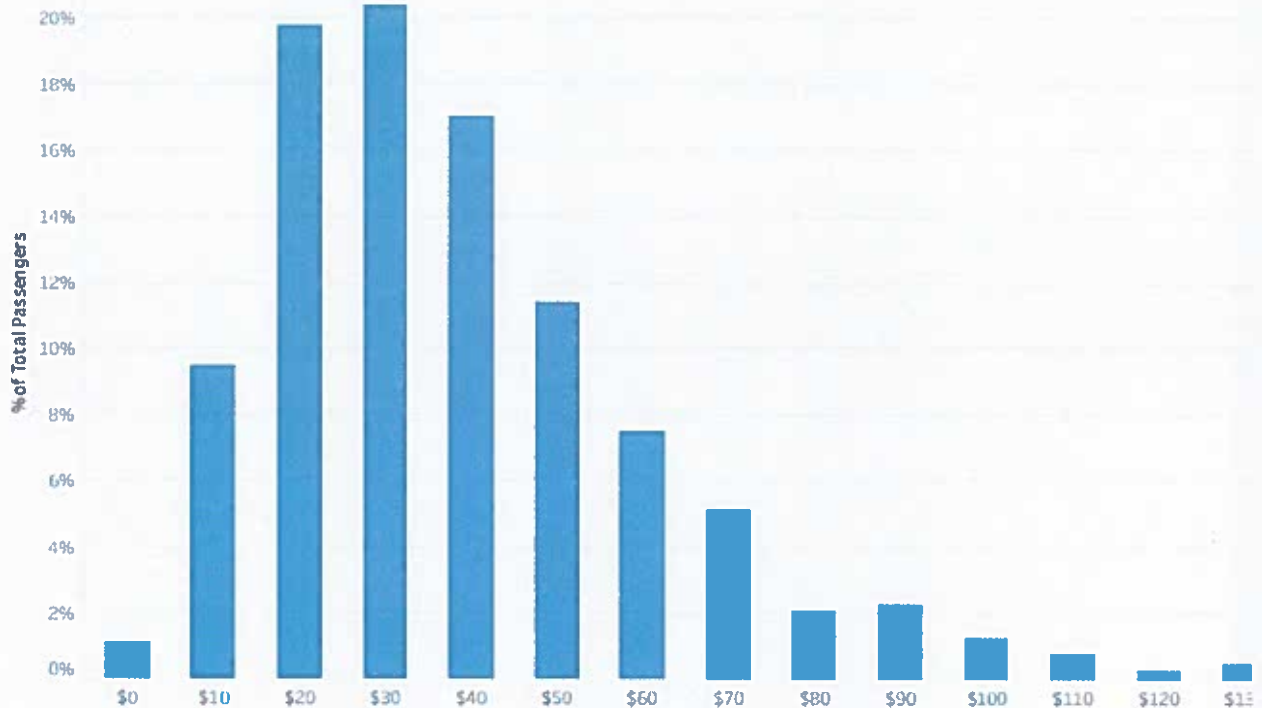
Although the private-vendor option was the most frequently used of the three transportation strategies, it is the most costly, with the highest one-way cost per trip. This will be addressed in long-term implementation by school districts and DCFS, when less expensive options, such as school buses and ETR, can be considered before using the private vendor.

Age

The age of riders spanned from five years to 19 years (Figure 5)—most riders were in high school—with a median age of 14. Though it's always important to provide foster youth with school stability, it is particularly vital when youth are working toward high school graduation.

Figure 5. Age of Riders
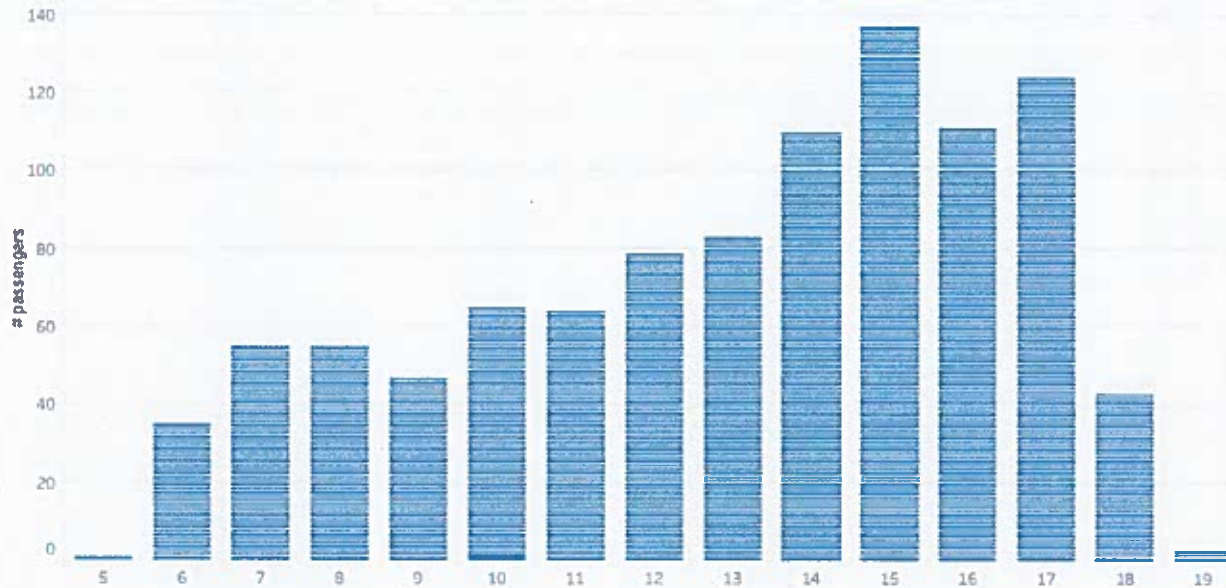
Group Homes/STRTPs
We also examined private-vendor data specific to youth placed in group homes and short-term residential treatment programs (STRTPs). In total, 125 riders placed in group homes or STRTPs during the pilot and were provided 8,413 rides. The total private-vendor cost for youth in group homes/STRTPs was $586,124.34.

Appendix C breaks down these costs by group home/STRTP. Under the long-term plan, STRTPs will ensure transportation to schools of origin for youth in their care.

Cancellations
We also examined private-vendor cancellation fees. If a caregiver cancels a ride within seven hours of the ride being scheduled, a fee is incurred. Approximately 10% of private-vendor costs were due to cancelled rides. (Note: HopSkipDrive provides transportation to foster youth in multiple jurisdictions, including other large counties in California, where the rate of cancellations for vulnerable populations is also approximately 10%.)

A caregiver may cancel a ride within a seven-hour window for many reasons - the youth becomes sick, has an appointment, refuses to attend school, and so on. However, data from HopSkipDrive and anecdotes from the field tell us that most rides were cancelled within the hour just before pick-up is scheduled. This was particularly true for youth placed in STRTPs and group homes, who made up 15% of private-vendor riders during the pilot, but almost 40% of total cancellation fees. This is a larger systemic issue that DCFS needs to explore further. DCFS has been tracking cancellations and working with caregivers, STRTPs, and group homes that had multiple cancellations.

Summary

Over the two-year Foster Youth School Stability Transportation pilot, a total of 1,131 youth were transported to their schools of origin through ETR, school bus routes, or the private vendor. Youth and caregivers were willing to travel to schools of origin, with the average ride distance varying from a median of 12.89 miles with the private vendor to 24+ miles utilizing school bus routes.

(Although the agencies involved in the pilot did not have a mechanism to track usage of Metro TAP cards, we know that youth are also receiving school-of-origin transportation through public transit, which means that more than 1,131 were actually served.)

The two years of the pilot cost approximately $4.6 million. While this represents significant investments by DCFS, LACOE, and LAUSD, reliable school-of-origin transportation prevents months of lost student learning and eliminates the instability associated with multiple school changes.

Potential Barriers to Implementation

Throughout the pilot, DCFS, LACOE, LAUSD, and OCP met regularly to share lessons learned and work through any barriers to program implementation. The evaluator also developed and implemented a process survey that was sent out to line workers across agencies in both years of the pilot to gather feedback.

In year one, 28 CSWs, 14 Education Specialists, and 15 district Foster Youth Liaisons completed the survey. In year two, 68 CSWs, 22 Education Specialists[7] from LACOE and DCFS, and 19 district Foster Youth Liaisons completed the survey. Below are a few of the key areas that line workers and managers identified as opportunities to strengthen program implementation.

Difficulty in Engaging Education Rights Holders (ERH)

One large systemic issue affecting the transportation pilot was the difficulty of engaging ERHs—the ultimate deciders of whether or not a foster youth remains in their school of origin. Survey results showed that workers often could not reach the ERH or had outdated contact information, which can be a barrier to convening a Best Interest Determination meeting.

An initial step toward addressing this issue was a joint-effort pilot between DCFS, LACOE, and LAUSD, implemented at the Edelman Children's Court in December 2018. A LACOE Foster Youth Services Coordinating Program (FYSCP) staff member and LAUSD counselor now collect the Form JV-535, Order Designating Education Rights Holder. The JV-535 is then shared with the DCFS JV-535 electronic inbox to be disseminated to the case-carrying social worker and their supervisor, as well as the LACOE foster youth

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[7] There are currently 19 DCFS Education Specialists and reasons for why 22 were recorded may include Education Specialist administration staff participating in the survey, incorrect role chosen during the survey, survey completed on multiple occasions, etc.

counselor, and the appropriate school district (at LAUSD, this includes the Foster Youth Achievement Program counselor) to help ensure that all appropriate staff have the ERH information. To date, over 1,000 JV-535s have been disseminated, and the pilot will expand to the Antelope Valley Children's Court site this summer.

Notifications to School Districts
Another systemic issue affecting this work was a lack of consistent notification to school districts when a foster youth was removed from their home or changed placements. Notification is imperative to ensure that school districts identify and provide services to foster youth and resource families, and also triggers the need for a BID meeting. LACOE and DCFS are working on implementing an electronic version of the DCFS 1399 form, Notification to School of Pupil's Foster Care Status, which will automatically notify school districts when a youth is or will be placed in their district. Processes will be developed in conjunction with the electronic mechanism to ensure the notification is sent in a timely manner to districts.

Moving from Stop-Gap to Long-Term Implementation
Convening BID meetings in a timely manner can be difficult, and youth cannot move to a decision about a long-term transportation method until a BID meeting is held. By law[8], BIDs must include the district's AB 490 liaison, the youth, and the youth's ERH. BIDs should typically happen a few days after stop-gap transportation begins, but scheduling delays can cause youth to continue using stop-gap methods (often the higher-cost private ride vendor) for weeks or months before moving to what is usually a more cost-effective transportation method.

Before this pilot, youth nearly always changed schools each time they changed placements. Research shows that a student can lose four to six months of learning[9] at each school change. A culture shift in DCFS began during this pilot as social workers began implementing a mechanism to keep youth in their schools of origin instead of uprooting their educational environment at a time of trauma in their family. As the pilot evolved, knowledge about the process and BIDs increased; however, culture changes in large organizations such as DCFS take time to fully implement, and there is still more work to be done.

Many district personnel and many social workers were unaware of the BID process or were slow to respond to BID requests, which impeded progress. Identifying a time when all parties could meet in person often proved an additional barrier to timeliness.

LACOE now uses its school-district Regional Learning Networks to provide trainings on BIDs. DCFS, in partnership with OCP and the evaluator, plans to enhance its ESRS to track whether or not a BID has occurred. A contract solicitation soon to be initiated will place one to two Education Specialists in each DCFS regional office; one of their tasks

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[8] Education Code §48853.5
[9] Ibid.

will be to track BIDs with school district Foster Youth Liaisons. One valuable result of the process survey was the discovery that much of the BID tracking and other work can be handled by clerks instead of higher-level Education Specialists with other responsibilities; hiring clerks or interns who can help support data-tracking should be examined in the long term.

DCFS and OCP developed a one-page document of frequently asked questions, as well as a high-level guide to facilitate communication about the BID process, for superintendents and district Foster Youth Liaisons. Flowcharts have also been shared at multiple meetings, including the Education Coordinating Council in May 2019. DCFS is also developing a user-friendly one-pager to incorporate into initial conversations about schools of origin with CSWs and caregivers.

Starting in summer 2019, DCFS copies LACOE FYSCP staff on initial-placement notifications, after which FYSCP staff disseminates them to school district liaisons. These act both as a trigger for a BID meeting and to inform the district that a foster youth is joining one of their schools.

Lessons Learned

Impact on Foster Youth

In the process survey, the biggest success identified by staff was that over 1,000 students were allowed continued access to their school of origin during a time of great upheaval for themselves and their families. One youth in particular used the private ride vendor to attend morning remedial classes that enabled her to graduate high school with honors. This and many similar anecdotes have been celebrated in the field. Appendix D and Appendix E contain vignettes of two youth who shared their stories and the impact this work has had on their lives.

Process Communication

In both years of the survey, LACOE FYSCP staff, district Foster Youth Liaisons, and DCFS Education Specialists flagged some areas of confusion around the transportation process. Line workers felt as if clear roles and responsibilities were not outlined for each agency, and staff also reported a scarcity of training and materials (e.g., flowcharts) to help them navigate the pilot. Both Education Specialists and CSWs listed "lack of communication and follow-through with team members" as a barrier to moving forward. DCFS will continue to provide social workers with trainings and materials to increase their understanding and better equip them for their roles—disseminating flowcharts of the process more widely, for example. Once staff connected with available options, they did feel that transportation was implemented quickly for their youth. During the second year of the pilot, stop-gap transportation was established in 3 days or less in 80% of cases, compared to 64% in the first year of the pilot.

Public-Private Partnership Benefits
One benefit of the Foster Youth School Stability Transportation pilot has been successful public-private partnerships with philanthropy and with the private ride vendor, HopSkipDrive.

Working with the Center for Strategic Partnerships in 2018, the OCP secured $210,000 from the Conrad N. Hilton Foundation and the Reissa Foundation to hire:

- An outreach coordinator to facilitate the negotiation of final agreements between DCFS and the school districts;

- Education Specialists to provide additional capacity for processing the weekly new-placement or placement-change notifications that trigger the school-of-origin transportation process;

- An evaluator to support the development of this outcome report.

Another successful partnership has been with the private company HopSkipDrive, an organization that has proved itself able to nimbly adapt its services to meet the needs of DCFS and school districts.

When school districts were initially not receiving notifications that their students were getting rides from HopSkipDrive, for example, confusion occurred on campus when drivers would arrive for pick-ups. HopSkipDrive quickly implemented a procedure to notify DCFS CSWs, Education Specialists, district Foster Youth Liaisons, and caregivers when a ride was arranged for a youth. (This has additionally prompted school districts to ensure they have updated educational information about the foster youth and caregiver.) HopSkipDrive also offers a smartphone app that caregivers and CSWs can use to track youth as they travel to and from school.

The public-private model used by Foster Youth School Stability Transportation pilot has been so successful that other counties (San Diego, Sacramento, Santa Clara, and Ventura) and states (Colorado and Virginia) have implemented similar procedures based on the Los Angeles model. Other jurisdictions continue to request our project materials, tools, and information on the policies and procedures developed here as they consider how to implement this work in their own areas.

Exploring Future Transportation Needs
Throughout the pilot, we learned that foster youth have additional transportation needs that go beyond the standard school-of-origin scenario. For example, several were reunified with their parents during the middle of an academic year. Continuing to attend a school of origin near their previous placement—where they had made strong connections—was found to be in their best interest, but it was located too far away for the parent to get them there without the support of the pilot. Multiple anecdotes also arose

from the field in which foster youth needed transportation to medical, dental, mental health, or visitation appointments.

DCFS will explore whether parts of the model used for the school-of-origin pilot can be used to provide transportation in these other need areas.

Next Steps

DCFS, LACOE, LAUSD, and OCP will continue to collect data on foster youth school stability and to streamline data processing efforts to improve current data collection systems. Multiple efforts are underway through the Education Passport System and ESRS enhancements that will track each step of the school-stability transportation process for foster youth.

Data on costs, number of youth served, number of rides, and other relevant metrics have been shared with all school districts through LACOE. Outreach to the districts with data was also made at the May 2019 Education Coordinating Council meeting, as well as in one-on-one sessions with district staff.

A long-term ESSA transportation plan was disseminated to school districts on June 28, 2019. We are working diligently to get districts signed on to that plan as soon as possible; the OCP hired an outreach coordinator in June 2019, to help facilitate this process. Updates on these efforts will be sent to the Board monthly, and will also be included in OCP quarterly updates to the Board. If you have any questions, please contact me at (213) 351-5600, or your staff may contact Aldo Marin, Board Liaison at (213) 351-5530.

BDC:CS:DS
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c: Chief Executive Office
        Executive Office, Board of Supervisors
        County Counsel
        County Office of Education
        Mental Health
        Office of Child Protection
        Probation
        Workforce Development, Aging and Community Services

Appendix A: Breakdown of Private Vendor Data by School District

Table 7. Year One Private Vendor Costs (December 2017 through June 14, 2018)			
District	**Complete Trips**	**Passenger Trips Cost**	**Number of Riders**
ABC Unified	98	$4,547.46	3
Alhambra Unified	189	$12,309.58	3
Antelope Valley Union High	197	$11,294.93	4
Bonita Unified	96	$4,909.99	1
Centinela Valley Union High	21	$844.77	1
Chino Valley Unified	152	$8,667.18	3
Compton Unified	93	$2,144.46	2
Corona-Norco Unified	122	$2,901.56	3
Covina-Valley Unified	17	$825.77	1
Downey Unified	30	$954.22	1
Eastside Union Elementary	198	$12,723.63	9
El Rancho Unified	27	$1,718.41	3
Glendora Unified	52	$3,421.14	1
Hacienda La Puente Unified	232	$10,168.35	4
Hart ROP	1	$26.19	1
Hawthorne	54	$3,055.74	1
Lancaster Elementary	295	$2,256.84	3
Long Beach Unified	75	$4,700.76	2
Los Angeles Unified	2,648	$131,489.04	44
Montebello Unified	479	$14,779.39	3
Palmdale Elementary	83	$9,227.47	3
Pasadena Unified	48	$2,104.63	1
Saugus Union	218	$11,878.13	3
South Pasadena Unified	30	$3,919.74	1
Sulphur Springs Union	80	$8,947.70	1
Temple City Unified	159	$4,596.54	1
West Covina Unified	267	$11,528.35	8
Westside Union Elementary	0	$141.72	1
Total	**5,961**	**$286,083.69**	**112**

Data Source: HopSkipDrive data

Table 8. Summer Private Vendor Costs (June 15 through August 15, 2018)			
District	**Complete Trips**	**Passenger Trips Cost**	**Number of Riders**
Antelope Valley Union High	66	$6,816.43	8
Bonita Unified	35	$1,088.9	1
Burbank Unified	3	$104.1	1
Centinela Valley Union High	20	$665.22	1
Charter Oak Unified	42	$1,780.54	1
Compton Unified	44	$1,157.98	1
Corona-Norco Unified	0	$42.18	2
East Whittier City Elementary	13	$1,980.53	1
El Rancho Unified	32	$1,914.18	3
Hawthorne	5	$501.46	1
Long Beach Unified	1	$82.03	1
Los Angeles Unified	505	$2,1749.73	19
Palmdale Elementary	6	$191.67	1
Pasadena Unified	5	$171.59	1
Santa Monica-Malibu Unified	38	$2,360.43	1
West Covina Unified	89	$4,569.27	4
Westside Union Elementary	13	$406.87	2
Whittier Union High	2	$136.82	1
Total	**919**	**$45,719.93**	**50**

Data Source: HopSkipDrive data

Table 9. Year Two Private Vendor Costs (August 16, 2018 through June 6, 2019)			
District	**Complete Trips**	**Passenger Trips Cost**	**Number of Riders**
ABC Unified	1,424	$61,797.56	12
Alhambra Unified	194	$17,516.23	5
Antelope Valley Union High	4,500	$225,793.30	49
Azusa Unified	497	$20,380.47	5
Bassett Unified	149	$4,886.56	2
Bellflower Unified	224	$10,148.01	7
Beverly Hills Unified	119	$8,694.17	4
Bonita Unified	849	$41,133.59	6
Burbank Unified	408	$19,971.22	7
Centinela Valley Union High	517	$20,856.25	10
Charter Oak Unified	235	$15,506.67	3
Compton Unified	1,922	$64,959.34	25
Conejo Valley Unified	87	$9,934.02	2
Corona-Norco Unified	374	$13,968.58	2
Covina-Valley Unified	478	$11,562.51	4
Downey Unified	1,435	$56,962.57	10
Eastside Union Elementary	654	$14,605.73	7
El Monte City	519	$21,465.02	10
El Monte Union High	879	$41,450.86	11
El Rancho Unified	912	$44,964.35	9
Garvey Elementary	184	$12,182.65	4
Glendale Unified	48	$3,184.74	4
Glendora Unified	6	$245.01	1
Hacienda La Puente Unified	412	$23,439.83	11
Hawthorne	90	$5,789.35	3
Inglewood Unified	666	$19,933.95	7
Keppel Union Elementary	2	$271.25	1
Lancaster Elementary	2,937	$86,469.95	36
Las Virgenes Unified	352	$20,588.30	2
Lawndale Elementary	9	$1,138.86	1
Lennox	71	$7,651.60	3

Table 9. Year Two Private Vendor Costs (August 16, 2018 through June 6, 2019)			
District	**Complete Trips**	**Passenger Trips Cost**	**Number of Riders**
Little Lake City Elementary	24	$2,606.78	2
Long Beach Unified	3692	$208,161.01	47
Los Angeles Unified	27,403	$1,292,021.39	378
Los Nietos	148	$7,036.53	1
Lynwood Unified	846	$35,715.80	10
Monrovia Unified	0	$91.98	1
Montebello Unified	837	$35,960.82	11
Moreno Valley Unified	18	$378.36	2
Mountain View Elementary	544	$23,734.05	5
Newhall	775	$49,360.25	8
Newport-Mesa Unified	153	$8,233.96	1
Norwalk-La Mirada Unified	189	$7,135.21	4
Ontario-Montclair	240	$14,775.55	5
Palmdale Elementary	3,786	$153,233.59	36
Paramount Unified	761	$35,892.07	11
Pasadena Unified	724	$58,457.52	18
Pomona Unified	1,937	$113,282.39	25
Rowland Unified	948	$54,516.94	7
San Bernardino City Unified	24	$2,245.68	1
San Gabriel Unified	185	$14,916.72	3
Santa Ana Unified	98	$8,712.31	2
Santa Monica-Malibu Unified	667	$48,592.58	5
Saugus Union	51	$2,635.74	3
South Pasadena Unified	79	$2,880.66	1
South Whittier Elementary	42	$1,777.93	3
Temple City Unified	234	$12,007.05	1
Torrance Unified	380	$15,708.76	6
West Covina Unified	1,286	$87,633.80	16
Westside Union Elementary	457	$18,602.39	7
Whittier City Elementary	34	$2,120.37	2
Whittier Union High	1,437	$80,623.67	15

Table 9. Year Two Private Vendor Costs (August 16, 2018 through June 6, 2019)			
District	**Complete Trips**	**Passenger Trips Cost**	**Number of Riders**
William S. Hart Union High	1,233	$112,555.15	11
Wilsona Elementary	27	$1,301.28	2
Wiseburn Unified	148	$11,913.73	3
Total	**70,560**	**$3,432,274.52**	**916**

Data Source: HopSkipDrive data

Appendix B: Breakdown of Private Vendor Data Growth

Month	Unique Passengers Count	Percent Passenger Growth	Unique Continuing Passengers Count	Unique Intermittent Passengers Count	Unique New Passengers Count	Unique Discontinuing Passengers Count
5/1/2019	551	12%	435	4	112	
4/1/2019	493	19%	366	10	117	-50
3/1/2019	416	12%	324	1	91	-48
2/1/2019	372	23%	276	5	91	-26
1/1/2019	302	21%	209	6	87	-40
12/1/2018	249	10%	191	8	50	-35
11/1/2018	226	28%	145	1	80	-32
10/1/2018	177	40%	107	0	70	-19
9/1/2018	126	54%	76	0	50	-6
8/1/2018	82	215%	14	20	48	-12
7/1/2018	26	-65%	23	2	1	-51
6/1/2018	74	-23%	64	0	10	-32
5/1/2018	96	48%	56	1	39	-9
4/1/2018	65	35%	43	0	22	-5
3/1/2018	48	85%	26	0	22	0
2/1/2018	26	117%	11	0	15	-1
1/1/2018	12	500%	2	0	10	0
12/1/2017	2		0	0	2	

Definition of Terms:

Unique Passengers: total number of active riders

Unique Continuing: continued from last month

Unique Intermittent: continued from a previous month, but not the last month

Unique New: totally new riders in that month (never rode before the current month)

Discontinuing Passengers: riders riding in the last month, but no longer riding in the current month

Appendix C: Breakdown of Group Home/STRTP Riders, Rides, and Costs

Group Home/STRTP Name	Total Number of Riders	Total Number of Rides	Total Costs
Unknown	5	153	$ 6,882.48
Bourne Incorporated	2	54	$ 8,049.66
Careprovider Children and Family Services	5	359	$ 57,305.84
Children's Homes of Southern Calif—Shoup GH	1	125	$ 15,344.98
Lucile Corp. / Delilu Achievement Home #2	2	202	$ 18,167.85
Dream Catcher Foundation	13	954	$ 57,217.32
Dream Home Care	12	1495	$ 73,435.59
Eggleston Youth Ctr.	1	15	$ 1,147.80
Fleming & Barnes Inc. dba Dimondale Adolescent Care	8	569	$ 34,517.18
Florence Crittenton Svcs of Orange County Inc. dba Crittenton Svcs For Children & Families	1	33	$ 4,238.13
Fred Jefferson Memorial Home - Compton House	1	198	$ 10,760.04
Hathaway-Sycamores Child & Family Svcs.	2	55	$ 3,840.78
Heritage Group Homes, Inc	10	1,029	$ 60,283.73
Hillsides Home for Children/Main Campus	3	25	$ 1,765.93
Los Angeles Youth Network	5	235	$ 22,921.37
Luvlee's Residential Care / New Dawn Emancipation Corporate / Site	1	2	$ 87.25
Mary's Shelter Dependent Program dba Mary's Path / Main House	1	3	$ 636.04
Maryvale	23	1,538	$ 105,808.42
Murrell's Farm Boys Home / Murrell's East	1	174	$ 8,980.90
New Concept Group Home	2	199	$ 13,539.92
Orange County Children's Foundation / Harbor City Children Foundation	1	6	$ 224.33
Penny Lane	1	67	$ 2,903.52
South Bay Bright Future Youth Center	2	61	$ 2,965.12
St. Anne's Maternity Home / St. Anne's Residential Program	3	226	$ 14,345.71
Victor Treatment Centers	5	240	$ 20,065.29
Vista Del Mar/ Main Campus	8	199	$ 17,078.69
Wayfinder Family Services	4	139	$ 15,974.46

West Covina FFA dba Homes of Hope / Casa Esperanza Treatment Center	2	58	$	7,636.01
Grand Total	**125**	**8,413**		**$ 586,124.34**

Appendix D: Youth Vignette

Melody is an 18-year old youth who has not had much stability at school. Since her freshman year, she has attended four high schools and found it very hard to trust others or make connections due to a lack of stability.

Through the Foster Youth School Stability Transportation pilot, Melody was able to attend her school of origin through private vendor rides when she changed placements. Melody says that staying in her school of origin allowed her to make more friends, "be the old her," and made her excited to attend school. She also liked her experience with the private vendor and found the drivers very friendly.

Because of her previous school instability, Melody had to work twice as hard her senior year to make up previous class credits. Through the private vendor, Melody was able to get rides to school as early as 7:00 a.m. or stay as late as 4:30 p.m. to take credit-recovery classes, which allowed her to graduate on time.

When Melody graduated, she was the recipient of multiple accolades, including the Principal Award, Honors, and Citizenship Award. Melody said being able to attend her school of origin gave her a little bit of hope and made her life easier. In July 2019, she will have finished her first year of college.

Appendix E: Youth Vignette

I've been in the system for well over 10 years and this past school year was my first year using HopSkipDrive. It was a lovely experience meeting kind drivers that put safety first for their riders. They made sure I was on time to class every day my junior year, even my 7:00 a.m. classes.

Great conversations started the day as well as ended the day. I had a lot of frequent drivers that I began to grow a bond with. It helped me get back and forth to school in the safest way possible.

—Provided on 07/08/19 by S.H., age 17