

enhance the quality of life for families and children. ACT is currently housed in the City's Administration for Children's Services.

Assessing Secondary Prevention of Foster Care—In 1980, with funding from the federal Administration on Children and Families, Office of Human Development Services, New York City contracted with WRI to study the effectiveness and cost of preventive services designed to prevent or reduce children's need for foster care. In 1981-82, WRI analyzed the program proposals and performance of the 61 agencies that provided preventive services under contract to the City's Human Resources Administration. We examined nearly 200 characteristics related to budgets, caseloads, services, and staffing to identify significant correlations between program characteristics, per-case costs, and case outcomes.

Audiovisual Presentation on the New York State Central Register on Child Abuse and Neglect—In 1986, WRI produced a 10-minute slide-tape presentation to publicize the purpose and operation of New York State's central office for the reporting of child abuse and neglect. Aimed both at the general public and "mandated reporters," the presentation was designed to explain the State Central Register, encourage use of the State's hotline for reporting suspected abuse or neglect, and reduce the number of inappropriate reports. First Lady Matilda Cuomo narrated the presentation's introduction and conclusion.

Bibliography of Innovative Program Models—In 1999, WRI conducted research into innovative model programs in foster care, adoption, and preventive services. This work resulted in an annotated bibliography and a list of national and state resources and organizations. The bibliography was requested for use by county directors of services in New York State.

Case Record Review: Atlanta—In 2003, WRI assisted Children's Rights, Inc. in its review of records of foster care cases in two Atlanta Counties, Fulton and DeKalb. WRI edited and formatted the instrument used by case readers, assisted with the recruitment and hiring of case readers and supervisors, and coordinated the case reading process.

Case Record Review: Philadelphia—In 1996-97, WRI assisted Children's Rights, Inc. in its review of records of child welfare cases in the City of Philadelphia. WRI edited and formatted the instrument used by case readers, assisted with the recruitment and hiring of case readers and supervisors, and coordinated the case reading process.

Case Record Review Instrument: Florida—In 2001, WRI completed the development and design of a case record review instrument to collect information from the Florida Department of Children and Families. The goal of the project was to obtain information about the supervision and management of foster care throughout the state. WRI provided this technical assistance for Children's Rights, Inc.

Challenges & Solutions Newsletter—To inform the public and child welfare stakeholders on current initiatives that promote permanency for children, OCFS is disseminating a newsletter electronically statewide. WRI writes and designs *Challenges & Solutions*, a quarterly newsletter that highlights state and local initiatives and announces upcoming conferences and events.

Child Protective Services Field Operations Manual—In 1992, with funding from the State Department of Social Services, WRI developed a policies and procedures manual for child protective caseworkers in New York City. WRI worked closely with staff of the Child Welfare Administration to produce a manual that meets the needs of workers for information and guidance in their day-to-day work. Topics include intake and assessment, services, protective removal,

legal activities, documentation, and case closing. Appendices include forms, protocols, resources, and other helpful materials.

Child Protective Services in New York City: An Analysis of Case Management—In 1979, WRI reviewed cases and interviewed staff in order to analyze the effectiveness of the case management process of New York City’s Protective Services. The project resulted in recommendations regarding the steps of the case management process, the decision-making process, forms for documentation and monitoring, development of screening units to validate suspicion, special units to handle court proceedings, staff training and qualifications, and local planning for child protective services.

Child Protective Services Manual Series—In 1980, on behalf of the State Department of Social Services, WRI developed documents to increase the level of standardization and coordination throughout the child protective services system in New York State. Major project activities included the design and development of the comprehensive *New York State Child Protective Services Manual Series*. These documents outlined operating procedures for the primary individuals and organizations involved in reporting or responding to an incident of child abuse or maltreatment.

Child Welfare Financing Training—WRI provided logistical support to the New York State Office of Children and Family Services for a series of six training sessions around the state on “Improving Child Welfare Services: Implementing Child Welfare Finance and the Child and Family Service Review (CFSR) Program Improvement Plan.” WRI obtained the training sites, designed and ordered the necessary materials, and coordinated the registration process. The sessions were held in Albany, Buffalo, Syracuse, Rochester, Poughkeepsie, and New York City throughout the month of October 2002.

Child Welfare Seminars—In 1988, WRI assisted Fordham University’s Graduate School of Social Service in conducting three seminars for a select audience of 300 individuals with a major interest in child welfare. The “hypotheticals” explored child welfare dilemmas regarding issues like ethnic and religious matching, child protection and the criminal justice perspective, and children’s rights in foster care. Our assistance included support in selecting topics, moderators and panelists, and communicating with the target audience.

Child Welfare Training and Technical Assistance—The Child Welfare Reform Act (CWRA) and federal Adoption and Safe Families Act (ASFA) required that the New York State Office of Children and Family Services develop and implement standards for child welfare practice. This project seeks to reduce barriers to permanency planning for children in out-of-home care. Through training and technical assistance, caseworkers, supervisors, attorneys, and administrators develop the knowledge, skills, and abilities to overcome local barriers to permanency. WRI coordinates and manages the training and technical assistance and develops materials for use in training.

Community Profiles for New York City’s Administration for Children’s Services—In 1998, WRI assisted the Administration for Children’s Services in database development and programming to produce community profiles on all five boroughs for use by the Office of Community Planning and Development.

Congregate Care Child Care Manual—In 1999, WRI assisted the New York City Administration for Children’s Services in the development and production of a manual for child care and social work staff working in ACS congregate care facilities. The manual covers aspects

of daily life and policy such as confidentiality, transportation, education, recreation, behavior management, and supervision.

Curriculum for Foster Care Caseworkers—WRI worked with St. Christopher-Ottilie Services for Children and Families (now SCO Family of Services) to develop a training curriculum for caseworkers in foster care, completed in early 2001. Part of the Families Together Project, the curriculum covers early engagement of families when a child is placed in foster care and the use of Service Plan Reviews and Family Group Conferences. This is a skill-based curriculum to enhance casework practice in working with families to achieve permanency for children placed in foster care.

Decision Making in the Management of Child Abuse Cases—To develop a better understanding of how professionals make decisions in managing child abuse cases, the Ministry of Community and Social Services (MCSS) in the Province of Ontario, Canada, contracted with WRI in 1983 to conduct an extensive literature review on decision-making research. The major objectives of the study were to provide MCSS with (1) a thorough and clear state-of-the-art knowledge of various approaches and techniques used in the study of decision making, and (2) detailed study guidelines for conducting research in child abuse decision making in Ontario.

Desk Aids for New York City’s Caseworkers—WRI developed and produced a desk aid on family conferences and updated existing desk aids for use by staff in all five borough offices of the City’s Administration for Children’s Services in 2002. The desk aids present information on placement, investigation, Instant Response Team (IRT) protocol, and information and referral. The desk aids are one-page colored laminated sheets that present information in a concise, accessible format.

Desk Aids for St. Christopher-Ottilie Services for Children and Families—In 1999, WRI completed development and production of desk aids on placement in foster care, information and referral addresses and telephone numbers, and a guide to levels of care. These materials were developed to guide caseworkers and supervisors in their day-to-day work at St. Christopher-Ottilie (now SCO Family of Services).

Directors of Services Forum Literature Search—WRI conducted a search for articles on four aspects of the child welfare system: organizational growth and development; supervision of supervisors; casework practice and child welfare outcomes; and management for child safety. The articles were distributed at the November 2006 conference for LDSS directors of services at the White Eagle Conference Center in Hamilton, NY.

Directory of Community-Based Family and Child Caring Agencies and Local Directors of Services in New York State—The directory lists the member agencies of the Council of Family and Child Caring Agencies (COFCCA) and directors of services of local departments of social services. Each listing includes the agency name, address, telephone and fax numbers, name of executive director or director of services, and e-mail address. WRI obtained the information and designed the directory for the New York State Office of Children and Family Services.

Eligibility Manual for Child Welfare Programs—In 2002–03, WRI assisted the New York State Office of Children and Family Services in developing a manual for workers across the state responsible for documenting eligibility for child welfare programs—Title IV-E, TANF-EAF, Title XX Below 200% of Poverty, and Medicaid. The manual includes forms, checklists, and reference materials.

Evaluation of Court-Appointed Volunteers in New York State—With funding from the Edna McConnell Clark Foundation in 1987, WRI studied the use of court-appointed volunteers in foster care court proceedings, analyzed their role, and assessed their effectiveness and future potential. The study included an examination of background material as well as current practices and developed recommendations with respect to policy, administration, and legislation.

Evaluation of Special Needs Adoption Training—In 1996–97, WRI worked with the Puerto Rican Association for Community Affairs in New York City to document the impact of special needs adoption training provided to PRACA staff by Spaulding for Children. WRI developed the participant questionnaires for both immediate and long-term feedback and conducted interviews with administrators and caseworkers. This project was funded by the U.S. Department of Health and Human Services.

Evaluation of the Child Abuse Prevention Act—In 1985, New York State passed the Child Abuse Prevention Act (CAPA) to protect children from abuse and maltreatment when they are in care away from their homes. The New York State Council on Children and Families contracted with WRI to conduct a 30-month study of the implementation and effectiveness of the act. The goals of this evaluation were (1) to determine whether the new standards and procedures have had a positive impact on the reporting, investigation, prevention, and remediation of child abuse and maltreatment in residential settings, and (2) to make recommendations regarding the protection of children from abuse and neglect, including the advisability of extending the act to additional out-of-home settings. The evaluation was completed in 1989.

Evaluation of the Child Welfare Reform Act—New York State’s Child Welfare Reform Act of 1979 mandated the provision of preventive services enabling children at risk of foster care to remain with their families or to return home if already in foster care. The legislation gave the State Division of the Budget (DOB) responsibility for the evaluation of the act’s implementation and effectiveness. WRI contracted with DOB to evaluate the efficacy and cost-effectiveness of child welfare services, management systems, staff training, reimbursement procedures, sanctions, and other measures mandated by the act.

WRI’s evaluation of planning and implementation activities was described in an “interim” report submitted by the Division of the Budget to the Governor and the Legislature in September 1982. A final evaluation report on the programmatic and fiscal impacts and effectiveness of the child welfare reforms was submitted in late 1985.

Evaluation of the Child Support Warrants Demonstration Project—In 1977, the New York State Office of Child Support Enforcement (OCSE) initiated a 12-month demonstration project to determine whether vigorous enforcement of warrants would significantly increase the recovery of child support payments. The project established a task force to execute selected Title IV-D related support warrants in two boroughs of New York City (Brooklyn and Queens) and to compare the results of the effort with the results of ordinary enforcement procedures in two control sites (Manhattan and the Bronx). WRI contracted to provide training and technical assistance to OCSE staff and monitor and evaluate the work of the task force.

Evaluation of the Families Together Project—In early 2001, WRI completed its evaluation of the Families Together Project, conducted at St. Christopher-Ottolie Services for Children and Families (now SCO Family of Services). This three-year initiative funded by the federal Administration on Children, Youth and Families had several objectives related to empowering families to take responsibility for their own service plans, speeding family reunification for children and youth who are likely to return to their parents or relatives, expediting the choice of

adoption or guardianship as a permanency planning goal for children who are least likely to return home, and other related issues. The use of Concurrent Permanency Planning and Family Group Conferencing as methods of practice was stressed and evaluated for replication by other agencies.

Evaluation of the New York State Adoption Exchange—When a photo-listing of New York State children available for adoption was mandated in July 1975, the State Department of Social Services contracted with WRI to study the factors that would determine the success of such a system. Project objectives included assessment of adoption workers experiences, agencies' use of computer-generated referrals, citizen groups' complaints about the exchange, and other states exchanges or listing services. The Adoption Exchange's in-office procedures were also observed and evaluated.

Evaluation of the Test of Regional Planning for Adoption—In 1978, WRI participated with Parsons Child and Family Center and 23 public and voluntary adoption agencies in a 17-county area of New York State in the development of this project. The agencies sought to demonstrate that the services and programs needed to achieve adoption of "hard to place" children could be provided through a regional approach among adoption agencies, sharing recruitment and placement goals, and pooling and matching available families and available children. The WRI evaluation found the staff training sessions, videotape presentations of children, and active recruitment of potential parents especially effective in achieving adoptions.

Familial Foster Care: Use of Extended-Family Members for Foster Family Placements—The Puerto Rican Association of Community Affairs (PRACA) in New York City, conducted a two-year demonstration project in the early 1980s to encourage the placement of children with extended family members as a means of reducing the length of time that children stay in foster care. As monitor and evaluator of the project, WRI sought to clarify the nature of the support provided by Hispanic extended family members and the ways in which this support relates to agency foster care and preventive services. Among the significant findings was the fact that extended family members frequently need financial and other types of assistance to maintain additional children in their homes for more than a short period.

Family Meeting Materials—In 2005, at the request of the NYS Office of Children and Family Services, WRI researched and reviewed literature and materials for six family engagement models in use around the country. Each model is designed to encourage family members to participate in planning for the future of their children entering foster care. This "tool kit" included procedures, policies, evaluation instruments, sample forms, and training curricula.

Finding Absent Fathers Report—To help the New York State Office of Children and Family Services learn more about how child welfare workers search for absent fathers when a child is placed in foster care, WRI administered a survey on the actions and strategies they use in their attempts to find absent fathers. The final report contains two parts: one on New York City data and one on New York State data. The report was submitted to OCFS in 2004 as information for further planning and action.

Forums on Adoption and Safe Families Act—At the request of the New York State Office of Children and Family Services in 1999, WRI provided technical assistance in arranging for regional forums to train local district and voluntary agency staff on implementation of the federal Adoption and Safe Families Act (ASFA). WRI identified training sites and made arrangements for sessions in Long Island, Manhattan, Albany, Yonkers, Rochester, Buffalo, and Syracuse. WRI

produced participant packets and other conference materials (e.g. name tags, registration posters, markers) and managed the registration process for each forum.

Forums on Title IV-E Court-related Eligibility—WRI was asked to coordinate logistics for six forums in each of the OCFS regions in the fall of 2004. Forums were held in Albany, Rochester, Kingston, Syracuse, Long Island, and New York City. WRI staff made all arrangements to acquire the training sites, accepted registrations, and entered participant information into the STARS electronic system. In addition, staff reproduced informational materials included in the packets for each participant, and provided registration and general on-site assistance at each of the forums.

Foster/Adoptive Parent Recruitment Public Awareness Campaign—To help recruit foster and adoptive parents across New York State, the Office of Children and Family Services initiated a public awareness campaign in 2002 that is still in place. WRI designed a poster and a flyer and wrote and designed an accompanying brochure with information on becoming a foster parent and adopting a child. The theme of the campaign is “A child is waiting...open your heart, open your home.” The materials are available in English and Spanish.

Foster Boarding Home Regulations—At the request of the New York State Office of Children and Family Services, WRI designed and produced the booklet containing Regulations for Certified and Approved Foster Family Boarding Homes and Regulations for Designated Emergency Foster Family Boarding Homes. The initial booklet, printed in 2004, was updated in 2007.

Foster Care/Adoption Services Manual—In 1993, WRI completed a policies and procedures manual for staff working in foster care and adoption. With funds from the State Department of Social Services, WRI developed the manual for staff of New York City’s Child Welfare Administration. The DAFCS manual presents all aspects of placement including how a child is placed, the home study process for certification or approval of foster homes, permanency planning, legal activities, documentation, service provision or referral, and the closing of a case.

Foster Care Management: A Replication of the Oregon Project in New York State—In 1980, to help increase the movement of children out of foster care, WRI developed training materials and a training program focused on intensive caseworker services, permanency planning procedures, and the legal termination of parental rights for caseworkers in Albany, Dutchess, Rensselaer, and Schenectady counties. As a result of improved casework, the number of children who achieved permanent placements was significantly increased in the project counties.

Foster Care Management: Mini-Conferences to Promote the Concept of Permanency Planning—In 1980, with funding from the federal Office of Human Development Services, WRI provided training materials and designed and conducted a series of mini-conferences throughout New York State. The conferences were focused on the fiscal, legislative, and judicial changes needed to implement a statewide policy of permanency planning for foster care children. Attendees at the conferences included public and private agency caseworkers, supervisors, and administrators. Principal speakers included commissioners and directors of federal, state, and local government agencies, as well as heads of child welfare agencies.

Foster Care Team Manual for Allegany County—To assist Allegany County with its foster care program, in 2005 WRI completed a manual for use by caseworkers, supervisors, and foster parents. The manual covers all aspects of foster care from initial placement to discharge. The manual was funded by the New York State Office of Children and Family Services.

Foster Care Manual for St. Christopher-Ottile—In 2000, WRI completed work on a foster care manual for caseworkers and supervisors at St. Christopher-Ottile Services for Children and Families (now SCO Family of Services). WRI staff worked with the agency to develop, write, and design the manual, which addresses key casework activities such as placement in foster care, early assessment and intervention, casework contacts and ongoing assessment, planning for permanency, linking families with services, homefinding, foster parent recruitment and training, and working with children and youth in foster care.

Foster Care Team Manual for Niagara County—To assist Niagara County with its foster care program, in 1999 WRI completed a manual for use by caseworkers, supervisors, and foster parents. WRI worked closely with foster care staff and foster parents to develop content, including addressing the concerns of all parties involved with foster care placement, and to standardize procedures across offices. This project was funded by the New York State Office of Children and Family Services.

Freeing Children for Adoption—In 1978, WRI and the New York State Temporary Commission on Child Welfare cooperated to produce a manual, training materials, and a training program for foster care and adoption caseworkers throughout New York State. The materials and program were intended to increase the effectiveness of caseworkers in working with attorneys, judges, families, and children regarding the legal process of freeing children for adoption.

Guidebook for the Assessment and Treatment of Adolescent Sexual Abusers—In 1998, WRI developed this comprehensive document on assessment and treatment services for adolescent and pre-adolescent sexual abusers in New York State. At the request of the Office of Children and Family Services, WRI conducted research in the field and surveyed 85 providers throughout the state on service modalities, age of clients treated, type of programs offered, geographic regions served, and related topics. The document includes a comprehensive bibliography and lists of relevant state and national organizations. A companion document provides a directory of the 85 providers and grids displaying their services in a convenient format.

Handbook for Parents: Cattaraugus County—In 2008, WRI edited and designed a handbook for parents whose children have been placed in foster care. The purpose of the handbook is to inform parents of their rights and responsibilities, their role in Service Plan Reviews, and to provide guidance on how they can regain custody. The handbook includes forms for parents' use in keeping track of visits and services and identifying relatives who may be resources for their family.

Handbook for Parents: Monroe County—In 1994, WRI edited and designed this handbook addressed to parents whose children are in foster care. Developed by the Monroe County Department of Social Services, the publication is two handbooks in one: the first on foster care itself—what it is, working with the foster parents and caseworkers, visits with the child in care, and preparing for the child's return home—and the second on the Family Court—why foster care involves the court, types of hearings, court orders, and the parent's legal rights.

Handbook for Parents: Tompkins County—This handbook, *When Your Child is in Foster Care*, was written for parents whose children are about to be or have been placed in foster care. The handbook describes different types of placement, explains how children are placed in foster care, and provides information on the rights and responsibilities of parents. With funding from the New York State Office of Children and Family Services, WRI edited, designed, and printed this handbook for Tompkins County Department of Social Services in 2001.

Handbook for Relatives and Friends: Tompkins County—In 1999, WRI edited and designed a handbook for relatives and friends considering providing a home for children needing to be placed outside their own home. The handbook, which contains information on the options available to relatives and friends, was funded by the New York State Office of Children and Family Services for use by Tompkins County staff.

Handbook for Youth in Foster Care— With input from teens in foster care, WRI wrote and designed this handbook for youth ages 14–21 coming into care and already in care in New York State. It gives information on youth rights and responsibilities, legal issues, health, sexual issues, school, work, money, and day-to-day life in foster care. The handbook was funded by the NYS Office of Children and Family Services. Available in Spanish, the handbook was first printed in 2004 and updated in 2007.

Handbook for Youth in Foster Care: Madison and Oneida Counties—In 1997, WRI assisted the Madison County Department of Social Services in the development and production of a handbook for youth from age 11 who are in or about to be placed in foster care. The handbook, was developed with the help of the teens themselves, presents topics on the first day in foster care, how people become foster parents, what happens in court, visiting the birth family, having friends over, smoking, the use of alcohol and drugs, driving, dating, spending money, and similar subjects of interest to teens. A similar handbook was adapted for Oneida County in November 2000. The handbooks were funded by the New York State Department of Social Services.

Having a Voice & a Choice: New York State Handbook for Relatives Raising Children—WRI wrote and designed this handbook for relatives who are raising, or considering raising, children in need of a stable home because their parents are unable to take care of them. The handbook discusses the various options available to relatives so they can make the best decisions for their own situations. The handbook provides information on legal arrangements, financial support and other benefits, health care and health insurance, and issues related to school and education. This was a joint project of the NYS Office of Children and Family Services and the NYS Office of Temporary and Disability Assistance. The handbook was first printed in 2008.

Health Care Coordination for Children in Foster Care—In 2008, WRI was asked to write a white paper on health care coordination for children in foster care. The purpose of the white paper is to outline the lessons learned through the New York State Office of Children and Family Services’ pilot project and to distribute information about viable models for care coordination in NYS foster care settings. The paper is included in an Information Letter (INF) to commissioners and executive directors of agencies around the state.

Health Services Manual for Foster Care Services—Targeted to health care and child welfare staff in agencies across the state, *Working Together: Health Services for Children in Foster Care* provides comprehensive information on health assessments, preventive health care, health care coordination, medication, consent, confidentiality, health care providers, recordkeeping, and payment issues. The manual is based on standards of health care developed by the New York State Office of Children and Family Services and New York State Department of Health; it also draws on guidelines and materials from the American Academy of Pediatrics and the Child Welfare League of America. WRI provided development, editorial, and design support for the first edition printed in 2004 and for the 2009 edition.

Homemaker Services to Prevent Foster Care—Child welfare researchers and administrators agree that families with children at risk of foster care often need concrete services, in addition to financial assistance and counseling, in order to keep their families together. In 1984, WRI

received a grant from the Robert Sterling Clark Foundation to assess the need for homemaker services in New York City, including the utility and availability of such services for at-risk families, and to recommend steps to improve the delivery and effectiveness of such services.

HomeRebuilders Training Conference Materials—Through a contract with the New York State Department of Social Services, WRI provided technical assistance to the HomeRebuilders demonstration project. Six voluntary child caring agencies participated in HomeRebuilders along with the New York City Child Welfare Administration, and the State Department of Social Services. The focus was on consistent, comprehensive family services from foster care placement through aftercare to return children home safely and permanently. In 1994, WRI edited, designed, and produced all materials for a training conference including a program brochure, agenda and presenter materials, signs, and name tags.

ICPC Desk Aid—WRI edited and designed this desk aid for caseworkers on the Interstate Compact on the Placement of Children (ICPC) placement request procedures. The desk aid lists the procedures required to make a request for placement of a child out-of-state or for the return of the child to his or her parents under trial discharge. Requested by the NYS Office of Children and Family Services, the desk aid is laminated and in color. Originally printed in 2005, the desk aid was updated in 2007 and 2008.

Indian Child Welfare Act DVD Program Guide—WRI edited and designed this program guide, written to accompany the training DVD, *The Indian Child Welfare Act: What Caseworkers Need to Know*. The DVD and guide are designed to help supervisors efficiently communicate their expectations and provide their caseworkers with feedback so they can identify Native American children and comply with the Indian Child Welfare Act (ICWA) and New York State notification requirements. The project was funded by the New York State Office of Children and Family Services in 2006.

Institutional Abuse Manual—In 1996, WRI developed a manual of policies and procedures for New York State Department of Social Services investigators of alleged abuse and maltreatment of children in residential care. The goals of the manual are to help achieve greater statewide consistency in the investigative process, including the determination of cases; to help reduce the number of cases overturned in the expungement process; and to improve the rate of success in fair hearings. The ultimate goals are to improve the care and treatment of children in residential care and to improve safety in the facilities.

Integrated County Planning (ICP) Demonstration Project—WRI assisted the New York State Office of Children and Family Services with its efforts to establish an inclusive, integrated county-level planning process focused on improving outcomes for all children, youth, and families. Working with an interagency team, WRI surveyed counties and ten state agencies that address the needs of children and families to obtain information on their planning process and requirements. The final report describing survey results was written by WRI and used in a Planners Forum convened in October 2001 to work toward an integrated planning process.

Intensive Home-Based Services Project—WRI coordinated the efforts of a public-private coalition to implement a model preventive services program in New York City. A new branch of Homebuilders, an innovative program developed in Seattle, Washington, the model program features intensive casework provided in times of crisis. Caseworkers make frequent visits to client families in their homes and use a variety of therapeutic techniques to help family members recognize their problems, make decisions, and resolve conflicts. In 1989, WRI directed efforts to replicate the model throughout New York City. This project involved the cooperation of the Edna

McConnell Clark Foundation, the New York State Department of Social Services, four New York City agencies, and Bank Street College, as well as WRI.

Managed Care in Child Welfare Services—In 1999, WRI conducted research into issues and practices related to managed care approaches in child welfare services. At the request of the Office of Children and Family Services, WRI explored the effectiveness of managed care approaches within New York State and, where relevant, in other states. Research included the effect of the new welfare reform legislation on programs, practices, and financing of services.

Management Alternatives in Child Abuse and Neglect—In 1988, WRI conducted a review of child protective services in Albany County with particular emphasis on issues related to the recruitment, development, and retention of protective workers. The study concluded by making practical recommendations to improve personnel/management within the unit.

Mid-Hudson Regional Legal Conference—The conference, “Working for Permanency: The Family Court and the Department of Social Services,” brought together Family Court judges, law guardians, and social services professionals from the seven districts of the Mid-Hudson region in order to better implement permanency planning for children under the goals of New York State’s Child Welfare Reform Act. WRI assisted in coordinating the event which took place in April 1988 at the Mohonk Mountain House in New Paltz, New York. WRI also produced a summary of the conference proceedings.

Model Budgets for Child Care Agencies—Under a subcontract to Arthur Young and Company, in 1982 WRI assisted the New York State Division of the Budget in developing and implementing methodologies to control state and local expenditures for human services. Specifically, this project was intended to help the Department of Social Services and the State Education Department, respectively, to establish rates and levels of reimbursement for foster care institutions and schools for the handicapped. The budget guidelines that WRI developed were related to (1) children’s need for, and the nature of, services provided and (2) the requirements of the Education for All Handicapped Children Act (PL 94-142), the Adoption Assistance and Child Welfare Act of 1980 (PL 96-272), and New York State’s Child Welfare Reform Act of 1979.

Model State Adoption Payment System Program—With funding from HEW and the Edna McConnell Clark Foundation in 1976, WRI developed a unique system for determining the cost of each major step along the continuum of adoption, from identifying a child for whom adoption is appropriate to providing supportive services to the adoptive family for up to a year following finalization. By enabling adoption agencies to report precise information on the services, and costs, required for a successful adoption, the Model State Adoption Payment System (MAPS) made it easier for agencies to obtain adequate reimbursement for those costs. The MAPS system was pilot-tested in the states of North Carolina, South Carolina, Minnesota, and New York. Regional conferences/workshops were held in Los Angeles, Atlanta, Minneapolis, and Washington, D.C.

National Study of Independent Living—WRI and the Legal Action Center for the Homeless, with the cooperation of the Metropolitan Studies Program of New York University, conducted this national study to fill an information gap on the role of government and public child welfare agencies when children are discharged to independent living. Project staff surveyed state laws, policies, and programs for youth after they leave foster care and identified states that have neglected this population. Two surveys were used: The first was a legal survey of the children’s services and juvenile justice codes of the 50 states and the District of Columbia that were operative in 1988. The second was a survey of the public child welfare agencies in the 50 states

and the District of Columbia conducted during the first half of 1988. The project was supported by a grant from the Edna McConnell Clark Foundation.

New York City Foster Parent’s Guide to Adoption—WRI edited and designed this guide for foster parents in New York City who wish to adopt the children in their care. The guide explains the adoption process, including agency approval, adoption subsidy, and legal issues. It provides tips and encouragement and also lists agencies that provide post-adoption services. The guide was originally published in 1995 and has been updated four times; the most recent edition is dated January 2007. Available in Spanish, the guide is funded by the New York State Office of Children and Family Services.

New York State Foster Parent’s Guide to Adoption—WRI edited and designed this guide for foster parents statewide who wish to adopt the children in their care. The guide explains the adoption process, including agency approval, adoption subsidy, and legal issues. It provides tips and encouragement and also provides resources for more information. Originally published in 2002, the guide was updated in January 2007. Available in Spanish, the guide is funded by the New York State Office of Children and Family Services.

New York State Foster Parent Manual—WRI wrote and designed this manual for foster parents throughout New York State. The manual presents useful information reflecting current policy, regulations, and practices in foster care. It includes guidance on issues like discipline, health care, working as a team with birth parents and caseworkers, and day-to-day life with foster children. The manual was originally published in 2002 and updated in 2003; the most recent edition is dated January 2007. Available in Spanish, the manual is funded by the New York State Office of Children and Family Services.

New York State Study of Children in Foster Care—In 1977, to provide New York State program planners with a comprehensive view of the statewide foster care system, WRI supplemented a previously completed New York City study with research on upstate children in foster care. Among project findings were the facts that the mean length of time in foster care was between 4.5 and 5.5 years; that about seven percent of the children in foster care could have remained at home if supportive services had been provided; and that between 26 and 38 percent of the children should have been placed in adoptive homes.

Overview: OCFS Bureau of Training—In 2007, WRI edited and designed this 25-page booklet describing the training programs and initiatives of the Bureau of Training in the New York State Office of Children and Family Services.

Permanency Planning Guide—WRI assisted the New York City Administration for Children’s Services in developing a guide to permanency planning. The guide included an overview of the Adoption and Safe Families Act of 1997, an explanation of concurrent planning, and casework tools for assessing progress, making diligent efforts, and other aspects of working with families for permanency.

Planning for Children to Effect Permanence—To improve the capability of its Children’s Services unit to implement a positive, permanent plan for each child entrusted to its care, the Erie County Department of Social Services contracted with WRI to initiate a foster care review procedure for designing service plans for each child in foster care. The 1979 project also established a case-monitoring process for reviewing the service plans of each child in foster care on a continuing basis.

Preventive Trends Newsletter—WRI wrote, designed, and printed *Preventive Trends*, the child welfare newsletter of the New York State Department of Social Services, for seven years. The newsletter covered developments in child abuse and neglect, foster care and adoption, and domestic violence. It was published quarterly until August 1993, with approximately 4,000 copies of each issue distributed statewide.

Proposals to Provide Child Welfare Services in the Bronx—In 1998, WRI assisted the Puerto Rican Association for Community Affairs (PRACA) in submitting two extensive proposals to the New York City Administration for Children’s Services (ACS) to provide preventive and foster care services in the Bronx. Based on the Family to Family concept, with stress placed on the clustering of services as a way of supporting families in their community and preventing long-term foster care, the ACS RFP required agencies to present their plans for fulfilling the model within the Bronx. WRI provided development, editorial, and production assistance.

Public Awareness Program on Child Abuse and Neglect—In cooperation with the New York State Department of Social Services, in 1979 WRI developed an intensive public awareness program throughout New York State that incorporated public education materials produced by the National Center on Child Abuse and Neglect (posters, newspaper/magazine advertisements, television/radio spots) into a locally based statewide information effort. WRI also monitored and assessed the program’s effectiveness with an eye to replication in other states.

Quality Enhancement Fund—WRI provided administrative support to the Quality Enhancement Fund for two years, from 2005 to 2007. This fund supported efforts at the county level to address issues identified in the federal Child and Family Services Review Program Improvement Plan. For example, local districts and agencies were encouraged to enhance their Family Meeting process—a child-centered, family-focused child welfare practice—as a way to achieve better outcomes for children and families.

Research Study in Adoption Manpower—This 1976 project was developed to gather data from all New York State adoption agencies regarding the statewide work force in adoption services. In cooperation with the New York State Department of Social Services, the New York State Board of Social Welfare, and the State’s Temporary Commission on Child Welfare, WRI sought information about potential barriers to adoption and effective service delivery.

Residential Care in New York State 2006 and Beyond—WRI was asked to write this white paper to spark dialogue on the concepts, ideals, and direction of residential treatment in New York State. The paper was directed at stakeholders that provide residential treatment to youth in foster care and those that purchase residential treatment services. Topics include a profile of youth entering residential care, the need for services, current approaches to treatment, and options when youth leave residential care.

SAFE Team Brochure—In 2001, WRI edited and designed a brochure on the SAFE Team for Chautauqua County Department of Social Services. The SAFE (Strong Alliances for Family Empowerment) Team is a group of CPS workers who are assigned to a family in a child protective case. WRI also provided digital files so that the county can update and print the brochure as needed.

Safety Factors Pocket Guide—In 2008, WRI designed a pocket guide listing safety factors for a child and family. The pocket guide was designed as a convenient, portable tool for caseworkers assessing the safety of children in their homes. WRI arranged for printing and distribution to all child welfare staff (district, contract foster care agency, and congregate care agency staff) in New

York State.

Sarah and Roy’s Activity Book—*Sarah and Roy’s Activity Book About Their Journey to a Foster Home* is an interactive coloring/activity storybook about two young children on their way to a foster home. Designed to be used by caseworkers, therapists, and others involved with children at the time of placement, the book covers all aspects of leaving the birth home and adjusting to foster care. The goal is to help minimize the trauma of foster care placement. The packet also includes an activity book entitled *My Own Story* which is designed for children who have been placed in foster care to use with adult supervision. The goal of this book is to help children clarify and document their own experiences. WRI edited, designed, and printed the materials, developed for the Onondaga County Department of Social Services in 1994.

Services for Adolescent Girls Discharged from New York City Foster Care—Recidivism in foster care has focused attention on the need for more than casual follow-up on children who are discharged from foster care. In 1988, in cooperation with New York City’s Special Services for Children, WRI examined issues related to discharge planning and service provision for adolescent girls who return to their birth families from foster care. The project was funded by the Foundation for Child Development, the New York Community Trust, and Morgan Guaranty Trust.

Sibling Placement White Paper—In 2007, WRI wrote a white paper addressing the issues of sibling placement and visits in foster care and adoption. Issued in June 2007 as a practice guidance paper by the New York State Office of Children and Family Services, it emphasizes the importance of the sibling bond to children’s development and emotional well-being. The paper examines the research on the issues, describes other states’ policies, and presents recommendations for practice. The voices of youth in foster care are heard throughout the paper; Youth in Progress, the state’s Foster Care Youth Leadership Team, provided information about their experiences with sibling placement and visits.

Special Delivery Newsletter—WRI edited, designed, and produced this quarterly newsletter for foster and adoptive families and children and the programs that serve them throughout New York State. Developed for the New York State Department of Social Services during 1994, *Special Delivery* served as a vehicle for children and parents to tell their unique stories; a focus on waiting children, in particular, provided an opportunity to make their availability known. The newsletter also gave information about current developments in child welfare.

Special Immigrant Juvenile Status Guidance Paper—In 2008, WRI was asked to write a paper as part of an Administrative Directive (ADM) on Special Immigrant Juvenile Status (SIJS) for the New York State Office of Children and Family Services. The purpose of the ADM is to provide guidance to local departments of social services and child welfare agencies in New York State on identifying and assisting youth to obtain the status. SIJS enables immigrant youth in foster care to become lawful permanent residents and obtain a green card.

Supervision Initiative—As part of the Program Improvement Plan submitted by the New York State Office of Children and Family Services to the federal government, WRI wrote meeting minutes and a final report with recommendations on casework supervision. During 2004, a statewide workgroup of managers from local departments of social services examined the current state of supervision (including underlying conditions that affect performance) and developed a set of recommendations to improve supervision and, ultimately, outcomes for children and families. The report is entitled “Achieving Child Welfare Outcomes Through Enhanced Supervision.”

Supervisor’s Guide to Assessing Practice—In 2005, WRI edited and designed this guide to help

supervisors assess a caseworker's practice in four domains: the caseworker relationship, assessment, change, and safety throughout the life of the case. The guide includes protocols for a basic and an enhanced practice assessment as well as an observations and feedback tool. The guide was developed for the New York State Office of Children and Family Services.

Symposium on Child Welfare Reform—Eight years after passage of the New York State Child Welfare Reform Act, many leaders in the field felt a need to re-examine the state's child welfare system. In September 1987, with funding from the Edna McConnell Clark Foundation, WRI planned and coordinated a three-day symposium on child welfare reform for selected legislators, policy makers, state and municipal agency administrators, Family Court judges, voluntary agency directors, and advocates. At the symposium's conclusion, the participants issued recommendations in such areas as the adequacy of services, strategies for dealing with staff turnover, the recruitment of foster parents, the role of Family Court, and voluntary agencies accountability.

Technical Assistance to Puerto Rican Association for Community Affairs—In 2000, WRI assisted the Puerto Rican Association for Community Affairs (PRACA) in New York City by documenting National Planning Committee meetings for a proposed Institute for Applied Research and assisting in proposal development. This project was funded by the Ford Foundation.

Voluntary Agency Licensing Manual—In 2008, WRI edited, designed, and printed the statewide Voluntary Agency Licensing Manual for agencies providing residential care programs for children in New York State. All such agencies must be incorporated and are subject to New York State Office of Children and Family Services (OCFS) supervision, inspection, and regulation. It is the purpose of the manual to clearly set forth the statutory and regulatory requirements and to establish a consistent, uniform administrative procedure for processing of both OCFS approvals of certificates of incorporation and OCFS issuance of operating certificates. WRI first provided this support in 2003.

Day Care

Comprehensive Analysis of the New York State Day Care Services Program System—In 1977, WRI conducted a three-month evaluation of day care services to provide the State Department of Social Services with baseline information on this service program. Through the use of mailed questionnaires and face-to-face interviews, the project team was able to establish baseline statistics which, in turn, were useful for developing consistent licensing and reimbursement standards across the state.

Day Care Management Improvement Project—In cooperation with the Nassau County Department of Social Services, WRI developed improved procedures and materials for the financial management of day care systems and developed a comprehensive financial management model for day care. The 1978 project included analysis and review of the day care system in Nassau County. A manual accounting and management system was implemented on a demonstration basis, and an automated system for processing all the steps required to place a child in day care was designed.

Day Care Management Improvement Transfer Project—On the basis of previous interstate cooperation in developing management materials and procedures in the course of the State Day Care Management project, WRI was granted funds from the U.S. Department of Health, Education, and Welfare to participate in a multistate, multiagency effort to facilitate the transfer of day care management technologies to other states. As part of this project, WRI also evaluated the states' utilization of the products.

Double-Entry Bookkeeping for the USDA Child Care Food Programs—In 1983, WRI assisted New York City's Agency for Child Development (ACD) in developing a double-entry accounting system for its U.S. Department of Agriculture (USDA) program to provide nutritious meals for children to be used in 350 day care centers under contract with ACD. For this project, In addition, WRI provided training in the double-entry system to the bookkeepers of each day care center.

Evaluation of the FACSA/Teen LYFE Program—The New York City Board of Education established day care centers in several high schools to enable teen mothers to finish their education and avoid a future of long-term welfare dependency. These centers operated as part of the FACSA (Family and Children's Services Agency) Teen LYFE (Living for the Young Family through Education) program. WRI examined the program's strengths and weaknesses to determine the advisability of expansion and/or revision. Our evaluation, which was funded by the Robert Sterling Clark Foundation, was based on visits to 12 program sites with day care centers and interviews with 75 mothers who participated in the program in 1984-85.

Materials to Improve Day Care Management—In 1979, to enable day care agencies to implement more efficient systems and procedures, WRI developed materials for training caseworkers, supervisors, and administrators in Nassau County, New York. The materials and training program were designed to improve the management capabilities of department staff and to strengthen the administration of day care services on a county-wide basis. Specific areas of attention included management of provider agreements, claims reimbursement, certification, and monitoring.

Measuring the Skills of Day Care Center Bookkeepers—Under contract to the Agency for Child Development in New York City, WRI developed test instruments to assess the skills and

knowledge of day care center bookkeepers and to screen applicants for center bookkeeping positions. The instruments were tested for validity and reliability and were revised before final implementation in 1983.

New York City Day Care Center Fiscal Management Materials Development and Training Program—Based on previous projects conducted in day care management, WRI developed comprehensive materials to implement a training program for day care center directors and bookkeepers. The materials and the training were focused primarily on information and materials related to the implementation of standardized fiscal management techniques and maintenance of such a system.

On-Site Day Care: Research, Model Development, and Evaluation—In the interest of improving the working environment for state employees, New York State’s Joint Labor-Management Committee on the Work Environment and Productivity contracted with WRI to examine the experiences of employer-sponsored on-site day care centers in the United States and abroad. In 1980, WRI conducted a comprehensive study of such centers, developed and compared four models of employer-sponsored day care, and developed a feasibility study/guidelines for employers interested in establishing on-site day care centers.

WRI then developed an evaluation model, in cooperation with the Children’s Place at the Plaza, a model day care center established for state employees in Albany. Project staff developed an evaluation design and questionnaires that could be used to measure achievement and cost-effectiveness of program/curriculum objectives.

Program Analysis for the Consortium for Worker Education—In 1998, WRI completed its analysis of the first year of activity of the Satellite Day Care Program, created by the NYS Legislature to support New York City’s welfare reform initiatives. The Consortium for Worker Education (CWE) received funding to implement the model, which was designed to expand employment and career opportunities for low-income people and increase high quality child care in areas of the city where it was most needed. CWE, with the help of the New York City Human Resources Administration, developed the program in collaboration with many partners, including state and city public agencies and nonprofit voluntary agencies.

State Day Care Management Model—WRI developed training materials and provided technical assistance on the model in New York, Florida, and Maine. The training materials and the technical assistance were each focused on the integrated day care management system, which was developed in cooperation with the three-state consortium and Reap Associates. Manuals on client management, claims reimbursement, and planning evaluation were published and disseminated at a national conference in St. Petersburg, Florida in 1977.

Statewide Assessment of Family Day Care—In 1977, to provide New York State with information on family day care, WRI collected data in three categories: county and agency operation, providers, and clients. Project findings focused on such areas as the organizational structures used for providing family day care, manpower and other costs, and supportive services provided by agencies.

Study of Child Care Needs on New York’s Upper East Side—In 1979, on behalf of the Stanley Isaacs Neighborhood Center, located on East 93rd Street in Manhattan, WRI examined the needs for and availability of child care services, particularly nursery schools, for children in the neighborhood between 96th and 86th Streets, Third Avenue, and the East River. Based on the findings that the area was generally well supplied with child care and nursery school programs,

and in light of the findings related to demographics, WRI recommended that the center consider several alternatives to a nursery school program.

Technical Assistance in Demonstrating Alternative Models for Day Care—To demonstrate that quality day care services could be provided to publicly sponsored children for less than current cost, in 1979 the New York State Department of Social Services contracted with the New York City Day Care Action Coalition (CDCAC) to conduct a demonstration project with that objective. To assess the attainment of this goal, WRI provided technical assistance to implement cost analysis, budgeting, and fiscal evaluation of the CDCAC demonstration.

Unemployed Day Care Recipients—The objective of this research in 1977 was to provide information about unemployed heads of households who used day care services. Data were gathered in New York City and included baseline information collected on 683 clients, all members of the targeted population within 28 selected day care centers. An in-depth analysis was conducted on 170 day care users. The analysis of employment data, training data, family characteristics, and family and child data was focused mainly on information about employment efforts and training programs.

U.S. Air Force Child Care Project—Among its services for personnel and dependents, in this country and abroad, the U.S. Air Force provides virtually 24-hour care for children, from infancy through school age. The scope and flexibility of this program, which allows parents to leave a child on a regular basis or for occasional “babysitting,” results in a complex service structure and uncertain cost projections. To alleviate these problems, in 1983 WRI designed a cost analysis and fee-setting system, along with accompanying forms, for use by Air Force child care centers and preschool programs. WRI trained day care directors and other administrative staff, as well as child care specialists at the command and headquarters levels, in the system’s procedures and forms, and pretested the system in five Air Force bases across the country.

Education/Literacy

Assessment of the Gannett Foundation’s Literacy Challenge Grants—In 1992, WRI completed an assessment of the Gannett Foundation’s adult literacy initiatives which took place over three years in 20 states and Puerto Rico. The emphasis was on identifying and documenting best practices among grantees. Upon completion of site visits and file reviews, WRI produced three documents: a comprehensive description of programs and activities; a catalog of all products; and an analysis of the states efforts including a review of literacy issues.

City Family/La Familia de la Ciudad—In 1992, WRI received a grant from the Morgan Guaranty Trust Company of New York Charitable Trust to support the printing of 10,000 copies (5,000 in English; 5,000 in Spanish) of this magazine targeted to low-income women with low-level reading skills. The magazine was distributed through the City’s “waiting rooms” such as those of the Health and Hospitals Corporation, immigrant offices, and private hospitals and clinics.

Training Material on Instructional Leadership—WRI developed a viewer’s guide, presenter’s guide, and trainer’s guide to accompany the showing of a videotape on Instructional Leadership produced by the State Education Department for its Schools That Work program in 1992. The curriculum explored the variables necessary for a “school that works” including mission, teamwork, self-esteem, communication, school climate, and striving for achievement.

Workplace Literacy Programs—WRI researched and compiled two reports on workplace literacy programming for the New York State Governor’s Office of Employee Relations and the Civil Service Employees Association in the 1990’s. One was a review of assessment instruments used in workplace literacy programs, and the other was a directory of potential funding sources for workplace literacy initiatives.

Employment/Job Training/Income Support

Advanced Human Resource Development Program—In the 1980's, WRI's Labor-Management Institute contracted with the Governor's Office of Employee Relations to coordinate and administer a program of advanced training for supervisors in New York State agencies who were represented by the Civil Service Employees Association. The training program—Advanced Human Resource Development—consisted of eight courses provided over a three-day period. Originally developed by the Rockefeller College of Public Affairs, the curriculum covered such skills as logical problem solving, time and stress management, the use and delegation of authority, communication, team building, and analyzing written and numerical information.

Assessment of Personnel Attitudes Toward Employment at Green Haven Correctional Facility—To address the high rate of employee turnover and apparent dissatisfaction among staff at Green Haven Correctional Facility, in 1981 the New York State Department of Correctional Services asked WRI to assess and analyze the characteristics and attitudes of present and former Green Haven employees, as well as the characteristics of the Green Haven inmate population, in relation to those of other maximum security facilities, and to develop recommendations for ways in which the Green Haven work force might be stabilized.

Assistance to the Department of Economic Development's Skills Training Program—Through this program New York State made funds available for the provision of training designed specifically to create or preserve jobs. Half of the funds were earmarked to serve small businesses and/or people in particular categories of need. In 1989, WRI assisted in the program's implementation by developing informational and application materials for businesses and training entities interested in obtaining these funds.

Assistance to the Economic Development Zones Program—The Economic Development Zones (EDZ) Program was created to provide a broad array of tax reductions and other incentives to encourage the location or expansion of business in depressed areas. In 1990, WRI contracted with the Urban Development Corporation (UDC), which administered EDZ with the Department of Economic Development, to help potentially eligible communities engage in the program of economic revitalization. Activities included the development of outreach, application, and evaluation materials, a general information brochure, and marketing brochures for businesses.

Audiovisual Program on New Business Ventures for Development—To assist the New York State Education Department in its efforts to encourage small business development throughout the state, WRI produced a 12-minute slide-tape program for the Department. The intended audience for this 1986 presentation included high school students, chambers of commerce, and representatives of the banking industry. WRI also produced an informational brochure for prospective entrepreneurs.

Audiovisual Program on Technology Careers—WRI wrote the scripts for two slide/tape programs on careers in high technology and biotechnology and produced the programs for the New York State Education Department. Intended to acquaint teachers and counselors with career opportunities for high school students, the programs were used in a series of regional occupational education meetings held throughout the state in the 1988-89 school year.

Comparative Study of the General Assistance Caseloads in Bridgeport and Hartford—WRI, in concert with Quality Management Associates, conducted this study in 1995 to determine reasons for the disproportionate size of Hartford's General Assistance (GA) caseload

in comparison to other Connecticut cities. The study, initiated by the City of Hartford, the General Assembly, and the Connecticut Department of Social Services, was prepared for the Office of Legislative Management, State of Connecticut.

Design of a Quality Control System That Integrates AFDC, Food Stamps, and Medicaid—Because the existing, separate quality control systems of HEW and the Department of Agriculture were expensive to operate, WRI formulated a model integrated quality control system (IQCS) that integrated the sampling frames of the three categorical programs. A pilot test of the IQCS was conducted in Albany County to demonstrate the feasibility of the system. Findings indicated that the use of an IQCS could reduce the overall sample size by 20-30 percent. Moreover, the 1977 study showed that the IQCS could be conducted by moderate- sized counties.

Development of a Workforce Planning Process for Social Services—In 1988, in an effort to recommend actions regarding the recruitment and retention of workers, WRI conducted a study involving interviews with all levels of management in the New York State Department of Social Services, several districts, the New York City Human Resources Administration, and several voluntary agencies as well as an examination of relevant literature and present DSS activities.

Evaluation of Comprehensive Employment Opportunity Support Centers (CEOSC)—The CEOSC program, administered by the New York State Department of Social Services, provided employment support services to public assistance recipients with children under six years old. In 1988, WRI evaluated this program. The evaluation included assessment of program planning and structure, staffing and recruitment, and services provided to participants.

Evaluation of Employment Services Programs for Refugees—In 1989, under contract to the New York State Department of Social Services, WRI evaluated three employment-related program models targeted to refugees: Employment Support Programs (ESP), providing services to promote refugee employment, particularly to individuals on public assistance; Youth Employment Services (YES), targeted to refugees between the ages of 16 and 21; and Refugee Women Share in Self-Sufficiency (SHARE), targeted to women's employment needs, including cultural barriers to employment.

Evaluation of Public Service Employment in the Home Care Field—The State Communities Aid Association (SCAA) conducted a project in 1979 to demonstrate the cost-effectiveness of using CETA trainees as home health care workers. WRI evaluated the effects of the project on the CETA trainees and on the provider agencies and examined the program's potential for achieving economies in the delivery of health care services. Objectives included the design and implementation of strategies to assess the effect of the SCAA/CETA home health care services and an evaluation of the effect on CETA employees of the training, work experience, and placement activities provided by the project. Also examined was the project's potential for achieving economies in welfare and other costs at the federal, state, and local levels.

Evaluation of the Older Refugee Demonstration Project—In 1986, WRI evaluated a special employment project for recent immigrants whose age posed a barrier to employment. To address high unemployment rates and dependence on public assistance, the New York State Department of Social Services funded several agencies in New York City to provide special services to older refugees. WRI served as project monitor and evaluator of these service programs.

Evaluation of the School Construction Authority's Summer Internship Program—The SCA Summer Internship Program provides New York City high school students (juniors and seniors) the opportunity to work in construction industry jobs over a six-week period; the program

consists, each week, of four days of on-site work experience and one school-based education day. WRI's evaluation of the program included an analysis of available descriptive materials; data collection and analyses from two student interview questionnaires completed by student interns; questionnaire data from the student counselors who directly interact with the students; and interviews with key individuals participating in the oversight of the program, including some employers. WRI evaluated the 1992, 1993, and 1994 programs.

Evaluation of the Use of FEMA Monies by Voluntary Agencies—Through the Federal Emergency Management Agency (FEMA), funds were made available for food and shelter programs to be designed and carried out by local voluntary organizations. To determine the effectiveness of these programs in New York City, the Greater New York Fund/United Way contracted with WRI to conduct an evaluation. WRI's 1985 study examined the range of approaches and services chosen by the organization, the types of clients served, and the impact of assistance on the hungry and homeless.

Evaluation Research for Corrections Training Program—WRI evaluated a pilot training program to improve interpersonal relations among corrections employees, between corrections officers and inmates, and between labor and management. This skill-based program was established by the New York State Department of Correctional Services in 1981. The evaluation methodology included the design and administration of questionnaires to trainers and trainees, with data processing and analysis, site visits, and interviews.

Food Emergency Services in New York City—In 1987, the New York Community Trust contracted with WRI to (1) study the characteristics of food pantries and soup kitchens in the city, and (2) make recommendations as to how food can be equitably distributed to the hungry, and how responsibility for emergency food distribution should be apportioned among the governmental units involved.

Innovative Use of Health Care Staff in Long-Term Care Institutions—In 1985, WRI examined issues related to staffing in mental health facilities of particular concern to the New York State Office of Mental Health, such as (1) freeing nurses from administrative and supervisory duties and restoring the clinical core of their roles, and (2) training and reassigning selected therapy aides/assistants to take on some of those administrative and supervisory duties. Our research also considered the impact of staffing innovations on professional staff utilization, costs, and patient care.

Labor-Management Relations Training Institute— To address the need in the 1980's for ongoing training in labor-management relations, WRI provided a flexible resource in labor-management relations training to the Governor's Office of Employee Relations (GOER) and the Civil Service Employees Association (CSEA). Using our own professional staff and outside consultants, we provided a broad range of training to CSEA workers and officials, GOER staff, unit supervisors for state agencies and facilities, and the members of local labor-management committees. This training ranged from one-day workshops on technical topics, such as arbitration procedures, to more extended training in broader areas, such as handling employee grievances.

Long-Term Dependency: Research on Chronically Dependent Public Assistance Recipients—In the interest of helping welfare-dependent people to become independent of public assistance, the New York State Department of Social Services contracted with WRI to examine the factors that lead to long-term dependency. The first phase of this 1984 study was a review of the programs and strategies developed by other states and the federal government to encourage

self-sufficiency. The second phase involved an analysis of public assistance case records, sampled from both New York City and upstate districts, and an examination of data from the state's automated information systems.

Material on the Office of the Future Program—In 1992, WRI wrote three reports on the Office of the Future program of New York City's Private Industry Council. This skills training program for clerical workers assists the disadvantaged while fostering economic development. WRI wrote an executive summary, an evaluation report, and a replication report for others who wish to develop a similar model.

Minimum Income Level (MIL) Maintenance Program in New York City—Building on the work of the Decision Logic Tables for the AABD Program project, in 1978 WRI established an operational unit—the Minimum Income Level Maintenance Unit—in the New York City Department of Social Services, to re-budget and evaluate the special needs eligibility of the 28,000 AABD cases that had been converted to SSI in 1973. This effort involved developing administrative procedures that would ensure the accurate and efficient review of cases, recruiting and training staff in the use of the *AABD Decision Manual* and providing case review results to the State Department of Social Services in a format designed for keypunching and transmittal to the Social Security Administration.

Monroe County Food Stamp Marketing Study—In 1988, using data available from the New York State Income Maintenance Hotline, as well as interviews with small groups of nonparticipants and a review of eligibility and processing procedures, WRI conducted a study on the use of food stamps. The purpose was to identify the reasons for underutilization of food stamps by eligible populations in Monroe County and to recommend changes that could be made to increase participation.

New Options in Employment and Training—In 1988, WRI assisted a minority task force established by the New York State Senate to study a broad range of issues related to poverty. WRI identified and documented employment and training programs that are relevant to public assistance recipients, as well as support services such as day care. Project staff also examined issues identified by the task force, such as the economic threshold necessary to achieve self-sufficiency and associated services and outcomes.

New York State Decision Logic Table Demonstration Project—In the late 1970's, to improve the administration of the Aid to Families with Dependent Children (AFDC) program, WRI developed a cross-indexed set of decision logic tables to aid in the eligibility and grant determination processes for public assistance. Subsequently, WRI developed training materials and a training program based on the DLTs for income maintenance staff in the New York City, Albany County, and Rockland County departments of social services. The tables, the training materials, and the program can be used either manually or as a computer system and are adaptable for both statewide and nationwide replication.

Nutrition Education Multimedia Campaign—As the statewide contractor for the New York State Nutrition Education Campaign for six years in the 1980's, WRI coordinated a multimedia effort (radio, television, newspapers, transit posters, and educational materials) to promote sound nutrition among low-income households and to increase awareness of federally funded nutrition programs—Food Stamps, WIC, the Child Nutrition Program (school lunch and breakfast), and Senior Citizens Meals. Materials were available in English and Spanish as well as additional languages including Chinese, Afghan and Russian. WRI also reviewed and documented

education and outreach activities intended to reach nonparticipating individuals at the county level.

On-Site Day Care: Research, Model Development, and Evaluation—To improve the working environment for state employees, New York State’s Joint Labor-Management Committee on the Work Environment and Productivity contracted with WRI to examine the experiences of employer-sponsored on-site day care centers in the United States and abroad. In 1980, WRI conducted a thorough study of such centers, developed and compared four models of employer-sponsored day care, and developed a feasibility study/guidelines for employers interested in establishing on-site day care centers. WRI then developed an evaluation model, in cooperation with the Children’s Place at the Plaza, a model day care center established for state employees in Albany, to measure achievement and cost-effectiveness of program objectives.

Program Analysis for the Consortium for Worker Education—In 1998, WRI completed its analysis of the first year of activity of the Satellite Day Care Program, created by the NYS Legislature to support New York City’s welfare reform initiatives. The Consortium for Worker Education (CWE) received funding to implement the model, which was designed to expand employment and career opportunities for low-income people and increase high quality child care in areas of the city where it was most needed. CWE, with the help of the New York City Human Resources Administration, developed the program in collaboration with many partners, including state and city public agencies and nonprofit voluntary agencies.

Promotional Materials for Project Reach—To address the problem of adult illiteracy, the Governor’s Office of Employee Relations and the Civil Service Employees Association implemented a remedial program for New York State employees. In 1987, WRI developed a videotape presentation to encourage participation in the program, which is called Project Reach. To help overcome potential participant reluctance to get involved, the presentation is narrated by individuals who have gone through the program themselves.

Public Employment Research Institute—On behalf of New York State’s Joint Labor-Management Committee on the Work Environment and Productivity (CWEP) in the early 1980’s, WRI conducted research and provided support services in a number of areas related to public employment, such as occupational safety, job sharing, performance evaluation, and factors in worker satisfaction. A major project activity was the development of a model employee orientation program, produced in cooperation with the State Office of Public Health. Based on its success in pilot tests, the program was adapted for use in other state agencies. Additional Institute activities included evaluations of new labor-management grievance procedures and of a high school equivalency program for public employees. WRI also researched the training and career development needs of institutional employees, evaluated employee assistance programs, and studied the state’s efforts to find new employment for public workers affected by layoffs and work-force reductions.

Recruitment, Retention, and Training of Health Care Workers—In 1992, WRI analyzed fiscal and organizational issues surrounding the role of Nurse Referrals, Inc. in relation to the Health and Hospitals Corporation and the Licensed Home Health Agency. The resulting report described recent developments regarding the nurse workforce in New York City and made recommendations from a fiscal and non-fiscal point of view.

Research in Work-Force Enhancement for OMRDD—In 1980, WRI contracted with the New York State Office of Mental Retardation and Developmental Disabilities to provide “modular” research and technical assistance, with an emphasis on work-force planning, the quality of

working life, and the quality of care provided within OMRDD facilities. The primary focus of WRI's assistance was on employment issues, especially the needs and problems of single mothers, minority ethnic group members, and other underrepresented groups in the OMRDD work force. The project was aimed at the development of improved approaches and materials for the recruitment and retention of qualified staff.

Research Institute for the Governor's Office of Employee Relations/Council 82—On behalf of New York State's Joint Labor-Management Committee on the Quality of Working Life and Productivity, WRI conducted research and provided support services in several areas related to the work environment of New York State Security personnel, who are represented by Council 82, AFSCME, AFL-CIO. The 1982 project activities included a compilation of demographic and other statistical data on Council 82 workers, a survey of public perceptions of the corrections system in New York State, and literature reviews on various quality of working life issues.

Residential Mental Health Care Training for OMH Direct Care Workers—To help mental health workers understand the demands—and rewards—of employment in community residential care programs, in 1986 WRI produced a 30-minute video program based largely on firsthand accounts by staff who had transferred from large mental hospitals to community facilities. The New York State Office of Mental Health has made this program a cornerstone of its training for direct care workers who are considering the transition to state-run community programs.

Statewide Implementation of the New York State Model Employee Orientation—Based on its development and successful implementation of a model orientation program for new employees of the New York State Office of Public Health, in 1988 WRI received a contract to modify and transfer this program for use in 24 additional state agencies over a three-year period. This effort involved selecting the agencies for transfer, assessing each agency's orientation needs, assessing employee orientation needs, updating the generic orientation modules, developing agency-specific modules, and developing guidelines for the state to follow in maintaining and revising the program as needed.

Study of Thirty-Dollar and One-Third Income Disregard Cases—The objective of this project was to gather data about recipients of Aid to Families with Dependent Children (AFDC), their income from employment, income from grants, work-related expenses, ages of clients and children, use of child care, and grant reductions due to clients employment. In 1980, WRI contracted with the New York State Temporary State Commission to Revise the Social Services Law to provide technical assistance in collecting and analyzing data for the study.

Supportive Services Model for Achieving Self-Sufficiency—In 1982, WRI, in cooperation with St. Augustine's Center, in Buffalo, New York, developed a family-focused needs assessment and service model in a single location to provide job training, placement, child care, and other supportive services for single parents. The goal was to support family integrity and self-sufficiency and improve the functioning of the WIN and CETA programs for participants.

Unemployed Day Care Recipients—The objective of this 1977 research was to provide information about unemployed family heads who were users of day care services. Data were gathered in New York City and included baseline information collected on 683 clients, all members of the targeted population within 28 selected day care centers. An in-depth analysis was conducted on 170 day care users. The analysis of employment data, training data, family characteristics, and family and child data was focused mainly on information about employment efforts and training programs.

Health

Assessment of Community Health and Social Services—In 1982, in response to questions about the adequacy of health care and human services in the Crown Heights area of Brooklyn, WRI, under contract to the New York State Department of Health, performed an analysis of the availability and utilization of community facilities. Particular emphasis was placed on residents' perceptions of community facilities and their patterns of utilization. As part of the process of developing a community profile, WRI developed a model for obtaining resident information through a community survey based on random sampling.

Audiovisual Presentation for the New York City Management Welfare Fund—The Management Welfare Fund of the New York City Department of Employee Relations negotiated a policy allowing a significant increase in life insurance coverage, but finalization of the policy was contingent on participation by 60 percent of the Fund's membership. To publicize the availability of this new coverage, in 1984 WRI produced a slide-tape program explaining how the program worked and what the benefits, as well as drawbacks, would be for people in different categories.

Audiovisual Program for Group Health Incorporated—In 1986, WRI produced an audiovisual presentation (single slide-tape) for Group Health Incorporated, a subscriber health insurance program based in New York State. The presentation described the major health and dental plans available to subscribers and also featured GHI's cost-containment efforts in both areas. The 10-minute program was used as a tool for marketing presentations by GHI staff.

Audiovisual Program on Health Benefits for New York State Employees—In 1986, WRI production staff assisted the NYS Governor's Office of Employee Relations (GOER) in developing slides and overhead transparencies that described changes in health care options for New York State employees. The slides and transparencies were accompanied by a script, developed by GOER, and presented in live narrator format.

Audiovisual Program on Obtaining a Second Surgical Opinion—In April 1983, the Statewide Plan insurance program for New York State public employees began requiring enrollees to obtain a second surgical opinion before undergoing certain elective surgical procedures. The Metropolitan Life Insurance Company and Blue Cross/Blue Shield contracted with WRI to produce an educational slide-tape program to explain this requirement, and to encourage State employees to make use of the program's continuing option of reimbursement for a second surgical opinion on all elective surgery.

Bedford-Stuyvesant/Crown Heights Reimbursement Demonstration—In the early 1980's, New York State, through its Department of Social Services and the Office of Health Systems Management, conducted a three-year SSA Section 1115 demonstration program to test a unique Medicare and Medicaid reimbursement methodology in an effort to improve the delivery of health care in the Bedford-Stuyvesant/Crown Heights area of New York City. Three hospitals and several ambulatory care and community health centers participated in the demonstration. WRI monitored and provided technical assistance to this demonstration.

Bridges to Health Program Manual—The Bridges to Health (B2H) Program is designed to provide community-based health care services and supports to children in foster care. These services are provided through waivers granted by the federal government to the NYS Office of Children and Family Services for children with serious emotional disturbances and/or

developmental disabilities, and medically fragile children. In 2007, WRI edited the manual, which provides comprehensive information on the program and how it works. This project was funded by Parsons Child and Family Center.

Child and Adolescent Health Profile—In collaboration with the New York State Department of Health and the Council on Children and Families, WRI conducted a three-year project to identify and integrate existing health data concerning children and adolescents for the purposes of monitoring their health status, obtaining an overview of their preventive and primary care needs, and monitoring the impact of current programs. Publications resulting from the project include the Profile report, the Resource Manual, Replication Manual, and an Annotated Bibliography. Conducted during the 1980's, the project was funded by the U.S. Department of Health and Human Services.

Congregate Care Health Services Manual—This manual was written for staff caring for children in congregate care facilities in New York City. Covering both medical and mental health services, the manual presents policies and procedures related to intake, health care maintenance, communicable diseases, medical conditions, emergencies, child abuse and maltreatment, medication administration, and discharge. Included in the appendices are lists of providers as well as medical standards and protocols. WRI helped develop, edit, and design the manual for the New York City Administration for Children's Services in December 1998.

EPSDT Demonstration Program in Child Health—To improve the delivery of Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) services in New York State, in 1978 WRI subcontracted with the Medical and Health Research Association to carry out a demonstration project. This project was aimed at initiating innovative approaches to outreach, case monitoring, and developmental screening, diagnosis, and treatment of children under six years of age eligible for EPSDT. The results of these new approaches were gauged by using two Child Health Station clinics in the South Bronx as study clinics and one as a control clinic.

EPSDT Planning and Evaluation Model—The federal government faced difficulties in evaluating the EPSDT program because of wide variation in program implementation and data support systems at the state and local levels. In 1975, WRI received funding from the Department of Health, Education, and Welfare to develop a model system for EPSDT reporting, planning, and evaluation at the federal, state, and local levels. This model demonstrated the possibility of modifying local level pediatric health data systems so that the required data could be obtained and utilized.

Evaluation of Public Service Employment in the Home Care Field—The State Communities Aid Association (SCAA) undertook a project to demonstrate the cost-effectiveness of using CETA trainees as home health care workers. In 1980, WRI evaluated the effects of the project on the CETA trainees and on the provider agencies and examined the program's potential for achieving economies in the delivery of health care services. Also examined was the project's potential for achieving economies in welfare and other costs at the federal, state, and local levels.

Health Care Coordination for Children in Foster Care—This white paper on health care coordination for children in foster care was written by WRI in 2008. The purpose of the white paper is to outline the lessons learned through the New York State Office of Children and Family Services' pilot project and to distribute information about viable models for care coordination in NYS foster care settings. The paper is included in an Information Letter (INF) to commissioners and executive directors of agencies around the state.

Health Care Outreach Campaign—The Medical and Health Research Association of New York City, Inc. (MHRA) contracted with WRI to conduct a major Health Care Outreach Campaign in New York City. The 1990 campaign was designed to inform and educate individuals about the care and services they might need, to advertise the availability of these services through the Medicaid program for Medicaid-eligible individuals, and to motivate a change in behavior so that these individuals would practice healthy habits and seek appropriate services when necessary. A coordinated public relations strategy was used to introduce and facilitate implementation of the campaign which employed such tools as posters, transit cards, and brochures.

Health Services Manual for Foster Care Services—Targeted to health care and child welfare staff in agencies across the state, *Working Together: Health Services for Children in Foster Care* provides comprehensive information on health assessments, preventive health care, health care coordination, medication, consent, confidentiality, health care providers, recordkeeping, and payment issues. The manual is based on standards of health care developed by the New York State Office of Children and Family Services and New York State Department of Health; it also draws on guidelines and materials from the American Academy of Pediatrics and the Child Welfare League of America. WRI provided development, editorial, and design support for the first edition printed in 2004 and for the 2009 edition.

Injury Prevention Program Evaluation—The New York City Department of Health (DOH) received a capacity-building grant from the federal Centers for Disease Control and Prevention to establish a new injury prevention program within DOH, and conduct activities, such as collaboration-building, programmatic interventions, surveillance, and information dissemination, to reduce injuries. The evaluation report details the successes as well as the problems experienced by the program in seeking its objectives. In 1994, WRI received a grant from the New York City Department of Health to provide editorial and design assistance in the production of an evaluation report on the activities of the Injury Prevention Program (IPP) over its five-year grant period.

Medicaid Managed Care Plan—The New York City Office of Medicaid Managed Care asked WRI to compile and develop the mandated Medicaid Managed Care Plan for New York City. Published in November 1992, the Plan explains in detail the methods for meeting the city’s first-year goal of enrolling at least 10 percent of the eligible Medicaid population in managed care and outlines the approach for reaching the remaining recipients to fulfill the State’s mandate by the end of five years.

Medicaid Managed Care Proposal—In late 1995, WRI assisted The Bronx Health Plan with the development and submission of its proposal to the New York State Health Department to continue providing Medicaid managed care services in the Bronx. WRI coordinated the development, writing, and production of the multi-part proposal, which was successfully funded for continuation.

Medicaid Managed Care Special Needs Plan—In 1997, WRI assisted OPTIONS Health Care, Inc., a Mental Health Special Needs Plan (a type of Medicaid managed care plan), with the development and submission of its response to a Request for Information issued jointly by the New York State Department of Health and the New York State Office of Mental Health. The RFI was issued as part of the implementation of new legislation authorizing the establishment of SNPs to serve people with serious mental illness.

New York City Health Benefits Program—As a result of collective bargaining between New York City and its employee unions, the city’s Health Benefits Program was significantly changed.

To inform public employees of the four basic plans and various options available to them, in 1986 the city contracted with WRI for the development of an informative slide-tape presentation on the program. The resulting program has become part of the city's regular employee benefits presentation and has also been used as an educational tool by the concerned insurance companies and the employee unions.

New York City School Health Services Manual—WRI worked with the New York City Board of Education and the New York City Department of Health to develop a City-wide school health services manual in 1995. With funding from the Board of Education, WRI revised and updated material from previous manuals produced by the two agencies and integrated new information to reflect current health services programs in New York City schools. The manual was not published.

Preventive Health Care in Rural New York—Through a grant from the federal Community Services Administration and the New York State Department of Labor, the North Country Children's Clinic in Watertown, New York, conducted a demonstration project in preventive health care and job training. The 1982 demonstration involved helping three rural community action agencies to establish health screening clinics and providing in-service training to help low-income people obtain jobs in health care and related services. WRI received a subcontract to monitor and evaluate the demonstration.

Production Assistance to the Fairfield/Westchester Business Group on Health— In 1985, WRI provided writing, editorial, design, photographic, and mechanical assistance to the Fairfield Westchester Business Group on Health in the production of public information and promotional materials related to rising health care costs for its member corporations.

Project Monitor for the Day Hospital in Rehabilitation Medicine—WRI conducted monitoring activities for a program aimed at providing rehabilitative services on an out-patient rather than an in-patient basis, with joint funding from Medicaid and Medicare. This monitoring required close work and cooperation with six major agencies responsible for providing or financing patient care. The 1978 report documents the formidable efforts required to alter established state and federal procedures for service delivery.

Queens Hospital Center Record Keeping Project—Complete and accurate medical records are essential not only to the physical well-being of patients but also to the efficiency of hospital administration. In 1983, New York's Queens Hospital Center, an affiliate of Long Island Jewish-Hillside Medical Center, requested that WRI develop an orientation/training program for house staff in medical record keeping. The resulting training program consisted of an audiovisual presentation and a comprehensive forms package covering patient intake and discharge, patient progress reports, and surgical reports.

Recruitment, Retention, and Training of Health Care Workers—In 1992, WRI analyzed fiscal and organizational issues surrounding the role of Nurse Referrals, Inc. in relation to the Health and Hospitals Corporation and the Licensed Home Health Agency. The resulting report described recent developments regarding the nurse workforce in New York City and made recommendations from a fiscal and non-fiscal point of view.

West Harlem Community Services Center Project—The West Harlem Center for Comprehensive Services was designed to bring preventive, diagnostic, and treatment services in health and social services into one facility. In 1981, WRI contracted to provide technical

assistance in the form of grant writing and program planning for the development of a comprehensive community services center in West Harlem, New York.

HIV/AIDS

Evaluation of Adolescent AIDS/HIV Prevention Programs—The AIDS Institute of the New York State Department of Health has funded a variety of programs ranging from minority community-based organizations, multi-service youth organizations, women’s health care providers, and other types of agencies to conduct programs designed to reduce the risk of AIDS/HIV among adolescents. Target populations being served range from street youth to adolescents in foster care with services including mobile health care vans to support groups for adolescents who have tested HIV-positive. In 1992, WRI assessed the impact of health education activities and policy issues related to targeting and cost-effectiveness. The evaluation included both qualitative and quantitative elements, surveys, and analysis of fiscal data along with health-related outcome measures.

Finding Funds for AIDS Projects in New York City—In 1998, WRI issued the third edition of a comprehensive directory of funding sources for AIDS-related initiatives. Entitled *Finding Funds for AIDS Projects in New York City*, the directory provides information on funding by foundations, corporations, community grantmakers, and government. WRI also conducted technical assistance workshops to facilitate agency access to funding. These activities were undertaken to help enable community-based organizations and other New York City agencies and individuals to better respond to the escalating AIDS crisis. Funds from the New York State AIDS Institute, New York Community Trust, United Way of New York City, National AIDS Memorial, Michael Palm Foundation, and Broadway Cares/Equity Fights AIDS have supported this project.

HIV Caregivers’ Manual—This manual, *Caring for Children with Special Needs*, is intended for caregivers (parents, foster parents, others) of children with HIV. Topics include information on HIV, keeping the child healthy, eating healthy foods, giving medicine, living with HIV, helping an adolescent deal with HIV, health and mental health issues, legal issues, and resource information. Printed in February 2004, the manual was developed and written by the New York State Department of Health and the New York State Office of Children and Family Services, with the input of Families Making a Difference (families who care for children with HIV). WRI provided design and production support.

Options HIV Intervention Project – In 2007, WRI provided editorial and design assistance to the Center for Health, Intervention, and Prevention (CHIP) of the University of Connecticut. The goal of the project was to edit and design materials to train healthcare providers in the Options intervention, an HIV risk reduction intervention for patients living with HIV who are in primary care. Materials included a Risk Reduction Strategies manual, Implementation manual, Protocol manual, and appendices, patient handouts, and a brochure. In 2008, CHIP asked WRI to edit and design two manuals for trainers of the Options intervention. The manuals include a number of PowerPoint slides.

Technical Assistance to Betances Health Unit—In 1998, WRI developed a survey and wrote a report of findings regarding the medical and support service needs of 20 HIV positive Hispanic women in New York City’s Lower East Side. As clients of Betances Health Unit, the women were asked questions about their access and use of services, perceived value of services received from Betances and other resources, and demographics. The findings provided information to the Health Resources and Services Administration (HRSA) on the types of HIV/AIDS related primary medical care and support services required by Hispanic women infected with HIV. The

goal was to help HRSA make better informed policy decisions concerning the types of services offered by its grantees.

Technical Assistance to HIV Programs—Throughout 2001, WRI assisted New York State authorized agencies that provide substance abuse and harm reduction/needle exchange programs to clients with HIV/AIDS in New York City. This technical support includes building/enhancing the infrastructure of the agencies by diversifying revenue sources and improving cash flow, identifying potential funders, and developing additional resources and capacity to integrate client services with existing programs for families and children. This project was funded by the New York State Department of Health's AIDS Institute.

Technical Assistance to the AIDS Institute's Community Service Programs—In 1990, WRI received funding to provide technical assistance to the 12 Community Service Programs under contract to the AIDS Institute of the New York State Department of Health. To enhance their ability to offer effective services and to develop sound organizational practices, WRI provided training and technical assistance in fiscal management, data management/ information systems, resource development, volunteer coordination, and policies and procedures development.

Technical Assistance to the American Red Cross—In 1997, WRI provided technical assistance to the American Red Cross to better meet the needs of its clients with AIDS/HIV. This assistance consists of reviewing the ARC's internal operations, including its enrollment and scheduling procedures, and developing strategies for expanding the ridership of the organization's Transportation Services Unit.

Technical Assistance to the Village Center for Care's AIDS Network—In 1996, WRI provided assistance to the Network of AIDS Services to the Village Center for Care (VCC) in New York City. Concerned with developing a more comprehensive understanding of its clients and residents in various programs, VCC asked WRI to develop program-specific Client/Resident Profile Reports. Data were collected from the client case records, and a standardized data collection instrument was used to record the information presented in the reports. WRI wrote four reports on clients in the Day Treatment Program, Rivington House, and the Community Case Management Program; the reports included information on demographic characteristics, HIV/AIDS information, program information, client assessments, and client needs.

School-Based Health Services

Evaluation of School-Based Health Clinics—In response to the concern that adolescents in low-income, high-risk, and medically underserved communities in New York City lack adequate access to appropriate preventive and primary health care, the NYS Department of Health expanded its School Health Demonstration Program (SHDP) to nine high schools in 1985. This project was supported by a consortium of organizations consisting of the Robert Sterling Clark Foundation, the NYS Department of Health, the New York Community Trust, Morgan Guaranty Trust, and the Fund for the City of New York. In addition, the NYC Board of Education provided substantial in-kind support.

WRI evaluated this demonstration in two phases, both in cooperation with the New York City Board of Education's Office of Educational Assessment. Phase I, conducted in 1987, consisted of a thorough review of the nine clinic sites, a description of student users and the services they received, and an assessment of patient satisfaction. Phase II, conducted in 1992 with Hunter College, Center for the Study of Family Policy and State Communities Aid Association, focused on the impact of the clinics on student attitudes and behaviors and specific health outcomes.

Evaluation of the School Health Services Demonstration Program—To ensure that children in low-income, high-risk communities receive necessary care, the New York State Department of Health tested the effectiveness of school-based clinics linked to health facilities and schools in nine projects in New York City, Buffalo, and Rochester. WRI’s evaluation in 1986 found that the school-based clinics significantly increased children’s access to primary and preventive health care and were able to handle most of the identified health problems. Further, when cases had to be referred to an outside professional or facility, the rates of compliance and resolution were much higher than in the pre-demonstration period.

Research Design for an Evaluation of New York City High School Clinics—In 1989, the New York City Board of Education asked WRI to determine the feasibility of evaluating high-school-based clinic performance and impact in areas not previously reviewed and to design a methodology to answer the Board’s research questions. WRI developed a research design for an evaluation and made recommendations for its implementation.

Housing

Assessment of Optimal Population Mix for the Battery Park City Project—In 1986, WRI helped Battery Park City Authority officials to identify and plan services that would help to build a sense of community while preserving the overall integrity of the Battery Park City project in Lower Manhattan. Besides identifying specific services that could be made available, WRI considered various mechanisms for planning, coordinating, and providing services, including active participation by residents in developing and allocating resources.

Assistance to Neighborhood and Rural Preservation Companies—In 1984, WRI contracted with the New York State Division of Housing and Community Renewal to provide and coordinate technical assistance and develop training materials for staff and board members of preservation companies, which are nonprofit, community-based corporations established to help communities address their needs for better housing. The training materials included an organization manual and audiovisual presentations.

Home-Ownership Transfer Project—To deal with the problem of abandoned housing, the New York City Department of Housing Preservation and Development (HPD) pilot-tested a new approach that would enable interested tenant groups to purchase abandoned apartment buildings and convert them to cooperatives. This approach involved the cooperation of nonprofit agencies and the private sector, as well as government agencies, to provide suitable tenant groups with loans, training, and other forms of assistance. The Community Service Society (CSS) implemented this program under contract to the HPD. In 1983, WRI evaluated the project for its feasibility, cost-effectiveness, and potential for replication.

Housing Study—On behalf of the New York State Department of Social Services, WRI conducted a study to analyze the housing needs of low-income families in New York State, particularly those families receiving public assistance. The 1976 study explored the relationship of NYSDSS shelter funds to other state, federal, and municipal housing programs and examined the impact of the State Administrative Rent Ceilings on public housing in different localities.

Shelter Development Project—The Community Service Society (CSS), through its Shelter Development Project, provided technical assistance to community-based voluntary organizations to establish or improve the operation of shelters for the homeless in New York City. In 1985, CSS subcontracted with WRI to conduct a management audit in three shelters, to design an accounting system and budgetary planning model, to train the staff of these three programs in accounting and budget planning, and to implement the accounting and budgetary system in one program.

Technical Assistance to Homeless Housing Assistance Program Grantees—Under the Homeless Housing Assistance Program, the New York State Department of Social Services funded local agencies to provide shelter and needed services to homeless persons. In 1984, WRI assisted the agencies directly (for example, providing financial management, accounting, board development, corporate legal services) and served as case manager for other types of assistance (architecture and engineering) provided by other contractors.

Technical Assistance in Low-Income Housing—New York State established a Housing Trust Fund, to be administered under the direction of the State's Housing Finance Agency and Division of Housing and Community Renewal. In 1986, WRI assisted both of these agencies in a variety of tasks, including the development and implementation of a low-income housing rehabilitation program with associated regulations and administrative procedures.

Training of Staff in Shelter Programs for the Homeless—Building on the experience gained in the previous Shelter Development Project, in 1987 WRI worked cooperatively with Henry Street Settlement in New York City to upgrade the operation of programs, both upstate and in New York City, that provide emergency shelter for the homeless. WRI provided management training to the staff of shelters operated by both private groups and public agencies.

Juvenile Justice

Aftercare/Preventive Services Evaluation—With funds from the New York City Department of Juvenile Justice, WRI evaluated the use of preventive services for juvenile offenders and assessed new and existing program models of aftercare for juvenile offenders in Brooklyn, the Bronx, and Manhattan. In 1986, WRI analyzed data to assess the extent to which enhanced services can reduce recidivism and re-admission to detention for youth who have been released to the community. As part of the evaluation, WRI examined the interface between preventive services resulting from the Child Welfare Reform Act and services provided through the juvenile justice system.

Assistance to the PINS Diversion and Mediation Project—The Children’s Aid Society of New York City conducted a project to provide intensive services (such as counseling and crisis intervention) to youths who were scheduled to go before Family Court for adjudication as persons in need of supervision (PINS). In 1983, WRI analyzed data from project records to find out who was being served by the project, what services were being provided, and what impact the project had.

Evaluation of Alternatives to Detention for PINS—As alternatives to the practice of placing youth who are adjudicated as PINS in juvenile detention centers, the Syracuse/Onondaga County Youth Board developed two new service approaches—the Cluster Home approach and the Special Supervision Program. In 1985, WRI contracted with the Youth Board to evaluate the effectiveness of each program in helping PINS to achieve either independent living or reunification with their families, in reducing risks to the community, and in achieving cost savings.

Evaluation of the NYC Juvenile Justice Diversion Project—The New York City Department of Juvenile Justice used preventive service funding under the Child Welfare Reform Act to provide intensive services for youths in detention in order to improve their chances for successful return to their families. The project involved support from the New York State Division for Youth, the Department of Social Services, and New York City’s Special Services for Children, as well as the City Department of Juvenile Justice. In 1988, WRI evaluated the project to assess the effectiveness of the preventive services in expediting children’s return to their families and reducing recidivism among offenders and delinquents.

Study of Court-Related Children: An Estimate of Their Placement and Rehabilitative Service Needs—Nearly 10,000 youth were adjudicated by New York State Family Courts as PINS (persons in need of supervision) or juvenile delinquents in 1975. Since these youth were presumed to have serious service needs, it was important to determine the degree to which the courts’ choices of placements were meeting particular needs. This study was funded by the New York State Division of Criminal Justice Services through the New York State Department of Social Services. WRI sought to define and measure the service needs of these youth and the services offered, so as to assess the appropriateness or inappropriateness of the placements.

Mental Health

Coordinated Children’s Services Initiative (CCSI)—Through a contract with the New York City Department of Mental Health, Mental Retardation and Alcoholism Services, WRI administered the project grant (allocated by a collaboration of state agencies) and provided support to the initiative from 1994 to 1996. The project, conducted in the Mott Haven section of the South Bronx, provided interagency, community-based coordination and collaboration in the provision of services (primarily mental health, social services, and education) to children who are severely emotionally disturbed and their families. Participating entities included the respective state and city agencies, community-based organizations, advocacy groups, community leaders, and parents.

Expansion of Community-Based Residential/Day Treatment Programs and Continuity of Care—To address the need for community programs for residents of mental health institutions, in 1984 WRI contracted with the New York State Office of Mental Health to initiate and oversee a three-year demonstration program to provide residential and day services in the community through a free-standing, not-for-profit agency employing retrained OMH institutional employees. The project was designed to extend over a three-year period, with the first year devoted to feasibility assessment and planning; the second, to transition into the operational demonstration, including staff retraining; and the third, to refinement and evaluation.

Federal Programs for Supportive Services in Community Mental Health—On behalf of the New York State Office of Mental Health (OMH), WRI compiled a list of federal programs that could be used by OMH for implementing and/or expanding its programs of community mental health supportive services. The 1980 catalog lists programs in the areas of vocational rehabilitation, housing, transportation, voluntary services, and staff training, as well as such programs as Medicare and Medicaid, Title XX Social Services, programs for the aging, and Supplemental Security Income.

OMH Institutional Staff Training Video—Since the New York State Office of Mental Health operates an increasing number of community programs, hospital-based staff must be trained to work with the rapidly expanding community system. In 1987, WRI produced a video module and accompanying manual to provide an overview of the relationship between (1) hospital-based in-patient services, (2) community support services provided by hospital employees, and (3) therapeutic and other services provided in community-based programs. The materials are designed to meet the needs of all direct care workers, with particular emphasis on paraprofessionals and nurses.

Reducing the Paperwork Burden on Professional Staff in Mental Health Institutions—Information recording and processing in mental health institutions has become a significant burden on professional staff—doctors, nurses, psychiatrists, and social workers. In many cases time given to paperwork activities represents less time available for patient care. To alleviate this problem, in 1984 WRI analyzed the information recording and processing required for specific institutional functions, such as client screening and admission, placement, and clinical care, and recommended ways to perform out these functions more efficiently.

Residential Mental Health Care Training for OMH Direct Care Workers—To help mental health workers understand the demands—and rewards—of employment in community residential care programs, in 1986 WRI produced a 30-minute video program based largely on firsthand accounts by staff who had transferred from large mental hospitals to community facilities. The

New York State Office of Mental Health has made this program a cornerstone of its training for direct care workers who are considering the transition to state-run community programs.

Statistical Study for the Governor’s Select Commission on Mental Health—In 1984, to project the costs of mental health care and service needs, the Office of Mental Health asked WRI to assist in the analysis of statistical data on clients and to develop procedures for estimating the number of mentally ill persons in New York State and their care requirements.

Support to Reinvestment Fund Initiative, Intensive Case Management, and Early Intervention Program— WRI provides administrative services to the NYC Department of Health and Mental Hygiene in relation to the Reinvestment Fund Initiative, Intensive Case Management, and Early Intervention Program services. WRI’s assistance includes ongoing monitoring, evaluation, and administration of contracts for community-based services for the seriously mentally ill and for children and adolescents with serious emotional disturbances.

Organizational Development/Management

Assistance to the Association of Puerto Rican Executive Directors—The Association of Puerto Rican Executive Directors (APRED) in New York City received a grant from United Way to train the executive directors of Hispanic human service organizations in management and leadership skills. As a preliminary step in this training, through a subcontract with APRED in 1984, WRI compiled a directory of Hispanic human service organizations in New York City and assessed the management and leadership needs of each agency.

Assistance to The Latino Fund of Tri-State, Inc.—In 1996, WRI developed and produced an informational brochure on The Latino Fund of Tri-State, Inc., a nonprofit corporation working to support and strengthen Latino individuals, families, organizations, and communities in the New York, New Jersey, and Connecticut regions. WRI also created an organizational development questionnaire aimed at agencies serving Latino citizens and residents.

Buffalo Community Services Center Project—The Buffalo Center for Comprehensive Services was designed to bring preventive, diagnostic and treatment services in health and social services into one facility. In 1980, WRI contracted to provide technical assistance in the form of grant writing and program planning to help gain the participation of state and federal aid programs in the center. Project staff also identified barriers to the efficient implementation of these programs at the local level.

Clearinghouse for Human Services Research—In 1986, WRI established an information clearinghouse for human-service-related research produced either directly or indirectly by New York State government. WRI solicited and compiled relevant documents produced by State agencies, prepared an abstract of each document, coded each document and entered it into a microcomputer, and produced a bibliography of available documents for distribution to State agencies, the New York State Library, the State University of New York, and other interested parties on request.

Energy Conservation Opportunities in Voluntary Adult Homes and Senior Citizen Centers—To help the New York Community Trust establish effective policies and procedures for its newly created Energy Conservation Fund, WRI conducted a review of energy needs and obstacles to implementing conservation measures at selected not-for-profit adult homes and senior citizen centers in New York City. The 1988 study consisted of preliminary site reviews to determine possible conservation measures, as well as interviews and a review of relevant public regulations, to determine potential obstacles to implementing energy conservation measures.

Evaluation of the Lower East Side Family Union—To provide the New York State Department of Social Services with data regarding program effectiveness and costs and to provide local projects some feedback from the state, WRI studied and evaluated the Lower East Side Family Union in New York City. The 1979 project goals were to provide a clear definition of the Family Union's policy and strategy, and to create an evaluation system that would be useful to line staff on an ongoing basis while supporting the data and analysis needs of the state and the functions of supervision and management.

Financial Management Training and Technical Assistance for New York Foundation Grantees—The New York Foundation awards grants to a variety of community-based organizations in New York City that work with disadvantaged and minority populations. Since many of these organizations lack expertise in business management, the foundation contracted

with WRI in 1987 to provide consultation on financial management to selected grantees. Depending on the organization's needs, WRI's training covered double-entry bookkeeping, financial planning, and solutions to common financial management problems.

Financial Management Training and Technical Assistance for Purchase-of-Service Providers—In 1986, the New York City Department for Aging contracted with WRI to help 25 voluntary agencies that provide services to the aging meet public accountability requirements. The training and follow-up assistance covered bookkeeping, cost accounting, audit procedures, construction of a chart of accounts, journals and ledgers, trial balances, and preparation of unit cost reports.

Financial Management Training and Technical Assistance to the Greater New York Fund/United Way Agencies—In 1987, WRI provided training and technical assistance on financial management to community-based organizations supported by the Greater New York Fund/United Way.

Grantsmanship Training—With funding from the Adolescent Pregnancy Prevention and Services (APPS) program, New York State Department of Social Services, WRI staff conducted three one-day sessions in 1994 and 1995 in New York City, Rochester, and Syracuse on grantsmanship for agencies and programs offering teen pregnancy prevention services. The sessions covered identifying funding sources, proposal development, and writing the proposal narrative.

Head Start Technology Transfer—In 1983, WRI contracted with the Cornell University Head Start Training Center to support technology transfer among the grantees that were trained by Cornell. This support consisted of a tracking methodology designed to identify effective, transferable technologies; procedures and forms for monitoring transfer; and procedures for integrating technology transfer with existing training programs.

Louisiana Unit Cost Project—Based on previous work in unit costing for human services agencies, in 1983 WRI provided the Louisiana Department of Health and Human Resources Office of Human Development (OHD) with a methodology for contracting with service providers on a unit-cost basis. Besides recommending modifications in the department's current contracting forms, WRI developed a unit-cost procedures guide and presented a two-day workshop on the unit-cost contracting methodology for contracting, accounting, and other appropriate OHD staff.

Management Information System for New York Foundling Hospital—In 1984 WRI helped design and implement a comprehensive information system for New York Foundling Hospital. The system, designed primarily by the Creative Socio-Medics Corporation (CSM), included four main functional components: administrative, case management, research and evaluation, and financial management.

Materials for Staff Working with the Developmentally Disabled Parent and Child—In this multiyear project, WRI assisted in developing materials targeted to support a training program for direct service staff who work with children and parents with developmental disabilities. The workshops assisted local and voluntary agency caseworkers and supervisors. WRI worked as a subcontractor to Child Development Associates.

Minority Community-Based Organization Development—In the late 1980's and early 1990's, WRI provided training and technical assistance over a six-year period to staff of minority community-based organizations in the skills needed to obtain public funds and meet the complex

reporting, fiscal, and record-keeping requirements of government agencies. The training also covered general organizational skills such as personnel recruitment and development, financial management, board development, planning, and public relations. This project to assist MCBO's statewide to obtain purchase-of-service contracts was supported by the New York State Department of Social Services.

Monitoring the Reorganization of New York City's Human Resources Administration—Created by Mayor Edward Koch in 1984, the Commission on Human Services Reorganization made a number of recommendations for restructuring New York City's Human Resources Administration (HRA). Subsequently, in 1985, the NYC Human Services Task Force formed a subcommittee to carry out the Commission's recommendations. WRI assisted that subcommittee by monitoring and reporting on HRA's implementation of the Commission's recommendations, particularly with regard to the 44 field offices and five multiservice centers of HRA's Family and Children's Services Agency.

St. Augustine's Family Life Institute—St. Augustine's Center, a multiservice agency in Buffalo, New York, established a family life program to serve families with children who are considered to be at risk of juvenile delinquency. The Family Life Institute sought to improve parents child-rearing skills, increase parents and children's self-esteem, and improve children's learning skills through a variety of educational, recreational, and social activities. In 1984, WRI contracted to assist the program in its first year by designing and implementing an evaluation system that St. Augustine's staff would be able to use to measure program outcomes for the duration of the program.

Setting Municipal Priorities, 1986—*Setting Municipal Priorities* was a series, published periodically with foundation funding, that analyzed a broad range of policy issues facing New York City. Under contract to the editors, Raymond Horton, of the Columbia University School of Business, and Charles Brecher, of the NYU School of Public Administration, WRI prepared a chapter on services to children for the 1986 edition. The chapter provided a full description of each relevant program area, including Aid to Families with Dependent Children, preventive services, adoption, foster care, and protective services. Along with program descriptions, the chapter identified major policy issues and explores options.

Social Services Research Institute—The Social Services Research Institute was established in the 1970's to provide assistance to the Department of Health and Human Services, Office of Human Development Services. The initial goals of the Institute were to conduct short-term research on innovative social services practices in both management and programmatic areas and to demonstrate and refine strategies for the state-to-state transfer of proven approaches.

In its first three years, the Institute conducted research and disseminated findings on best practices in day care, foster care, transportation, hospice care, developmental disabilities, child protective services, residential care, adoption, multiservice delivery systems for Native Americans, and nonservice approaches to social welfare problems. The Institute's Management Transfer Project provided technical assistance in the implementation of innovative technologies to the central administrative human services agencies, as well as state departments of education, energy, Indian affairs, planning, and transportation, in 22 states.

In its fourth year, the Institute assisted the Administration on Developmental Disabilities in developing a management information system to standardize, integrate, and coordinate administrative, fiscal, and programmatic data from state and local developmental disabilities agencies. This effort involved the examination and selection of management methodologies and

the recommendation of policies and procedures regarding the system's management and operation, with an emphasis on system revisions to accommodate operational and practical considerations.

Social Services Unit Cost System—The ability to analyze costs and units of services is especially important for social services administrators, who must attempt to meet local service needs without exceeding state and federal spending limits. This project, administered in the 1970's, devised a method of measuring unit costs of Title XX services (developed in cooperation with Price Waterhouse and Company) and definitions for standard units of service (developed in cooperation with Bowers Associates) that could be replicated in any state. Subsequently, training materials and a training program were developed to aid in implementing the unit cost system.

Statistical Study for the Governor's Select Commission on Mental Health—In 1984, to project the costs of mental health care and service needs, the New York State Office of Mental Health asked WRI to assist in the analysis of statistical data on clients and to develop procedures for estimating the number of mentally ill persons in the state and their care requirements.

Suffolk County Comprehensive Human Services Planning and Delivery—To test the validity of hypotheses regarding integrated human services formulated by the Social and Rehabilitation Services of the Department of Health, Education, and Welfare, WRI developed administrative and governance mechanisms that would make possible joint planning for the coordinated delivery of human services by the major service providers in both the public and private sectors in Suffolk County, New York. Subsequently, WRI designed and implemented a model for the integration of the service delivery system and evaluated the effectiveness and efficiency of that model once it was implemented.

Suffolk County Infirmery: Privatization Options—In 1990, WRI conducted a study exploring options related to privatization of Suffolk County's public nursing home. Options included management by a nonprofit corporation, a lease-purchase system, and operation of specific components by private vendors, among others. WRI made recommendations and presented an implementation plan.

Technical Assistance for the Development of New York State Prevention Policy and Standards—In 1977, to help New York State develop a preventive program in many of its social service delivery components, WRI completed a survey of the current preventive programs and developed a critique of their capability to achieve selected state policy objectives. From these results, New York State was able to determine the probable effectiveness of expanding such programs to other areas and other services.

Technical Assistance to Multiservice Agencies in Promoting Energy Conservation—In response to the need of nonprofit agencies in New York City to conserve energy and reduce costs, the New York Community Trust requested technical assistance to provide appropriate information. In 1987, WRI developed and produced materials to be used in seminars for agencies in a variety of human service sectors.

Technical Assistance to the Astor Foundation—Building upon various state- and foundation-supported projects to provide technical assistance to minority community-based organizations, WRI provided similar services for the Astor Foundation in 1988. The technical assistance was specifically targeted to meet an ad hoc training need and emphasized financial management for a community-based grantee of the foundation. Training and technical assistance were targeted to specific organizational needs.

Technical Assistance to the Governor’s Office for Voluntary Service—WRI provided a variety of design and production assistance to support the work of the Governor’s Office for Voluntary Service. Materials produced include an announcement and brochure for the office’s first annual conference, “Voluntary Power: How To Get It, How to Use It,” and posters designed to inform the public about the contributions made by volunteers in all aspects of community life and to encourage greater involvement. In 1990, WRI also edited and produced brochures for the Office’s Foster Care Youth Independence Project, which supports youth being discharged from foster care to independent living.

Training of MCBOs in Management and Network Development—In the 1980’s, on behalf of the New York State Department of Social Services, WRI provided training and technical assistance to minority community-based organizations (MCBOs), minority firms, and major voluntary organizations in all regions of the state. The purpose was to promote the use of MCBOs as purchase-of-service providers and encourage public and private human service agencies to use minority businesses as vendors. WRI’s training emphasized the development of effective service networks among MCBOs, minority firms, and voluntary agencies in upstate regions.

Training Skills Bank for the Adolescent Pregnancy Prevention and Services (APPS) Community Service Project—With funding from the New York State Office of Children and Family Services, WRI provided technical assistance to community-based organizations on an as-needed basis in the mid-1990’s. Subject areas included strategic planning, grantsmanship, evaluation, personnel management, organizational development, and financial management.

Uniform Coding System for Charitable Organizations—On behalf of the New York Community Trust, in 1981 WRI developed a numerical code for uniformly classifying the activities of all charitable organizations, from health and social welfare activities to environmental conservation and the arts. The system was developed on the basis of existing classification systems and taxonomies and in response to a wide range of user needs and capabilities.

Worker Security Project—In 1994, WRI examined current strategies for improving statewide worker security in New York State Department of Social Services work sites. Through a contract with the State University College at Buffalo, WRI reviewed current activities and curricula on workplace security; conducted a literature search for documentation of strategies used nationally; interviewed experts in the field; and participated in a site visit to a local county DSS office. The final report, entitled *Preventing Violence: Safety in the Social Services Environment*, presents background on the growing crisis and the changing nature of social work, an analysis of violence, and strategies for coping with violence, including violence prevention.

Refugees/Immigration

Case Management for Refugees and Entrants—In 1985, the Department of Social Services, which is responsible for service provision to refugees within New York State, contracted with WRI to design a case management system for coordinating services such as financial aid, health care, housing, employment, and assistance with language and acculturation. In addition to specifying the coordination process, WRI also recommended an interagency organizational structure and developed a case management manual for use in training appropriate agency staff.

Emergency Displaced Persons Project—In response to the influx of Cuban and Haitian refugees to Florida in 1979-80, the state's Department of Health and Rehabilitative Services began a special assistance program with funding from the federal Department of Health and Human Services. WRI served as evaluator and provided technical assistance to the project. The project provided diagnostic, employment, and other services to Cuban young people with special needs, and it provided more comprehensive, community-based services to the roughly 30,000 Haitians residing in Dade County.

Evaluation of Employment Services Programs for Refugees—In 1989, under contract to the New York State Department of Social Services, WRI evaluated three employment-related program models targeted to refugees: Employment Support Programs (ESP), providing services to promote refugee employment, particularly to individuals on public assistance; Youth Employment Services (YES), targeted to refugees between the ages of 16 and 21; and Refugee Women Share in Self-Sufficiency (SHARE), targeted to women's employment needs, including cultural barriers to employment.

Evaluation of the Older Refugee Demonstration Project—In 1986, WRI evaluated a special employment project for entrants whose age posed a barrier to employment. To address problems of high unemployment rates and a large proportion on public assistance, the State Department of Social Services funded a number of voluntary agencies in New York City to provide an array of special services to older refugees. WRI served as project monitor and evaluator of these service programs.

Special Immigrant Juvenile Status – In 2008, WRI was asked to write an Administrative Directive (ADM) on Special Immigrant Juvenile Status (SIJS) for the NYS Office of Children and Family Services. The purpose of the ADM is to provide guidance to local departments of social services and child welfare agencies in New York State on identifying and assisting youth to obtain the status. SIJS enables immigrant youth in foster care to become lawful permanent residents and obtain a green card.

Special Needs

Assessment of Early Intervention Services—In 1986, the New York State Developmental Disabilities Planning Council contracted with WRI to examine the service needs of children from infancy to five years of age who have developmental disabilities. The study was undertaken in response to (1) growing recognition that early intervention can be particularly effective in limiting the adverse impacts of developmental disabilities, and (2) awareness of gaps in service delivery for preschool children. The study emphasized the design of programmatic, administrative, and financial models based on survey data, interviews, and research into the field.

Assessment of Services for Visually Handicapped Children—This eleven-month project in 1977 investigated the range of services being provided to visually handicapped children, identifying additional service needs of these children and projecting the costs for development of any needed services. The final report contains recommendations for changes in the current service delivery system.

Autism in New York State—In 1981, the New York State Office of Mental Retardation and Developmental Disabilities contracted with WRI to provide comprehensive and up-to-date information regarding the incidence of autism in New York State and an overview of effective modes of treatment. In addition to providing this information, WRI also dealt with the issue of how autism is defined, as a prerequisite for determining the prevalence of the condition. Among modes of treatment, particular attention was given to aversive control. The project report includes a complete listing of service programs for people with autism in New York State, as well as a description of several “exemplary” programs in New York and New England.

Domestic Violence in Households Containing a Mentally Retarded or Developmentally Disabled Person—In 1984-85, WRI conducted a two-year research study of the relationship between the incidence of domestic violence and the presence of a mentally or developmentally disabled family member. As an extension of this project, WRI developed a training program to sensitize domestic violence service providers to the needs of families with developmentally disabled members and to alert them to the stress factors in such families that could lead to domestic violence.

Early Intervention Programs in New Jersey—A major research effort of WRI’s Developmental Disabilities Training and Resource Center was a study of programs in the state of New Jersey for infants (aged 0-3 years) who were or might become developmentally disabled. The 1980 study found that, while the programs were diverse, they were generally regarded highly by parents and were providing a valuable service.

Evaluation Design for the New York State Deinstitutionalization Program—Deinstitutionalization activities in four states were evaluated by WRI in 1977 in anticipation of the development of an evaluation study of New York State’s deinstitutionalization program. When this four-state evaluation was completed, the project team analyzed the New York State program and developed a series of management strategies which could be used by the state.

Evaluation of a Developmental Screening and Diagnosis Test Battery—This project involved monitoring and evaluating the development and implementation of a short-form developmental screening instrument to be inserted into routine pediatric health assessments to allow for the identification and follow-up treatment of children “at risk” because of developmental problems.

The 1978 project included the development of a referral system for services within Roosevelt Hospital and elsewhere in New York City and a tracking and monitoring system for referrals.

Evaluation of the Parents as PEERS Program—The SSI Disabled Children’s Program of the New York State Office of Mental Retardation and Developmental Disabilities (OMRDD) established a program to provide the parents of disabled children with the skills and emotional and social support they need to maintain their children at home. In 1982, WRI contracted with OMRDD to evaluate the Parents as Peers program, to determine the efficacy of its design and implementation and to assess its effect on family relationships and on parents skills and social and emotional well-being.

Evaluation of the United Cerebral Palsy Bronx Recreation Program—In 1981, United Cerebral Palsy (UCP) of New York City received a grant from the Rehabilitation Services Administration, U.S. Department of Education, to assist in developing an outdoor recreation program and facilities at the organization’s 13-acre site in the Bronx. WRI’s evaluation involved visits to the recreation site to market the progress of physical renovations and to observe client recreation activities; gathering information on client characteristics and degree of benefit from the program; and interviews with UCP leaders and program staff.

Feasibility of a Coordinated Funding Approach for Services to the Mentally Retarded—In cooperation with the New York State Department of Social Services and the New York State Office of Mental Retardation and Developmental Disabilities, in 1979 WRI conducted a planning feasibility study to explore and develop a plan for coordinated, “pooled” funding for mental retardation programs and services throughout New York State.

Identifying Best Practices of the Community Residential Program—This project, funded in 1986 by the New York State Governor’s Office of Employee Relations and the Committee on the Work Environment and Productivity, involved a study of community residence programs operated either directly by the State Office of Mental Retardation and Developmental Disabilities or under purchase-of-service contracts by voluntary agencies. The study, which included a consumer satisfaction questionnaire, found “no evidence of significant systemic differences” between public and private programs.

Information on Neurological Impairments—Through a 1984 grant from the New York State Office of Mental Retardation and Developmental Disabilities, WRI provided the New York Association for the Learning Disabled with a handbook describing each of six neurological impairments and offering practical considerations for providing appropriate services, to be distributed to relevant professionals and local government officials. WRI also developed an organizational manual for use by advocate organizations in New York State.

Research on Intellectual and Operational Correlates with Successful Reading—With funding from the United Cerebral Palsy Research and Educational Foundation, WRI studied linguistic and other cognitive correlates with successful reading at the most basic level of intellectual functioning. Using cerebral palsied and developmentally delayed children in a special school as the target group, the study was aimed at developing effective reading readiness experiences for children with perceptual and cognitive delays.

Respite Care for Children with Developmental Disabilities—WRI’s 1985 study of the use of homemaker services in New York City pointed up the great need for homemaker and related services (home attendants and home health aides) for the families of severely disabled children.

In response to this need, WRI, in cooperation with the Community Service Society, studied the barriers to obtaining respite services and practical ways of making them more readily available.

Support Services to Region II Developmental Disabilities Staff—Following the passage of the Developmental Disabilities Assistance and Bill of Rights Act (PL 94-103), WRI was awarded a contract in 1980 to establish the Region II Developmental Disabilities Training Systems and Technical Resource Center. The major goals of this center were to provide information, training and technical assistance to developmental disabilities councils and agencies throughout HHS Region II—New York, New Jersey, Puerto Rico, and the Virgin Islands. In addition, the center produced a quarterly newsletter/journal for professionals, advocates, and consumers, produced a catalog of formula grant projects, and studied service programs in the region.

Support Services to the New York State Developmental Disabilities Planning Council—From 1983 to 1985, WRI assisted the Developmental Disabilities Planning Council by providing monitoring and data collection instruments on Council-funded clients, agencies, and projects; conducting workshops for grantees; assisting the Council with public education activities; and producing a variety of documents on developmental disabilities programs in New York State.

Youth Services

Conference on Community Justice— WRI provided logistical support for a statewide conference on restorative justice as applied to the juvenile justice system. WRI designed the conference materials and arranged for the site, national speakers, and panelists. The Community Justice Conference was held by the NYS Council on Children and Families in Albany on September 22–23, 1999. Approximately 230 professionals (from juvenile justice, youth bureaus, mental health, schools, etc.) across the state attended. The subsequent evaluation conducted by WRI indicated that the conference was very well received.

Development and Assessment of Models for Comprehensive Community Services Programs for Adolescents—With funding from the Office of Human Development Services/HHS, WRI and New York State’s Council on Children and Families studied comprehensive, community-based services for adolescents. Over a three-year period in the early 1980’s, the project surveyed and prepared a directory of comprehensive adolescent services programs not only within New York State but nationwide. After identifying six basic program models, the project then evaluated 11 representative programs. Besides the program directory and evaluation report, the project produced a planning guide, an evaluation guide, and two informational studies to aid community program planners.

Evaluation of Adolescent AIDS/HIV Prevention Programs—The AIDS Institute of the New York State Department of Health has funded a variety of programs ranging from minority community-based organizations, multi-service youth organizations, women’s health care providers, and other types of agencies to conduct programs designed to reduce the risk of AIDS/HIV among adolescents. Target populations being served range from street youth to adolescents in foster care with services including mobile health care vans to support groups for adolescents who have tested HIV-positive. In 1992, WRI assessed the impact of health education activities and policy issues related to targeting and cost-effectiveness. The evaluation included both qualitative and quantitative elements, surveys, and analysis of fiscal data along with health-related outcome measures.

Evaluation of Project STAR (Serving Teens at Risk)—In recognition of the rising number of out-of-wedlock births to teenagers in Albany County, the Upper Hudson Planned Parenthood program initiated a demonstration project to encourage contraception by high-risk teens. The project included the use of a special intake instrument for identifying at-risk teens (by such factors as age, school enrollment, race/ethnicity, economic status, patterns of decision making and goal setting, and knowledge about reproduction and birth control) and the provision of enriched services, including a personalized service team approach, counseling and education, and intensive follow-up efforts. WRI’s assistance in 1986 included development of the intake/risk assessment form and an evaluation of the project.

Evaluation of the FACSA/Teen LYFE Program—To help change the cycle of dropping out of school and becoming dependent on welfare, and to help prevent teenage pregnancy, the New York City Board of Education established day care centers in several high schools to enable teen mothers to finish their education. These centers operated as part of the FACSA (Family and Children’s Services Agency) Teen LYFE (Living for the Young Family through Education) program. In 1987, WRI examined the program’s strengths and weaknesses to determine the advisability of expansion and/or revision. The evaluation, which was funded by the Robert Sterling Clark Foundation, was based on visits to 12 program sites with day care centers and interviews with 75 mothers who participated in the program.

Evaluation of the School Construction Authority’s Summer Internship Program—The SCA Summer Internship program gives New York City high school students (juniors and seniors) the opportunity to work in construction industry jobs over a six-week period; the program consists, each week, of four days of on-site work experience and one school-based education day. WRI’s evaluation of the program included an analysis of available descriptive materials; data collection and analyses from student interview questionnaires; questionnaire data from the student counselors who directly interact with the students; and interviews with key individuals participating in the oversight of the program, including some employers. WRI evaluated the 1992, 1993, and 1994 programs.

Evaluation of the Teenage Pregnancy Services Networks—The New York City Youth Bureau funded five adolescent pregnancy services networks, one in each borough, to improve services for youth who are pregnant, parenting, or at risk of becoming pregnant, by improving service coordination among member agencies, providing information and referral services to adolescents, and improving services through advocacy. In 1989, WRI conducted an evaluation of the networks to determine the extent to which they achieved their program objectives. Based on findings from the evaluation, WRI made recommendations to the Youth Bureau for program improvement.

Evaluation of the Teenage Services Act Pilot Demonstration Program—WRI conducted an evaluation of nine pilot case management projects for the New York State Department of Social Services under provisions of the Teenage Services Act (Chapter 975 of the Laws of 1984). The pilot projects were providing case management services to pregnant, parenting, and at-risk adolescents receiving public assistance. WRI’s 1988 evaluation assessed caseworkers and clients satisfaction with the programs and sought to identify the most effective aspects of the program for reducing teenage pregnancy and increasing self-sufficiency.

Evaluation of the YMCA Teen Action Program—From 2000 to 2004, WRI conducted evaluations of the Teen Action Program administered by the YMCA of Greater New York. The program was designed to develop or improve leadership skills, interpersonal competence, literacy, workplace skills, and the healthy life style of teens ages 11–14. The program provided case management, individual counseling, and group work with activities such as setting goals, writing resumes, job seeking, negotiating conflict, making decisions, and providing leadership.

Evaluation of the YMCA Teen Participant Intake Information—The YMCA of Greater New York asked WRI to help develop a profile of the youth entering all programs at the Y. As a result, a participant intake survey was developed and administered to all entering youth from the spring to the fall of 2004. WRI analyzed the data and produced this report, in bar chart form, which presents the results of the survey. The aim was to provide a “snapshot” of the participants—their age, gender, and ethnicity; what programs they attend; and their attitudes toward school, work, and community.

Evaluation of the YMCA Year 2000 Youth Survey—In 2001, WRI was asked to analyze data collected from approximately 1,000 youngsters attending 10 YMCA of Greater New York (YMCA of GNY) programs, and compare the results with data collected in the previous six months by the YMCA of USA. The YMCA of Greater New York was particularly interested in youngsters’ assessment of the impact of its educational and job readiness programs.

Evaluation of the YMCA Youth Skills Certification Program—To help New York City youth develop employable skills, set goals, and grow in self-esteem, the YMCA of Greater New York created the Youth Skills Certification Program in partnership with AT&T. Teen participants were offered 10-week courses in computer literacy, customer service, home and property improvement,

and sports officiating and instructing. WRI evaluated the effectiveness of the programs in 1996, 1997, and 1998, as well as a follow-up, retrospective study of the youngsters who participated in the Fall 1998 program.

Girls Between the Ages of Eight and Twelve: Needs and Issues—This report was completed in late 1993 for Executive Women in Human Services, Center for Women and Girls at Risk, with funds from the New York City Department of Youth Services. Beginning with a review of the literature into issues of self-esteem and gender equity, the report describes major organizations and initiatives concerned with needs and issues of girls between the ages of eight and twelve. It concludes with a summary of recommendations for prevention and intervention in addressing the needs of girls and for program and policy changes to enhance the development of confidence and competence in girls.

Guidebook for the Assessment and Treatment of Adolescent and Pre-Adolescent Sexual Abusers and Sexual Abuse Reactors—In 1998, WRI developed this comprehensive document on assessment and treatment services for adolescent sexual abusers in New York State. At the request of the Office of Children and Family Services, WRI conducted research in the field and surveyed 85 providers throughout the state on service modalities, age of clients treated, type of programs offered, geographic regions served, and related topics. The document includes a comprehensive bibliography and lists of relevant state and national organizations. A companion document provides a directory of the 85 providers and grids displaying their services in a convenient format.

Handbook for Youth in Foster Care—With input from teens in foster care, WRI wrote and designed this handbook for youth ages 14–21 coming into care and already in care in New York State. It gives information on youth rights and responsibilities, legal issues, health, sexual issues, school, work, money, and day-to-day life in foster care. The handbook was funded by the NYS Office of Children and Family Services. Available in Spanish, the handbook was first printed in 2004 and updated in 2007.

Handbook for Youth in Foster Care: Madison and Oneida Counties—In 1997, WRI assisted the Madison County Department of Social Services in the development and production of a handbook for youth from age 11 who are in or about to be placed in foster care. The handbook, was developed with the help of the teens themselves, presents topics on the first day in foster care, how people become foster parents, what happens in court, visiting the biological family, having friends over, smoking, the use of alcohol and drugs, driving, dating, spending money, and similar subjects of interest to teens. A similar handbook was adapted for Oneida County in November 2000. The handbooks were funded by the New York State Department of Social Services.

Partners for Fragile Families Demonstration Project—In 1998, WRI assisted the New York State Office of Child Support Enforcement (OCSE) in submitting joint grant proposals with the NYC OCSE and two voluntary agencies, STRIVE and Bedford-Stuyvesant Restoration Corporation, to the National Center for Strategic Nonprofit Planning and Community Leadership (NPCL). WRI represented the NYS OCSE during the planning grant stage and edited the final proposals. Both proposals were subsequently funded. The purpose of the funding (to be awarded to a limited number of states) is to create fatherhood development demonstration projects that encourage unmarried fathers to take responsibility for their children by establishing paternity, paying child support, and being involved with them on all levels.

Residential Care in New York State 2006 and Beyond—WRI was asked to write this white paper to spark dialogue on the concepts, ideals, and direction of residential treatment in New York State. The paper is directed at stakeholders that provide residential treatment to youth in foster care and those that purchase residential treatment services. Topics include a profile of youth entering residential care, the need for services, current approaches to treatment, and options when youth leave residential care.

School-Based Violence Prevention: Issues, Strategies, and Programs—In response to widespread concern about violence in schools, the Ittleson Foundation, Inc. funded this study and the convening of a panel discussion to address school violence, particularly in New York City. The report presents the panel deliberations, describes the scope and nature of school and community violence, provides a literature review, and describes key programs and initiatives within the context of nine violence prevention strategies. Also included are a bibliography and a list of resource individuals and organizations with information on school violence. The report was completed in late 1993.

Special Immigrant Juvenile Status – In 2008, WRI was asked to write an Administrative Directive (ADM) on Special Immigrant Juvenile Status (SIJS) for the NYS Office of Children and Family Services. The purpose of the ADM is to provide guidance to local departments of social services and child welfare agencies in New York State on identifying and assisting youth to obtain the status. SIJS enables immigrant youth in foster care to become lawful permanent residents and obtain a green card.

Support for a Public Health Campaign to Prevent Adolescent Pregnancy—In 1998, WRI assisted the New York State Office of Child Support Enforcement in its campaign to educate the public on the emotional, financial, and legal impacts of parenting. WRI's activities included developing a brochure and other materials to accompany a 15-minute video, writing a study guide to be used with the video, developing a distribution strategy for the video and study guide, and identifying potential sources of additional funding to support the project. To determine whether the materials were received and were being used, WRI developed a survey to be administered by telephone to schools and youth programs from 10 different entities across New York State. WRI administered the survey (making more than 100 contacts) and developed a report of findings. This activity was funded by the New York State Office of Temporary and Disability Assistance.

Training Skills Bank for the Adolescent Pregnancy Prevention and Services (APPS) Community Service Project—With funding from the New York State Office of Children and Family Services, WRI provides technical assistance to community-based organizations on an as-needed basis in the mid-90's. Subject areas include strategic planning, grantsmanship, evaluation, personnel management, organizational development, and financial management.

Youth Services in the Virgin Islands—To help the Office of Human Development Services provide a continuum of care for youth and their families throughout Region II, in 1981 WRI conducted a needs assessment of youth services in the Virgin Islands and to develop a detailed plan for providing needed services. Project activities involved cooperation with community leaders and youth advocates, as well as public agency directors, in the Virgin Islands.