

Strategies for engaging current and former foster care youth in child welfare policy advocacy:

Lessons from the New England Youth Coalition (NEYC)

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Abstract

In the past two decades, youth engagement in child welfare program and policy decision making has gained prominence. Studies demonstrate benefits of youth participation however there is limited research to guide practice. This study examined the strategies used by the New England Youth Coalition, a multi-state foster care youth coalition, to engage current and former foster youth in policy advocacy. Strategies include engaged leadership, youth-adult partnership model, on-going training and professional development opportunities, multi-tiered mentoring model, meaningful policy projects, and creating a supportive social context. Implications for child welfare programs and practice are presented.

Introduction

In the past two decades, there has been an increased emphasis on youth engagement in decision-making related to child welfare programs and services, particularly with respect to permanency planning, and transitional planning. This can be attributed to multiple factors including longitudinal research documenting poor outcomes for foster care youth as emancipate from foster care (Pecora, 2005; Courtney et al., 2011; Courtney et al., 2018), the positive youth development literature documenting the benefits of engagement (Lerner et al., 2009), and youth-led advocacy focused on elevating the voices of current and former foster youth in policy and practice (California Youth Connection, 2017).

U.S. state and federal legislation provides a legal mandate to include youth, ages 14 years and older, in individual case planning and the development and evaluation of programs. Foster youth advisory boards (YAB's) are an important program used by states to engage youth in the development and evaluation of child welfare practice and programs. YABs exist in the majority of U.S. states; the origin, structure and activities differ among and between states, however, they generally provide youth an opportunity to identify issues and priorities, advise child welfare commissioners and directors, advocate for program and policy enhancements, and develop youth adult partnerships (Havlicek, Lin & Villipando, 2015).

Despite the establishment of foster YABs across the U.S., there is limited empirical research to guide practice. Research demonstrates potential benefits of youth participation in foster YABs; as well as typologies of youth adult relationships (Havlicek, Curry & Villapando, 2018), however, there is a need for information on specific strategies used to engage foster youth. This paper fills a gap in the empirical literature by reporting on the strategies used by the New England Youth Coalition (NEYC), a multi-state foster care youth coalition, to engage

current and former foster youth from six states to inform child welfare policy and practice. We begin with a review of child welfare policy that supports youth engagement and youth voice in decision making, followed by a discussion of foster care YABs. Then, we present data from an in-depth case study of the New England Youth Coalition, focusing on the strategies used to engage youth in policy advocacy. We conclude with implications for child welfare practice and research.

Review of Federal Policy

Since the passage of The Foster Care Independence Act [FCIA] of 1999 child welfare policy has supported youth engagement and youth voice in the development of individual case plans and the design and evaluation of programs and services. The FCIA provided funding to states to include youth in designing and evaluating independent living programs. One mechanism to engage youth voice in child welfare practice and programs was the development of youth advisory boards (Collins, 2004; Havlicek et. al., 2015).

Nearly a decade later, Fostering Connections to Success and Increasing Adoptions Act of 2008 (P.L. 110-351) provided partial funding for states to extend foster care from 18-21; and a mandate that youth be included in developing a personalized discharge plan at least 90 days prior to their emancipation from foster care. The goal was to ensure youth engagement and youth voice in permanency and transition planning.

More recently, the Preventing Sex Trafficking and Strengthening Families Act of 2014 (P.L. 113-183) lowered the required age of participation in case planning to 14 years old. Notably, the Act included a reasonable and prudent parent standard (RPPS) which affords foster caregivers' discretion in making parental decisions regarding "normal" daily activities. The aim

is to provide normalcy for children and youth in foster care in areas including but not limited to decision-making around standard or usual activities and participation in decision making.

Foster Care Youth Advisory Boards

Youth participation is considered a best practice for gaining information from individuals who are most impacted by programs and practice (Checkoway, 2011). The Department of Health and Human Services (2019) recognizes participation on advisory boards as one successful youth engagement approach. Foster youth advisory boards (YABs) exist in most (n=47) U.S. states (Havlicek et al., 2015); they are generally run by a state or local agency, or a partnership between a public and non-profit agency (Forenza & Happopen, 2016). YABs provide a mechanism for current and former foster care youth to identify issues and concerns, develop policy related projects, communicate priorities and recommendations to decision-makers, and advocate for a wide range of child welfare initiatives (Havlicek et al., 2015).

Participation in foster YABs may result in positive youth development outcomes such as enhanced leadership and advocacy skills; positive relationships with peers and adults; critical awareness of oppressive systems and structures; and skills in critical action (Forenza, 2016; Forenza, 2017; Havlicek & Samuels., 2018). Participation may be particularly important for youth in foster care, who often feel disempowered and report a lack of voice in decision making that directly impacts them. While research demonstrates benefits, there are also challenges to authentic youth engagement. The biggest challenge is adultism-- the negative attitudes adults hold about the abilities of youth; the institutional policies and procedures that support these negative attitudes about youth; and youths internalized messages of incompetence or inadequacy (Kennedy, 2018). Adultism may be particularly apparent in child welfare where adults perceive their role as ensuring child safety, permanency and well-being.

Havlicek and colleagues (2018) examined relationships between youth and adults on 34 state level foster care youth advisory boards. The findings demonstrate four approaches: adult-led, adult driven youth input, 50-50 youth-adult partnership, and youth-led. The most common approach was a 50–50 Y-AP, however half of the YABs implemented an adult driven approach. The authors note, the 50-50 Y-AP “represents new terrain in child welfare systems, particularly with respect to the strategies facilitators use to share decision making with youth. What remains less clear are the necessary program activities that facilitate a minimum level of youth participation in foster youth advisory boards” (Havlicek et al., 2018, p. 266).

Framework for Research

Research on youth participation in state-level foster YABs has documented the origin, structure, and activities of foster youth advisory boards; the potential benefits of youth participation; and typologies of youth-adult relationships. The present analysis expands the extant research to identify the *strategies* used by NEYC to engage current and former foster care youth in child welfare in policy advocacy and implementation efforts.

Methods

This manuscript is part of an in-depth case study examining the origin, structure, and activities of the New England Youth Coalition (NEYC). The protocol was approved by the Institutional Review Board at Boston University.

Sampling

The NEYC was established in 2008 under the umbrella of the New England Association of Child Welfare Commissioners and Directors (NEACWCD) following a Breakthrough Series on Permanency Planning where current and former foster care youth attended as key stakeholders. At the conclusion of the series, youth expressed an interest in establishing a formal

mechanism to have ongoing discussions with youth and adults from across New England. NEYC was established under the umbrella of the NEACWCD with the following mission: “The New England Youth Coalition consists of current and alumni foster youth and adult allies working together to better the quality of life for youth involved with the foster care system through education, advocacy, and improvement of policy and practice” (New England Youth Coalition, 2019).

Multiple stakeholders were included in the sample including NEYC staff, NEYC adult supporters, NEYC current and former foster care youth advocates, and current and former commissioners/directors. NEYC staff are employees of the NEACWCD, and included the Program Manager, Program Director, and the Executive Director. The Program Manager works most closely with the youth advocates and adult supporters from each of the six states on the NEYC. Since 2008, there have been two Program Managers; both with lived experience in foster care and prior experience as youth advocates. Adult supporters, selected by the commissioners and directors, are employed by the state child welfare agency or a provider agency and participate in all NEYC activities. Youth Advocates are current and former foster care youth, between 14 to 25 years old, from across New England who are selected to represent their state in the NEYC. These youth have typically served on state-level YABs or in another child welfare leadership role.

Data Collection

Data collection lasted between May 2018 and August 2018 and included 26 semi-structured interviews, 2 youth focus groups, an observation of the August 2018 NEYC Regional Youth Leadership Conference, and a review of program documents. Data were collected in partnership with researchers at Boston University, the NEYC Program Manager and NEACWCD

Executive Director. The aim was to gather various stakeholders' perspectives on youth engagement in the context of NEYC policy advocacy and implementation efforts.

Semi-structured interviews were conducted with stakeholders from all six states and included 6 youth advocates; 8 adult supporters; 8 commissioner/directors; and 4 NEACWCD staff. The NEYC Program Manager identified youth advocates for the interviews. Inclusion criteria was youth who had been involved for at least one year and had knowledge of the activities. The NEACWCD Executive Director identified the adult supporters, commissioner/directors and NEACWCD staff. Inclusion criteria included adult stakeholders who had at least 2 years of experience with NEYC. The interviews were conducted on the phone by the first author and a trained graduate research assistant and lasted between 30-45 minutes. The interview instruments were developed in consultation with NEYC youth advocates and NEACWCD staff. Topics included: the mission and goals of NEYC; perceptions of youth-adult relationships; involvement in policy advocacy and implementation, perceived successes and barriers; and recommendations to enhance youth participation in NEYC activities. The current youth advocates received a \$25 stipend for participation in the interview. All interviews were audio recorded and transcribed verbatim by a research assistant.

In order to triangulate the interview data, two focus groups were held with youth advocates (n=30), aged 14-25, from all six states at the August 2018 NEYC Regional Youth Leadership Conference. Youth selected to participate in the new and veteran focus groups based on their longevity in NEYC, which ranged from 1-day to 6 years. Two youth who participated in the interviews also participated in the veteran focus group. The focus groups lasted for 45 minutes and explored youths' experiences and perceptions of the NEYC mission and goals, participation in activities, successes in policy advocacy, and recommendations for improving

youth engagement. Observations were conducted during the August 2018 NEYC Regional Youth Leadership Conference. The first author and a graduate research assistant independently recorded data on the agenda items, activities, participant engagement, and youth-adult interactions. The research team also reviewed program documents including the NEYC website and select policy materials (sibling bill of rights, normalcy definition, normalcy bill of rights, normalcy toolkit) developed by NEYC.

Data Analysis

Data analysis was guided by the Braun and Clark's (2006) stages of thematic analysis. The analysis was iterative, beginning with the first and second author reviewing select interview transcripts for any emergent themes. During this process, the researchers relied on inductive coding to identify initial codes that emerged from the data. Initial codes were created for each transcript, compared across transcripts, and then consolidated into larger thematic strategies for youth engagement. The researchers worked in conjunction with NEACWCD staff, who reviewed the strategies and provided feedback based on their experience working with NEYC. For example, after identifying two themes in the data (engaged leadership and multi-tiered mentoring), the researchers consulted with the Program Manager to better understand the structure and frequency of ongoing meetings and receive information regarding the structure of the mentoring process.

Results

Six strategies were identified as facilitating youth engagement in policy advocacy in the context of NEYC: engaged leadership, using a youth-adult partnership model, on-going training and professional development opportunities, multi-tiered mentoring model, meaningful policy projects, and creating a supportive social context. These strategies reinforce participatory

practices of centering youth voices, power sharing between adults and youth, and fostering a supportive social context that promotes positive youth development.

Engaged Leadership

The support and buy-in from high-level commissioners and directors were identified by multiple stakeholders as an important component of youth engagement. NEYC was developed in 2008 under the umbrella of the New England Association of Child Welfare Commissioners and Directors (NEACWCD) after the Breakthrough Series on Adolescent Permanence. The request by youth to continue meeting with other youth across New England was approved by the commissioners and directors who represented each of the six New England states. This initial buy-in from high level state leaders to develop and fund a multi-state foster youth coalition demonstrated a commitment to youth voice and youth engagement in decision making on the regional and state-levels.

The sustained commitment of the commissioners and directors over the past decade can be attributed to the ongoing NEACWCD meetings and opportunities to network with adult supporters and youth advocates from multiple states. The NEACWCD commissioners, directors, and child welfare staff convene on a quarterly basis to discuss child welfare priorities, share and distribute knowledge on best practices, receive training and information, and discuss policy and programming across states.

The commissioners and directors also meet with NEACWCD staff, youth advocates and adult supporters at least once a year in person at the annual NEYC Regional Youth Leadership Conference. NEYC youth advocates present policy priorities, information on on-going work, and engage in discussions regarding the impact of policy on the daily experiences of youth in foster care. As an example, after the passage of the Preventing Sex Trafficking and Strengthening

Families Act of 2014, the commissioners and directors asked NEYC to come up with a definition of normalcy to guide implementation in their individual states. The NEYC developed the Normalcy Definition and Normalcy Bill of Rights which included rights to decision making around developmentally “normal” activities such as sleepovers, driver’s licenses, and school trips. They presented this definition to the commissioners and directors in an effort to inform practice.

Using a Youth-Adult Partnership Model (Y-AP)

A critical component of youth engagement in policy advocacy is a commitment from adults to share power with youth in decision making processes. An NEYC adult supporter exemplified this commitment by asserting that consensus-building is the first step in developing authentic youth-adult relationships: “the first thing that you need to do is really get a group to cohere, so getting-to-know-you things were certainly part of what we were doing. But also, consensus-building, so what are the things that matter to us collectively?”

The strategy of utilizing a Y-AP model entails adults stepping back and allowing youth to drive decision making, while also providing information and support. It means investing time and resources to establish a collective vision. For example, NEYC adult supporters and staff taught youth how to administer and facilitate consensus building tools such as the Gradients of Agreement which was used to finalize the Normalcy Definition. Investment in a shared process facilitates the formation of authentic youth-adult partnerships, and increases buy-in and commitment from youth and adults in becoming involved with the coalition. A youth advocate said, “I always felt that it was about the youth, and all of the adults... were there to just offer support.”

An example of collaborative decision making in NEYC was the development of the Siblings Bill of Rights. Youth advocates, NEACWCD staff and adult supporters allocated a significant amount of time to gathering data from youth in all six states as to their experiences with siblings while in foster care and key priorities related to sibling rights. The group brainstormed and agreed upon top priorities (e.g., siblings should be placed together whenever possible, siblings who are not placed together have the right to visit at least once a month) that should be included. They discussed the feasibility of each item, in collaboration with NEACWCD staff, adult supporters, and commissioners and directors. The document was subsequently signed publicly by commissioners and directors in the individual states; a public recognition of the importance of youth voice and youth engagement. Feedback from stakeholders was that centering the voices of youth throughout the process, with information, support and feedback from adults, allowed for the formulation of items that were relevant to youths' needs and achievable in scope.

Training and Professional Development Opportunities

“Many [workers] aren’t super well-prepared to do youth leadership work. They may know how to do youth clinical work, like mental health work, but aren’t necessarily prepared to teach young people how to find their voice and tell their story, organize to accumulate and exert power” (NEACWCD Staff Member).

An important strategy for establishing an environment that supports youth engagement and youth voice is to ensure that adults working with youth are knowledgeable and trained in positive youth development, youth empowerment, and the policy process. Ongoing training and professional development opportunities allow adult supporters to develop competencies, as well as identify and combat negative views of youth capabilities, and the policies and procedures that

disempower youth from having a meaningful voice (e.g., adultism). NEYC is primarily a virtual group; in addition to teaching youth strategic sharing, NEYC invests ongoing time into competencies youth refer to as the “nuts and bolts of NEYC.” These skills which will transcend their time as a youth advocate include teaching youth about the differences between a participant agenda and a facilitator agenda, how to write and deliver meeting minutes, set up and facilitate conference calls, develop e-mail etiquette, and use file sharing apps for project management.

An important aspect of NEYC is the positionality of the Program Manager(s) as a person with lived experience in foster care who participated on a foster youth advisory board as youth advocate. This lived expertise provides a foundation for ensuring that the voices of foster youth are central to the work of NEYC. It also provides a positive role model for the youth advocates. As reported by one youth advocate, “I can talk for years about how amazing the [Program Manager] is, I just think she’s a wonderful inspiration who’s so full of energy and passion, and I love that she has her own story to tell, I love that.”

The Program Manager ensured that all adult supporters received orientation and training to their roles and responsibilities. The Program Manager also provided ongoing individual and group meetings where adult supporters and other NEACECD staff discuss challenges and strategize how to deal with issues as they arise. The adult supporters also participate in ongoing training with youth advocates around issues such as self-care, strategic sharing, community advocacy, and leadership development (i.e., public speaking, time management, stress management, relationship building). The trainings allow youth and adults to share information, understand and empathize with others experiences.

Multitiered Mentoring Model

Mentoring involves the development of a relationship between a more experienced member of a group with a less experienced member of a group. Mentoring relationships allow for the sharing of institutional knowledge and information, social support, and the development of social capital. A commitment to mentoring can create a supportive, collaborative and relational culture in an organization. NEYC employed a multi-tiered mentoring model where more experienced members (youth and adults) mentored newer members.

The mentoring model of youth advocates, referred to as the “buddy system,” was designed by youth advocates as a mechanism to orient new members to the group. Prior to the in-person meetings, new NEYC youth advocates and adult supporters were paired with ‘veteran’ NEYC members via e-mail introductions. A “veteran” is a member who has attended at least one in person meeting. Once they arrive at the in-person meeting, the pairs were given formal and informal opportunities to get to know each other, share personal and professional information, and begin establishing a peer relationship. In discussing the buddy system, youth advocates reported that they felt nervous to attend the in-person conference and the opportunity to meet and connect with an experienced youth advocate made them feel more at ease when interacting with the larger group. Many of these mentor relationships encouraged regional connections as the youth participated in NEYC monthly meetings and on-going projects.

Adult supporters reported multiple opportunities to provide and receive mentorship. Adult supporters meet in person twice a year to discuss best practices, consult regarding youth engagement strategies, and receive information from other adult supporters and NEYC staff. The adult supporters have ongoing monthly communication via telephone meetings and committee meetings. Through these multiple contacts, adult supporters described sharing best practices for youth engagement across states as well as opportunities for relationship building

and social support. The mentoring process provided information as well as the transfer of historical memory.

A final layer of mentorship involved the mentoring of youth by NEYC staff members and adult supporters. The NEYC Program Manager described her own experience being mentored while in foster care and serving on a YAB. Her mentor modeled for her “how to empower a young person to have a voice and not just I’m giving you (adult) information and you present it.” The Program Manager utilizes her own lived experience as a guide to provide both formal and informal mentoring to youth advocates. One youth advocate discussed her relationship with the Program Manager, “I could always call her if I needed anything, whether it was in regard to NEYC or whether it was in my own life, because we had that mentor relationship.

Adult supporters also discussed mentoring of youth advocates around skills building, relationship building, strategic sharing, and other child welfare related items. When reflecting on mentoring within NEYC, an Adult Supporters said, “they (youth advocates) develop the skills of how you develop a support system, how you keep in touch with folks that you don’t see very often, how you still help build those relationships”

Meaningful Policy Projects

Another youth engagement strategy is working on projects that are developed and agreed upon by youth advocates and have the potential to create positive change for other youth in foster care. As an example, youth advocates are provided the opportunity to propose and collectively agree (vote) upon the policy projects that NEYC will undertake. Examples of current projects include Driving to Success, a project focused on ensuring youth obtain a driver's license while in foster care before they turn 18, and Project Story, focused on collecting and comparing state and national training curriculum on ‘Strategic Sharing’ models in order to eventually update these

trainings to include protocols unique for online venues, trainings focused on sharing personal information on social media, and other venues.

The collective experience of identifying policy priorities, sharing practices across multiple states, and identifying solutions can be beneficial to individual youth in knowing that the challenges they face were not unique to them, but rather the result of systemic issues within the child welfare system. It may also benefit others involved in the child welfare system by providing relevant information and solutions to complex issues. As an example, the NEYC's work on the Normalcy Definition, Normalcy Bill of Rights and Normalcy Toolkit afforded youth advocates the opportunity to define normalcy and guide implementation of the "prudent parenting standard" into practice. The efforts of youth advocates will potentially impact programs and practice on a state, regional (and perhaps even national) level. A youth advocate said, "you're not just making change for your own state but for others as well. You know, you see some large and macro changes."

Creating a Supportive Social Context

With NEYC, it's not all about work, it's not all about making changes, it's about who we are as people and how we can help each other in the time that we have. That's what I needed, that sense of a family who was genuinely caring about me and not only what I can give them. (Youth Advocate)

Undergirding all other strategies of youth engagement is the development a supportive social context. Almost all stakeholders identified relationship building as one of the most important elements of their work. Relationship building entailed the formation of a safe and supportive environment where youth advocates can express concerns, share ideas, and disclose

their fears, ambitions, and goals. An NEYC Staff Member said the coalition’s goal was to provide an “opportunity to build really strong relationships with these young people, and the opportunity for the youth to really have their voice heard, and to really see it make a difference in their states.” An adult supporter reflected on the relationships she established with youth advocates over the years and the meaning it brought to her own life:

I mean I’m still in touch with a couple of the youth that I met through NEYC. And one just graduated from college and I felt like a proud mama. And another one I was at her wedding! So, you become like an adoptive auntie to them, for some of the young people. And it’s a great feeling. For the jobs that we do, if you can go home at the end of the day and say you made a difference in somebody’s life, that’s a day well-lived.

One of the most powerful aspects of involvement with NEYC identified by the youth advocates is the validation of their lived experiences through the eyes of other foster care youth who have gone through similar experiences. Community building situates these relationships within a broader system-level context. An emphasis on relationship building allows the organization to elevate the voices of those individuals most impacted by creating a secure environment in which the sharing of lived experiences is openly received, and in which adults are supportive of youth disclosing their personal, and potentially traumatic lived experiences. Together, NEYC youth advocates and adult supporters create and expand a supportive social context through learning and administering tools of grassroots organizing. NEYC advocates are taught how to gather evidence and data, create public demonstrations of support, develop tools such as the Normalcy Toolkit, give people words to understand their rights, elevate the voices of those most impacted, build buy-in, raise awareness, and compare themselves to other states.

Discussion

Findings from our case study highlight effective strategies used by the NEYC to engage foster youth from multiple states in policy advocacy and implementation efforts. The child welfare system is complex and bureaucratic by nature; as such intentionality when it comes to gaining buy-in from high level commissioners and directors must be underscored. The importance of engaged political leadership has been documented as a best practice for engaging youth in municipal youth councils, commissions and/or advisory boards (Augsberger, Collins, & Gecker, 2017). A study of youth civic engagement in the context of participatory budgeting reported that direct contact with the Mayor and City Hall staff was “a critical aspect of understanding and being involved in a democratic decision making” (Augsberger, Collins, & Gecker, 2018, p. 9.). Our case study of youth engagement in NEYC demonstrates that establishing formal mechanisms for foster youth to meet with commissioners and directors to present their priorities and discuss the feasibility of proposed policy facilitates collaboration and a shared understanding of priorities and goals

Research on youth engagement in community decision making suggests that the most effective form of youth engagement involves youth adult partnerships (Zedin, Krauss, Collura, Lucchesi, & Sulaiman, 2014) where adults share power with youth at all stages of the work (Zeldin, Christens, & Powers, 2013). Youth adult partnerships can promote positive youth development outcomes and enhanced policy (Zeldin, Christens, & Powers, 2013). However, Zeldin and colleagues (2014) caution that meaningful youth adult partnerships are a challenge to achieve as many adults do not have the training or skills to share power with youth; additionally, systems and structures are not often set up to support youth adult partnerships. Our findings suggest that the youth-adult partnership model can be best achieved by providing on-going

training, support and professional development opportunities to adults who work directly with youth on advisory boards. When possible, the training should be conducted by persons with lived experience. Another key strategy is the multi-tiered mentoring approach which provides formal and informal opportunities for relationship building, skills development, and the sharing of institutional memory (Sprague Martinez et al., 2017).

Multiple stakeholders discussed the importance of selecting policy projects that can lead to positive change for other youth in the child welfare system. Youth advocates discussed joining the NEYC to “make positive change” and experienced empowerment when they developed projects that could lead to change in individual states, as well as regionally. Meeting yearly with NEYC as well as the public signings (e.g., Sibling Bill of Rights, Normalcy Bill of Rights) also send the message that the commissioners and directors were committed to elevating the voices of those most impacted by policy and practice. Underlying all of the strategies is the importance of building a supportive social context. The NEYC was intentional regarding building trust, rapport and caring and committed relationships.

Limitations

Similar to other qualitative studies using a case study design, it is difficult to disentangle the findings from the particular organization/setting in which they appear. We chose the NEYC because it’s an established multi-state foster youth coalition. As such, the strategies used to engage foster youth may not be fully generalizable to other contexts. This may particularly be the case in newly formed youth advisory boards and/or those where there is less buy in from agency leadership and/or adult stakeholders lack experience in youth engagement. Future research should examine these strategies in the context of other foster advisory boards. Another limitation

is that the stakeholders selected for interviews were active members of NEYC. Though the focus group and observational data served to triangulate the interview data, future studies should capture the perceptions of youth who do not continue for at least a year in the program. Another limitation of the study is that the exploratory design did not account for whether certain strategies result in better outcomes in youth participation in policy advocacy. Additional research is needed to operationalize these strategies and to examine whether specific strategies lead to greater youth participation and policy impact.

Conclusion

The present study identified strategies used by the NEYC to engage foster youth in child welfare policy advocacy. While NEYC is unique in that it brings together foster care youth and adult supporters from multiple states in one region, we believe that the strategies outlined in this case study may be transferrable to other foster youth advisory board contexts.

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