



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI  
Chief Executive Officer

December 26, 2019

To: Supervisor Kathryn Barger, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## **REPORT BACK ON THE CENTRALIZED TRANSITIONAL-AGED YOUTH HUB (ITEM NO. 17, AGENDA OF JULY 24, 2018)**

On July 24, 2018, the Board of Supervisors (Board), in response to the Chief Executive Office (CEO) July 6, 2018, report *Los Angeles County Centralized Transitional-Aged Youth (TAY) Hub: Supporting Successful Transition of Foster Youth to Adulthood*, directed the CEO to report on recommendations to develop and launch a Centralized Transitional-Aged Youth Hub, and further report on the following:

1. Explore internal and external options to develop and launch the Hub, including collaboration with the Center for Strategic Partnerships (CSP) to support philanthropic engagement as appropriate, and identify any additional funding as necessary;
2. Coordinate with the Office of Child Protection (OCP) and all relevant County departments and partner agencies to implement a governance structure (including key internal and external stakeholders and advocates) to guide the implementation of the proposed multi-year strategy; and
3. Work with relevant County department leadership to develop Management Appraisal Performance Program (MAPP) goals that will ensure streamlining and effective service delivery to meet the needs of TAY and support the implementation and utilization of the Hub.

This memo serves as an update to the CEO's June 5, 2019 report, and represents the culmination of the first year in a multi-year strategy effort to implement the County's Transition Youth Hub (Hub). The updates provided below highlight efforts that build on the progress made in the previous reporting period, namely: 1) the creation of a Governance Structure; 2) completion of the Hub end user requirements/storyboards; 3) release of a Request for Information (RFI) process based on the end user requirements; and 4) development of a set of MAPP Goals for Fiscal Year (FY) 2019-2020.

### Vendor Demonstrations and Request for Proposals (RFP)

The Hub Request for Information (RFI) (Attachment I) was released on May 13, 2019, for the

purpose of gauging the capabilities of vendors to meet the Hub's end user requirements. Vendors using the same commodity code as the RFI were automatically notified of its availability via the *Vendor Registration* (WEBVEN) system. Additionally, Hub Steering Committee (SC) members were asked to distribute the RFI via their networks to potentially interested vendors.

As a result, 11 responses were received, and 10 onsite, half-day vendor product demonstrations were scheduled by the CEO and the Chief Information Office (CIO) during the month of July (one vendor did not meet the RFI requirements). In all, 48 SC representatives from County departments, community agencies/foundations, and youth were engaged in this process. The demonstrations gave the County team the opportunity to see first-hand the type of systems/solutions currently on the market, better understand the capabilities of vendors, and how their systems and capabilities could be leveraged to meet the Hub's requirements. Attachment II contains a listing of the vendors that presented to the County team in July.

Based on the capabilities observed, and meetings held between the CEO, CIO, the Department of Children and Family Services (DCFS) and OCP, the group jointly agreed that the Hub's creation presents a strategic opportunity for the County to take a more efficient approach to meeting the service information and referral (I&R) needs of departments and specialized populations such as TAY. By reimagining the County's I&R system as a centralized, countywide mechanism, development of the Hub and other systems, such as OCP's prevention-based system, could be more easily realized as subcomponents of the larger centralized County I&R environment.

To this end, the CIO in collaboration with the CEO, DCFS and OCP, will lead a RFP process to create the centralized I&R mechanism for the County. In late January 2020, key departments will be convened to gather and prioritize their collective business needs and inform a scope of work for implementing the centralized environment and the Hub. It is anticipated that a RFP will be released during the first half of calendar year 2020, with the goal of having an executed contract in place before the end of the calendar year.

#### Activation of Core Team

While the technical aspects of the Hub were being worked out, the SC launched its first Core Team to begin working on improving coordination of services to TAY. Designed as integral part of the Hub's Governance Structure, Core Teams are meant to support the Hub's capabilities by focusing designated subject matter, technical and business process expertise on specific programmatic/operational challenges and opportunities to coordinated services. The goal is for any efficiencies generated by the Teams to be in place by the time the Hub rolls out.

With these goals in mind, the SC charged its first Core Team to explore ways to improve the assessment and resource matching processes related to youth employment and housing. As a starting point, the Core Team has focused on collecting key TAY information needed by both employment and housing systems via a Youth Profile residing on the Hub. Profile data would then be used to match TAYs to housing, employment/training opportunities, and related

supportive services via an algorithm/process. Development of such a process would simplify and increase the efficiency by which TAY are matched to services and housing/employment opportunities. Additionally, once these enhancements are in place, they could be used for a variety of purposes such as creating a career pathway “calculator” for TAY based on the interests/strengths collected or linked to their Hub profile.

It is envisioned that additional Core Teams will be created in 2020 to address other areas, such as improving the coordination of services to DCFS involved TAY with special health care needs, for example.

#### Next Steps

In addition to the updates provided above, the Hub implementation timeline contains the following key milestones for FY 2020:

1. By February 2020, DCFS, CEO and CSP will host a convening of philanthropic organizations to update them on progress made to date and discuss possible areas of interest and support. The convening will help shape the development of a *Funding Roadmap*, which will also contain County funding resources/opportunities to realize the Hub.
2. By March 2020, the Core Team will submit their employment and housing efficiency recommendations to the SC for approval and implementation.
3. By June 2020, draft MAPP goals for FY 2020-21 that support the development and implementation of the Hub as part of a larger centralized I&R mechanism for the County.

The CEO will provide its next implementation update on June 19, 2020. If you have any questions or need additional information, please contact me directly, or your staff may contact Tiana Murillo, Assistant Chief Executive Officer, at (213) 974-1186, or by email at [TMurillo@ceo.lacounty.gov](mailto:TMurillo@ceo.lacounty.gov).

SAH:TJM  
HK:CP:ma

#### Attachments

c: Executive Office, Board of Supervisors	Parks and Recreation
County Counsel	Probation
Children and Family Services	Public Health
Consumer and Business Affairs	Public Social Services
Health Agency	Workforce Development, Aging and Community Services
Health Services	Los Angeles County Office of Education
LA County Library	Los Angeles Homeless Services Authority
Mental Health	
Office of Child Protection	



# **COUNTY OF LOS ANGELES CHIEF EXECUTIVE OFFICE**

**REQUEST FOR INFORMATION**

**FOR**

**INFORMATION AND REFERRAL SYSTEMS**

**MAY 2019**

## 1.0 PURPOSE

The County of Los Angeles (County) Chief Executive Office (CEO) is releasing this Request for Information (RFI) to obtain information from technology industry vendors that currently provide turnkey Software as a Service (SaaS) information and referral systems built on an open system architecture. Information received in response to the RFI may be used by the County for future program planning, development and solicitation purposes. Interested vendors are advised that the County reserves the right to use any information gathered in response to this RFI to develop future solicitations.

This RFI does not commit the County to contract for any services whatsoever. The County shall not be liable in any way or have any responsibility for any costs incurred in connection with the preparation, submittal, or presentation of any response to this RFI.

## 2.0 BACKGROUND

On August 22, 2017, the Board of Supervisors (Board) adopted a [motion](#) (Attachment I) that recognized Transitional-Aged Youth (TAY) who age out of the foster care system from the Department of Children and Family Services and Probation Department, as the most vulnerable within Los Angeles County's disconnected youth population, as evidenced by poor young adult outcomes. The Board directed the CEO, in conjunction with the Office of Child Protection, to coordinate with all relevant County departments to combine existing efforts as the basis for a cohesive multi-year strategy that will support the self-sufficiency goals of transitional-aged foster youth at the earliest stage possible.

On July 6, 2018, the CEO submitted the report "[Los Angeles County Centralized TAY Hub: Supporting Successful Transition of Foster Youth to Adulthood](#)" (Attachment II) that included recommendations for the implementation of a Centralized TAY Hub (TAY Hub) to be used by TAY, and their support network, including County staff, caregivers, and others who support TAY. The TAY Hub concept is a proposed web-based model that facilitates access to information, from multiple sources, intended to assist and guide TAY in meeting their self-sufficiency goals.

On July 24, 2018, the Board adopted a [motion](#) (Attachment III) for the implementation of the TAY Hub.

## 3.0 SERVICES OF INTEREST

The County is surveying the market for technology industry vendors that currently provide turnkey SaaS information and referral systems. The County is interested in learning about readily available content and technology solutions that can be leveraged for the development and implementation of the TAY Hub. The TAY Hub is envisioned to be multimodal compatible and should also be available through a smartphone application and to access the following major content and technology components:

- A comprehensive repository of County departmental and community-based resources (including services, supports, and events) tailored to meet the self-sufficiency needs of TAY and caregivers as they transition into adulthood. The

services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.;

- Secure cloud storage for the uploading and downloading of user files;
- A referral module to search for resources (including services, supports, and events), make referrals, schedule appointments, and send notifications and reminders; as well as to provide the capability to rate resource providers and track outcomes resulting from the use of the resources that users were referred to.
- A self-service learning management module that will provide a platform to help TAY and their support network to achieve self-sufficiency;
- A platform to provide live support and emergency assistance for TAY and their support network, via chat, Short Message Service (SMS) messages, telephone, and Americans with Disabilities Act (ADA) compliant telecommunication devices;
- An online forum to allow users to share their experiences and needs about resources (including services, supports, and events) and a built-in capability to administer and monitor the content published; and
- Interfaces for the sharing and updating of client data, resource data (including data about services, supports, and events), and referral data to designated user groups.

The TAY Hub should align with the County Enterprise Technology Principles, including:

- Low-code development full stack SaaS/PaaS platforms
- Cloud enabled solutions requiring no/minimal physical infrastructure needs
- Services based architecture to ensure interoperability with County systems that includes APIs/web services for interaction with core data and system functions
- Seamless integration providing pre-built adaptors to standard platforms using industry standards
- Easier user-experience design and personalization
- Omni channel experience ability without additional development efforts
- Easy configurable administration abilities
- Scalable solutions
- Easier data analytics ability by connecting with data management solutions
- Authentication using the County's Identity Management System (Azure Active Directory) for employees and contractors
- Data Accessibility for use outside of the system,
- Security requirements, including secure data transfer, encryption of data in transit and at rest, and dual factor authentication.

## 4.0 INFORMATION REQUESTED

The County is requesting that interested Vendors submit the following *Information and Referral Systems Questionnaire (Exhibit A)*. The questionnaire requests the following:

1. The Vendor's (your) name, address, telephone, and email address.
2. A statement that you have reviewed the RFI document and the Exhibits issued by the County.
3. How many years have you been in business?
4. Description of your solution and how its capabilities meet the TAY Hub User Stories described in Exhibit B.
5. Please describe your software licensing or services model.
6. How many years the product has been on the market?
7. What are the date and version of the latest product release? How often do you release versions?
8. Technical specifications of the product including Application Programming Interface capability.
9. Description of the taxonomy of services used by the product. Please describe how it aligns with the taxonomy used by the *Alliance of Information and Referral Systems*.
10. Describe your organization's experience working with Federal, state, and local governments related to information and referral systems within the last five (5) years.
11. Describe any experience your organization has, if any, working with or delivering services to child protective agencies, foster youth, probation youth, and transitional-aged youth.
12. List the languages supported by the product.
13. Would your organization like to provide a demonstration to the County?

## 5.0 PRESENTATIONS

Based on responses received to question #13 of the questionnaire (Exhibit A) vendors will be invited to provide the County with an overview of your product including the general system architecture, live product demonstration, and question and answer session.

The County may opt to schedule onsite presentations by respondents at its sole discretion.

Vendor presentations shall not exceed four (4) hours and must include:

- A general overview of the system architecture, including alignment to the County's Enterprise Technology Principles;
- A high-level live product demonstration that explains its general functionality;

- A detailed live product demonstration that addresses, but is not limited to, the user needs described in the User Stories, see **Exhibit B – Centralized TAY Hub User Stories**; an
- Discussion of how gaps in the product related to supporting the user stories will be resolved;
- A Question and Answer session with selected representatives from the County’s experts serving the TAY population.

The following User Stories contain examples developed based on the needs identified and feedback received by the five user groups:

1. Transitional-Aged Youth User Story
2. Caregivers User Story
3. Community Stakeholders User Story
4. Program Administrators User Story
5. Case Workers User Story

## **6.0 SUBMISSION INSTRUCTIONS**

If you have any questions about this RFI or need additional information regarding related standards, requirements, or programs to help you respond to this RFI, please email your questions to [kshelton@ceo.lacounty.gov](mailto:kshelton@ceo.lacounty.gov) by **Wednesday, May 22, 2019**.

If you are interested in submitting your information in response to this RFI, you should complete and submit the Information and Referral Systems Questionnaire (Exhibit A). **Responses are due at or before 12:00 noon (Pacific Time) on Thursday, June 6, 2019**. Late submittals may be accepted at the County’s sole discretion.

Please include “Providers of Information and Referral Systems” in the subject line of the email. Attach a digital copy of the Information and Referral Systems Questionnaire (Exhibit A). PDF format is preferred for the attachment. Responses should be sent by **email** to:

Kirk Shelton  
County of Los Angeles - Chief Executive Office  
[kshelton@ceo.lacounty.gov](mailto:kshelton@ceo.lacounty.gov)

All RFI submissions or questions will receive a confirmation email from the County that the message has been received.



## **7.0 NOTICE TO RESPONDENTS REGARDING THE PUBLIC RECORDS ACT**

- 7.1** Responses to this RFI shall become the exclusive property of the County. Responses to this RFI become a matter of public record, with the exception of those parts of each proposal which are justifiably defined as business or trade secrets, and, if by the proposer, plainly marked as "Trade Secret," "Confidential," or "Proprietary."
- 7.2** The County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. A blanket statement of confidentiality or the marking of each page of the proposal as confidential shall not be deemed sufficient notice of exception. The Respondents must specifically label only those provisions of their respective proposal which are "Trade Secrets," "Confidential," or "Proprietary" in nature.

# EXHIBIT A

## INFORMATION AND REFERRAL SYSTEMS QUESTIONNAIRE

1. Please provide the Vendor's (your) name, address, telephone, and email address.
2. Provide a statement that you have reviewed the RFI document and the Exhibits issued by the County.
3. How many years have you been in business?
4. Description of your solution and how its capabilities meet the TAY Hub User Stories described in Exhibit B.
5. Please describe your software licensing or services model.
6. How many years the product has been on the market?
7. What are the date and version of the latest product release? How often do you release versions?
8. Technical specifications of the product including Application Programming Interface capability.
9. Description of the taxonomy of services used by the product. Please describe how it aligns with the taxonomy used by the *Alliance of Information and Referral Systems*.
10. Describe your organization's experience working with Federal, state, and local governments related to information and referral systems within the last five (5) years.
11. Describe any experience your organization has, if any, working with or delivering services to child protective agencies, foster youth, probation youth, and transitional-aged youth.
12. Please list the languages supported by the product.
13. Would your organization like to provide a demonstration to the County?

**EXHIBIT B**

**CENTRALIZED TAY HUB USER STORIES**

## TRANSITIONAL-AGED YOUTH USER STORY EXAMPLE

Using the TAY Hub to search for employment opportunities

### Persona Interface

1. As a **Transitional-Aged Youth (TAY)**, I would like for the TAY Hub to:
  - a. Let me **access** it using **any of my devices** (e.g., computer, laptop, tablet, smart phone, etc.).
  - b. Offer me the option on every screen to register and create a **personal account** (this feature should allow me to make changes to my password, log-in credentials, etc.).
  - c. Offer me the option on every screen to contact a **live person** via chat, text messages or phone (help desk):
    - i. In case I have questions/problems **logging in** (e.g., forgot my password and need a new temporary one).
    - ii. In case I need to access **emergency** and other services (e.g., be triaged).
    - iii. In case my searches **do not yield any results**.
    - iv. In case I wish to log a **complaint/compliment** with the help desk.
  - d. Have a **back button** available on every screen.
  - e. Have a **search button** available on every screen.
  - f. Have a **FAQ section** on every screen that is **context-sensitive** and specific to each user and screen accessed.

### Logging In

2. When I am **logging in**, I want the TAY Hub to:
  - a. Be **password/security question protected**.
  - b. Be smart enough to recognize me as a **specific type of user** (e.g., a **TAY** vs. a Caseworker [CW]).
  - c. **Validate** that I am a TAY (so that only authorized users can access the TAY Hub, based on their assigned user role).
  - d. Know some **basic identifying information** about me (e.g., Name\*, Birthdate\*, Gender, Address/ZIP Code\*, Social Security Number\*, Preferred languages, Race/Ethnicity, etc.). *\*Mandatory fields (NOTE: **Subject matter experts will***

*determine data elements for basic identifying information and credentials needed to verify TAY identity.)*

### **User Profile**

3. After logging in, I want the option to set up a **user profile** that allows me to:
  - a. Set up **personal preferences** for display that are **customizable** (e.g. allows selection of an avatar, change TAY Hub screen colors, change font size, etc.).
  - b. Create a checklist of the most **commonly requested documents** needed by youth (e.g., Social Security card, State driver's license, birth certificate, etc.).
  - c. Create my **educational history** (i.e. through copies of my transcripts, educational passport, etc.).
  - d. Define whether I would like to use an optional secure cloud storage feature to securely store files/documents and specify if I want to share access to it with my Caregiver and/or Case Worker.
  - e. Be able to have access **court documents** (e.g., ward of court letters, etc.).
  - f. Answer a **brief questionnaire** that helps me set up my profile and to identify/capture information about my:
    - i. Basic needs.
    - ii. Career goals.
    - iii. Experience/skills.
    - iv. Interests/hobbies.

### **Home Page**

4. After logging in, or setting up my user profile, I want the **home page** to:
  - a. Display my **customizable dashboard**, which:
    - i. Highlights/summarizes key aspects of my profile.
    - ii. Contains notifications, links to key TAY Hub features, allows me to upload files/documents to a secure cloud storage, view my search history, etc.
  - b. Display a **“What's New” tab** or a **notification area** (“new items,” e.g., services, resources, program information, etc.) that is displayed for a specific period of time, then fall off the queue.

- c. Provide access to an **Eligibility Requirements section** containing eligibility requirements/guidelines/policies relating to services/programs (e.g., education, employment, health, etc.).
- d. Provide access to a **Self-Learning/Tutorials section** (including videos that show me how to use the system, configure the dashboard, etc.) that has the ability to **track progress** made; this section would include:
  - i. Learning videos.
  - ii. Sample resumes/builder tools.
  - iii. Mock interview tool.
  - iv. Self-learning quiz.
- e. Provide access to **blogs/forums**.
- f. Provide access to **other resources**:
  - i. Link to ILP online.
  - ii. Information regarding who is: My attorney? ILP Coordinator? Caseworker? etc.
- g. Provide access to a **Mentorship section** that lists mentorship opportunities for both youth and adults.
- h. Provide access to an improved **Foster Youth Bill of Rights**.
- i. Provide access to a set of **calendars**:
  - i. Master calendar.
  - ii. Shared calendar that TAYs/Caseworkers (including CSWs [children's social worker(s)]) can post to.
  - iii. Populates/generates appointment reminders, etc.
  - iv. Calendar of events.
- j. Provide access to a **pre-screening tool** that helps to determine potential eligibility for programs and services through a questionnaire and information available in my Profile
- k. Provide access to **online applications and forms**:
  - i. Permits digital signatures for information-sharing purposes.
  - ii. Contains a set of college opportunities/applications.
  - iii. Includes other online forms.
- l. Provide access to **private sector resources** (e.g., clothing, laptops, etc.).

## Resource Searches

### 5. When I am conducting **searches for resources**:

- a. I want to **conduct searches** for resources that:
  - i. Provide me with a menu of categories or service types (“Menu of TAY Services” section) to make searches easier.
  - ii. Link search functions to youth profiles/program eligibility requirements.
  - iii. Produce interactive, geo-mapped results (with service locations, bus stops, public transportation, etc.), including a customizable search radius.
  - iv. Allow me to access search history/favorites.
- b. I should (minimally) see the following **categories of services** (when I select the “Menu of TAY Services” section):
  - i. Shelter (housing).
  - ii. Employment.
  - iii. Clothing.
  - iv. Food.
  - v. Education.
  - vi. Basic living skills.
  - vii. Health (including well-being, mental health, substance abuse, etc.).
  - viii. Transportation.
  - ix. Immigration.
  - x. Legal Assistance.
  - xi. Etc.

*NOTE: Resource information will be available from the County-owned resource database. The services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.*

- c. I want to be taken to an **employment-specific screen** containing the following features/choices (when I conduct a search for “employment services” using the “Menu of TAY Services” section):
  - i. Listing of services containing close to real-time information (e.g., availability vs. wait list), with ratings by youth for services provided.

- ii. Ability to complete online applications to local contractors for employment-related services, such as paid trainings, summer employment, work experience, part-time/full-time employment, etc.
- iii. Notifications/confirmations on the status of applications submitted/referrals made, which will be sent to me, my Caseworker(s), and those departments/agencies responsible for providing/tracking referrals and services.
- iv. Ability to print out search results/services/referrals/other information.
- v. Track progress made (e.g., referrals, trainings completed, etc.).
- vi. Recommended services (based on profile and services searched for).
- vii. Access to the master and personal calendars.



## CAREGIVER USER STORY EXAMPLE

Using the TAY Hub to search for court-ordered services

### Persona Interface

6. As a **Caregiver** (for Transitional-Aged Youth [TAY]), I would like for the TAY Hub to:
  - a. Let me **access** it using **any of my devices** (e.g., computer, laptop, tablet, smart phone, etc.).
  - b. Offer me the option on every screen to register and create a **personal account** (this feature should allow me to make changes to my password, log-in credentials, etc.).
  - c. Offer me the option on every screen to contact a **live person** via chat, text messages or phone (help desk):
    - i. In case I have questions/problems **logging in** (e.g., forgot my password and need a new temporary one).
    - ii. In case I need to access **emergency** and other services (e.g., be triaged).
    - iii. In case my searches **do not yield any results**.
    - iv. In case I wish to log a **complaint/compliment** with the help desk.
  - d. Have a **back button** available on every screen.
  - e. Have a **search button** available on every screen.
  - f. Have a **FAQ section** on every screen that is **context-sensitive** and specific to each user and screen accessed.

### Logging In

7. When I am **logging in**, I want the TAY Hub to:
  - a. Be **password/security question protected**.
  - b. Be smart enough to recognize me as a **specific type of user** (e.g., a **Caregiver** vs. a Caseworker [CW]).
  - c. **Validate** that I am a Caregiver (so that only authorized users can access the TAY Hub, based on their assigned user role).
  - d. Know some **basic identifying information** about me (e.g., Name\*, Personal Identifier\*(TBD), Gender, Address/ZIP Code\*, Preferred languages, Race/Ethnicity, etc.). *\*Mandatory fields (NOTE: **Subject matter experts will***

*determine data elements for basic identifying information and credentials needed to verify Caregiver identity.)*

## **User Profile**

8. After logging in, I want the option to set up a **user profile** that allows me to:
  - a. Set up **personal preferences** for display that are **customizable** (e.g., allows selection of an avatar, change TAY Hub screen colors, change font size, etc.).
  - b. Create a **checklist** of the most **commonly requested documents** needed by youth (e.g., Social Security card, a State driver's license, birth certificate, etc.).
  - c. Create my **TAY's educational history** (e.g., through copies of transcripts, educational passport, etc.).
  - d. Define whether I would like to use an optional **secure cloud storage** feature to securely store files/documents.
  - e. Allows option to **upload documents** into my TAY's secure cloud storage (if access was **granted by my TAY**).
  - f. Be able to have access to **court documents** (e.g., ward of court letters, etc.).
  - g. Answer a **brief questionnaire** that helps me set up my profile and to identify/capture information about my TAY's:
    - i. Basic needs.
    - ii. Career goals.
    - iii. Experience/skills.
    - iv. Interests/hobbies:
      1. Extracurricular and self-sufficiency milestones.
      2. Certificates:
        - a. Training.
        - b. Webinars, podcasts, etc.
        - c. Professional development.

## **Home Page**

9. After logging in, or setting up my user profile, I want the **home page** to:
  - a. Display my **customizable dashboard**, which:
    - i. Highlights/summarizes **key aspects** of my profile, my TAY's profile, etc.

- ii. Contains **notifications**, links to key TAY Hub features, allows me to upload files/documents to a secure cloud storage, view my search history, etc.  
*NOTE: TAYs that drop off my caseload will be **automatically removed** from my dashboard and I will no longer have access to their profile/information.*
- b. Display a **“What’s New” tab** or a **notification area** (“new items,” e.g., services, resources, program information, etc.) that is displayed for a specific period of time, then fall off the queue.
- c. Provide access to an **Eligibility Requirements section** containing eligibility requirements/guidelines/policies relating to services/programs (e.g., education, employment, health, etc.).
- d. Provide access to a **Self-Learning/Tutorials section** (including videos that show me how to use the system, configure the dashboard, etc.) that has the ability to **track progress** made; this section would include:
  - i. Learning videos.
  - ii. Sample resumes/builder tools.
  - iii. Mock interview tool.
  - iv. Self-learning quiz.
- e. Provide access to **blogs/forums** to **support TAY and Caregivers**.
- f. Provide access to a **peer-to-peer feature** that facilitates ILP interaction to **support TAY and Caregivers**.
- g. Provide access to a **Reminders/Notifications section**, where I can customize my notifications to:
  - i. Send/receive email, text messages, etc.
  - ii. Check on the status of applications submitted/referrals made.
  - iii. Send notifications to TAY, TAY’s Caseworker(s) (including CSW [children’s social worker]), and departments/agencies responsible for providing/tracking referrals and services.
  - iv. Track referrals (see “Customized Referrals” section below).
- h. Provide access to **other resources**:
  - i. Link to ILP online.

- ii. Information regarding who is: My TAY's attorney? My TAY's ILP Coordinator? My TAY's Caseworker(s)? My TAY's CFT (Child and Family Team)? etc.
- iii. Information regarding where is: My office?
- iv. Department leads/liaison list.
- v. List of community colleges and liaisons.
- i. Provides access to a **Mentorship section** that:
  - i. Lists mentorship opportunities for both youth and adults.
  - ii. Allows searches to be performed based on TAY needs.
  - iii. Offers TAY the ability to self-select mentors.
  - iv. Connects to mentors that must possess the following qualifications: age range (TBD), trained, and supervised.
- j. Provide access to an improved **Foster Youth Bill of Rights**.
- k. Provide access to a set of **calendars**:
  - i. Master calendar.
  - ii. Shared calendar that TAYs/Caseworkers (including CSWs)/Community Stakeholders can post to.
  - iii. Populates/generates appointment reminders, etc.
  - iv. Calendar of events.
- l. Provide access to a **pre-screening tool** that helps to determine potential eligibility for programs and services through a questionnaire and information available in my profile.
- m. Provide access to **online applications** and **forms**:
  - i. Permits digital signatures for information-sharing purposes.
  - ii. Contains a set of college opportunities/applications.
  - iii. Includes other online forms.
- n. Provide access to **private sector resources** (e.g., clothing, laptops, etc.).

### **Resource Searches**

10. When I am conducting **searches for resources**:

- a. I want to **conduct searches** for resources that:

- i. Provide me with a menu of categories or service types (“Menu of TAY Services” section) to make searches easier.
  - ii. Link search functions to youth profiles/program eligibility requirements.
  - iii. Produce interactive, geo-mapped results (with service locations, bus stops, public transportation, etc.), including a customizable search radius.
  - iv. Allow me to access search history/favorites.
- b. I should (minimally) see the following **categories of services** (when I select the “Menu of TAY Services” section):
- i. Shelter (housing).
  - ii. Employment.
  - iii. Clothing.
  - iv. Food.
  - v. Education.
  - vi. Basic living skills.
  - vii. Health (including well-being, mental health, substance abuse, etc.).
  - viii. Transportation.
  - ix. Immigration.
  - x. Legal Assistance.
  - xi. Etc.

*NOTE: Resource information will be available from the County-owned resource database. The services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.*

- c. I want to be taken to a **legal-specific screen** containing the following features/choices (when I conduct a search for “legal services” using the “Menu of TAY Services” section):
- i. Search function that combines service/program eligibility requirements/screening.
  - ii. Listing of services containing close to real-time information (e.g., availability vs. wait list), with ratings by youth for services provided.

- iii. Ability to complete online applications/referrals to local contractors for court-ordered training and counseling-related services (such as parenting, domestic violence and anger management classes).
- iv. Notifications/confirmations on the status of applications submitted/referrals made, which will be sent to me, my TAY's Caseworker(s) (including CSW), my TAY's attorney, and those departments/agencies responsible for providing/tracking referrals and services.
- v. Ability to print out search results/services/referrals/other information.
- vi. Track progress made (e.g., referrals, trainings completed, etc.).
- vii. Recommended services (based on profile and services searched for).
- viii. Access to the master and personal calendars of the TAY on my caseload.
- ix. Access to information about housing rights.
- x. Access to information about low-income/clinic consultation(s).
- xi. Access to information about youth diversion.
- xii. Access to information about how to obtain court-ordered services:
  1. Parenting.
  2. Domestic violence.
  3. Anger management, etc.

### **Customized Referrals**

11. I want a **customized referrals** feature (for TAY on my caseload) that:

- a. Permits me to track the outcomes of referrals made.
- b. Allows me to share referrals with my TAY via message/notification options.
- c. Keeps me notified of Caseworker (including CSW) referrals.
- d. Offers me the ability to do "warm handoffs."
- e. Provides me with referral history.
- f. Provides me with referral feedback received.

## **COMMUNITY STAKEHOLDER USER STORY EXAMPLE:**

Using the TAY Hub to search for employment opportunities

### **Persona Interface**

1. As a **Community Stakeholder (CS)**, I would like for the TAY Hub to:
  - a. Let me **access** it using **any of my devices** (e.g., computer, laptop, tablet, smart phone, etc.).
  - b. Offer me the option on every screen to register and create a **personal account** (this feature should allow me to make changes to my password, log-in credentials, etc.).
  - c. Offer me the option on every screen to contact a **live person** via chat, text messages or phone (help desk):
    - i. In case I have questions/problems **logging in** (e.g., forgot my password and need a new temporary one).
    - ii. In case I need to access **emergency** and other services (e.g., be triaged).
    - iii. In case my searches **do not yield any results**.
    - iv. In case I wish to log a **complaint/compliment** with the help desk.
  - d. Have a **back button** available on every screen.
  - e. Have a **search button** available on every screen.
  - f. Have a **FAQ section** on every screen that is **context-sensitive** and specific to each user and screen accessed.

### **Logging In**

2. When I am **logging in**, I want the TAY Hub to:
  - a. Be **password/security question protected**.
  - b. Be smart enough to recognize me as a **specific type of user** (e.g., a **Community Stakeholder**).
  - c. **Validate** that I am a Community Stakeholder (so that only authorized users can access the TAY Hub, based on their assigned user role).
  - d. Know some **basic identifying information** about me (e.g., Name\*, Personal Identifier\*, etc.). *\*Mandatory fields (NOTE: **Subject matter experts will***

*determine the exact credentials needed to verify Community Stakeholder identity.)*

## **User Profile**

3. After logging in, I want the option to set up a **user profile** that allows me to:
  - a. Set up **personal preferences** (for how the TAY Hub will display) that are **customizable** (e.g., allows for selection of an avatar, changing TAY Hub screen colors, changing font size, etc.).
  - b. Create a **checklist** of the most **commonly requested documents** needed by youth (e.g., Social Security card, State driver's license, birth certificate, etc.).
  - c. Create my **TAY's educational history** (e.g., through copies of transcripts, educational passport, etc.).
  - d. Define whether I would like to use an optional **secure cloud storage** feature to securely store files/documents.
  - e. Be able to have access to **court documents** (e.g., ward of court letters, etc.).
  - f. Answer a **brief questionnaire** that helps me set up my profile and to identify/capture information about my:
    - i. Basic needs.
    - ii. Career goals.
    - iii. Experience/skills.
    - iv. Interests/hobbies.

## **Home Page**

4. After logging in, or setting up my user profile, I want the **home page** to:
  - a. Display my **customizable dashboard**, which:
    - i. Summarizes and connects to my **caseload of TAY profiles**, which allows me to select a specific TAY:
      1. To notify of upcoming SILP (supervised independent living program) due date(s).
      2. To contact CSW (children's social worker), if "No Response" or "Bounce Back."
      3. To request/receive new TAY contact information.



- 4. To receive notification of SILP inspection date(s) and outcome(s).
- ii. Uses results from the **pre-screener** (as described below) to filter services and programs, based on information contained in each TAY profile.
- iii. **Alerts** me:
  - 1. To update information (whenever necessary).
  - 2. Of new updates, including new services becoming available.
- iv. Displays information from **customizable reports**.
- b. Display a **“What’s New” tab** or a **notification area** (“new items,” e.g., services, resources, program information, TAY-related legislation, etc.) that is displayed for a specific period of time, then fall off the queue.
- c. Provide access to an **Eligibility Requirements section** containing eligibility requirements (including parent and family requirements)/guidelines/policies relating to services/programs (e.g., education, employment, health, etc.).
- d. Provide access to a **Self-Learning/Tutorials section** (including videos that show me how to use the system, configure the dashboard, etc.) that has the ability to **track progress** made; this section would include:
  - i. Learning videos.
  - ii. Sample resumes/builder tools.
  - iii. Mock interview tool.
  - iv. Self-learning quiz.
- e. Provide access to (open-ended) **blogs/forums**.
- f. Provide access to a **peer-to-peer feature** that facilitates ILP interaction.
- g. Provide access to **other resources**:
  - i. Link to ILP online.
  - ii. Information regarding who is: My TAY’s attorney? My TAY’s ILP Coordinator? My TAY’s Caseworker? My TAY’s CFT (Child and Family Team)? etc.
  - iii. Information regarding where is: My office?
  - iv. Department leads/liaisons list.
  - v. List of community colleges and liaisons.
- h. Provide access to a **Mentorship section** that:
  - i. Lists mentorship opportunities for both youth and adults.

- ii. Allows searches to be performed based on TAY needs.
- iii. Offers TAY the ability to self-select mentors.
- iv. Connects to mentors that must possess the following qualifications: age range (TBD), trained, and supervised.
- v. Includes discussion topics such as: “Health and Wellbeing,” “Reproduction,” etc.
- i. Provide access to an improved **Foster Youth Bill of Rights**.
- j. Provide access to a set of **calendars**:
  - i. Master calendar.
  - ii. Shared calendar that both TAYs and Caseworkers (including CSWs) can post to.
  - iii. Populates/generates appointment reminders, etc.
  - iv. Calendar of events.
- k. Provide access to a **pre-screening tool** that helps to determine potential eligibility for programs and services through a questionnaire and information available in my profile.
- l. Provide access to **online applications and forms**:
  - i. Permits digital signatures for information-sharing purposes.
  - ii. Contains a set of college opportunities/applications.
  - iii. Includes other online forms.
- m. Provide access to **private sector resources** (e.g., clothing, laptops, etc.).

### **Resource Searches**

- 5. When I am conducting **searches for resources**:
  - a. I want to **conduct searches** for resources that:
    - i. Provide me with a menu of categories or service types (“Menu of TAY Services” section) to make searches easier.
    - ii. Link search functions to youth profiles/program eligibility requirements.
    - iii. Produce interactive, geo-mapped results (with service locations, bus stops, public transportation, etc.), including a customizable search radius.
    - iv. Allow me to access search history/favorites.

- b. I should (minimally) see the following **categories of services** (when I select the “Menu of TAY Services” section):
- i. Shelter (housing).
  - ii. Employment.
  - iii. Clothing.
  - iv. Food.
  - v. Education.
  - vi. Basic living skills.
  - vii. Health (including well-being, mental health, substance abuse, etc.).
  - viii. Transportation.
  - ix. Immigration.
  - x. Legal Assistance.
  - xi. Etc.

*NOTE: Resource information will be available from the County-owned resource database. The services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.*

- c. I want to be taken to an **employment-specific screen** containing the following features/choices (when I conduct a search for “employment services” using the “Menu of TAY Services” section):
- i. Listing of services containing close to real-time information (e.g., availability vs. wait list), with ratings by youth for services provided.
  - ii. Ability to complete online applications/referrals to local contractors for employment-related services, such as paid trainings, summer employment, work experience, part-time/full-time employment, etc.
  - iii. Notifications/confirmations on the status of applications submitted/referrals made, which will be sent to TAY, their Caseworker(s) (including CSW), and those departments/agencies responsible for providing/tracking referrals and services.
  - iv. Ability to print out search results/services/referrals/other information.
  - v. Track progress made (e.g., referrals, trainings completed, etc.).
  - vi. Recommended services (based on profile and services searched for).

- vii. Access to the master calendar and personal calendars.

### **Customized Referrals**

- 6. I want a **customized referrals** feature (for TAY on my caseload) that:
  - a. Permits me to track the outcomes of referrals made.
  - b. Allows me to share referrals with my TAY via message/notification options.
  - c. Keeps me notified of Caseworker (including CSW) referrals.
  - d. Offers me the ability to do “warm handoffs.”
  - e. Provides me with referral history.
  - f. Provides me with referral feedback received.

## **PROGRAM ADMINISTRATOR USER STORY EXAMPLE**

Using the TAY Hub to search for employment opportunities

### **Persona Interface**

1. As a **Program Administrator (PA)**, I would like for the TAY Hub to:
  - a. Let me **access** it using **any of my devices** (e.g., computer, laptop, tablet, smart phone, etc.).
  - b. Offer me the option on every screen to register and create a **personal account** (this feature should allow me to make changes to my password, log-in credentials, etc.).
  - c. Offer me the option on every screen to contact a **live person** via chat, text messages or phone (help desk):
    - i. In case I have questions/problems **logging in** (e.g., forgot my password and need a new temporary one).
    - ii. In case I need to access **emergency** and other services (e.g., be triaged).
    - iii. In case my searches **do not yield any results**.
    - iv. In case I wish to log a **complaint/compliment** with the help desk.
  - d. Have a **back button** available on every screen.
  - e. Have a **search button** available on every screen.
  - f. Have a **FAQ section** on every screen that is **context-sensitive** and specific to each user and screen accessed.

### **Logging In**

2. When I am **logging in**, I want the TAY Hub to:
  - a. Be **password/security question protected**.
  - b. Be smart enough to recognize me as a **specific type of user** (e.g., a **PA** vs. a Caseworker [CW]).
  - c. **Validate** that I am a PA (so that only authorized users can access the TAY Hub, based on their assigned user role).
  - d. Know some **basic identifying information** about me (e.g., Name\*, Employee Id \*, Preferred languages, Race/Ethnicity, etc.). *\*Mandatory fields (NOTE:*

*Subject matter experts will determine data elements for basic identifying information and credentials needed to verify PA identity.)*

### **User Profile**

3. After logging in, I want the option to set up a **user profile** that allows me to:
  - a. Set up **personal preferences** for display that are **customizable** (e.g., allows selection of an avatar, change TAY Hub screen colors, change font size, etc.).
  - b. Set up **notification preferences**.

### **Home Page**

4. After logging in, or setting up my user profile, I want the **home page** to:
  - a. Display my **customizable dashboard**, which:
    - i. Contains data/trends/statistics that I want to track (e.g., total number of TAY Hub users who are crossover youth submitting college applications; trends regarding career pathways; referrals made/pending by members of my team; search trends; data regarding staff; agencies with the highest/lowest youth ratings; trends/data related to end user complaints/compliments logged by the help desk; etc.).
    - ii. Link to reports and related data (see below).
  - b. Display a **“What’s New” tab** or a **notification area** (“new items,” e.g., services, resources, program information, etc.) that is displayed for a specific period of time, then fall off the queue.
  - c. Provide access to an **Eligibility Requirements section** containing eligibility requirements/guidelines/policies relating to services/programs (e.g., education, employment, health, etc.).
  - d. Provide access to a **Self-Learning/Tutorials section** (including videos that show me how to use the system, configure the dashboard, build reports, etc.) that has the ability to **track progress** made and **identify trends**.
  - e. Provide access to **blogs/forums**, for the purposes of:
    - i. Monitoring (e.g., quality control/oversight).
    - ii. Promoting new services/programs/features to TAY Hub users.

- iii. Addressing program- and service-related questions from participants (similar to an interactive “Ask Me Anything” feature).
- f. Provide access to a **Reminders/Notifications section**, where I can customize my reminders/notifications.
- g. Provide access to **other resources**:
  - i. Link to ILP online.
  - ii. Information regarding who is: TAY’s attorney? TAY’s ILP Coordinator? TAY’s Caseworker? etc.
  - iii. Department leads/liaisons list.
- h. Provide access to a **Mentorship section** that:
  - i. Lists mentorship opportunities for both youth and adults.
- i. Provide access to an improved **Foster Youth Bill of Rights**.
- j. Provide access to a **Report section** for:
  - i. Displaying, printing or exporting reports.
  - ii. Creating customized reports (e.g., “drag and drop”) or use “canned” reports.
  - iii. Accessing a set of tutorials/videos that shows me how to create customized reports, placing data on the dashboard, setting alerts, etc.
  - iv. Accessing trends of end user complaints/compliments logged by the help desk; this information can then go into a quality control report.
  - v. Creating a list of recommended/most frequently accessed services (based on search trends).
  - vi. Tracking productivity/progress made by my team members/staff (e.g., referrals, trainings completed, etc.).

### **Resource Searches**

- 5. When I am conducting **searches for resources**:
  - a. I want to **conduct searches** for resources (for **quality control**, not for referral purposes) that:
    - i. Provide me with a menu of categories or service types (“Menu of TAY Services” section) to make searches easier.

- ii. Link search functions to youth profiles/program eligibility requirements.
  - iii. Produce interactive, geo-mapped results (with service locations, bus stops, public transportation, etc.), including a customizable search radius.
  - iv. Allow me to access search history/favorites.
  - v. Provide me with the ability to analyze data/trends (e.g., most common search terms).
- b. I should (minimally) see the following **categories of services** (when I select the “Menu of TAY Services” section):
- i. Shelter (housing).
  - ii. Employment.
  - iii. Clothing.
  - iv. Food.
  - v. Education.
  - vi. Basic living skills.
  - vii. Health (including well-being, mental health, substance abuse, etc.).
  - viii. Transportation.
  - ix. Immigration.
  - x. Legal Assistance.
  - xi. Etc.

*NOTE: Resource information will be available from the County-owned resource database. The services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.*

- c. I want to be taken to an **employment-specific screen** containing the following features/choices (when I use the Menu of TAY Services section to conduct a search for “employment services,” for quality assurance/trend analysis purposes):
- i. Listing of services containing close to real-time information (e.g., availability vs. wait list) with ratings by youth for services provided.
  - ii. Ability to see local contractors providing employment-related services, such as paid trainings, summer employment, work experience, part-time/full-time employment (with the private sector), etc.



- iii. Learning videos.
- iv. Sample resumes/builder tools.
- v. Ability to print out search results/services/referrals/other information.

## **CASEWORKER USER STORY EXAMPLE:**

Using the TAY Hub to search for employment opportunities

### **Persona Interface**

12. As a **Caseworker (CW)**, I would like for the TAY Hub to:

- a. Let me **access** it using **any of my devices** (e.g., computer, laptop, tablet, smart phone, etc.).
- b. Offer me the option on every screen to register and create a **personal account** (this feature should allow me to make changes to my password, log-in credentials, etc.).
- c. Offer me the option on every screen to contact a **live person** via chat, text messages or phone (help desk):
  - i. In case I have questions/problems **logging in** (e.g., forgot my password and need a new temporary one).
  - ii. In case I need to access **emergency** and other services (e.g., be triaged).
  - iii. In case my searches **do not yield any results**.
  - iv. In case I wish to log a **complaint/compliment** with the help desk.
- d. Have a **back button** available on every screen.
- e. Have a **search button** available on every screen.
- f. Have a **FAQ section** on every screen that is **context-sensitive** and specific to each user and screen accessed.

### **Logging In**

13. When I am **logging in**, I want the TAY Hub to:

- a. Be **password/security question protected**.
- b. Be smart enough to recognize me as a **specific type of user** (e.g., a **Caseworker**).
- c. **Validate** that I am a Caseworker (so that only authorized users can access the TAY Hub, based on their assigned user role).
- d. Know some **basic identifying information** about me (e.g., Name\*, Employee Id\*, Address/ZIP Code\*, Preferred language, etc.). *\*Mandatory fields (NOTE:*

**Subject matter experts** will determine the exact credentials needed to verify Caseworker identity.)

## **User Profile**

14. After logging in, I want the option to set up a **user profile** that allows me to:
- a. Set up **personal preferences** (for how the TAY Hub will display) that are **customizable** (e.g., allows for selection of an avatar, changing TAY Hub screen colors, changing font size, etc.).
  - b. Create a **checklist** of the most **commonly requested documents** needed by youth (e.g., Social Security card, State driver's license, birth certificate, etc.).
  - c. Create my **TAY's educational history** (e.g., through copies of transcripts, educational passport, etc.).
  - d. Define whether I would like to use an optional **secure cloud storage** feature to securely store files/documents.
  - e. Be able to have access to **court documents** (e.g., ward of court letters, etc.).
  - f. Answer a **brief questionnaire** that helps me set up my profile and to identify/capture information about my:
    - i. Basic needs.
    - ii. Career goals.
    - iii. Experience/skills.
    - iv. Interests/hobbies.

## **Home Page**

15. After logging in, or setting up my user profile, I want the **home page** to:
- a. Display my **customizable dashboard**, which:
    - i. Summarizes my caseload.
    - ii. Tracks/notifies me of pending to do's/reminders/referrals.
    - iii. Provides me with a six-month reminder that a TAY is turning 21 (or whatever age I choose).
    - iv. Summarizes program completion/progress for youth I choose to track.
    - v. Contains an activity log of my caseload that allows me to drill down to individual TAY.

- b. Display a “**What’s New**” tab or a **notification area** (“new items,” e.g., services, resources, program information, etc.) that is displayed for a specific period of time, then fall off the queue.
- c. Provide access to an **Eligibility Requirements section** containing eligibility requirements/guidelines/policies relating to services/programs (e.g., education, employment, health, etc.).
- d. Provide access to a **Self-Learning/Tutorials section** (including videos that show me how to use the system, configure the dashboard, etc.) that has the ability to **track progress** made; this section would include:
  - i. Learning videos.
  - ii. Sample resumes/builder tools.
  - iii. Mock interview tool.
  - iv. Self-learning quiz.
- e. Provide access to **blogs/forums**, for the purposes of:
  - i. Monitoring (e.g., quality control/oversight).
  - ii. Providing information/answering questions about a new service, etc.
- f. Provide access to a **Reminders/Notifications section**, where I can customize my notifications to:
  - i. Send notifications to social media.
  - ii. Send/receive email, text messages, etc.
  - iii. Initiate notifications to be sent by U.S. mail.
- g. Provide access to **other resources**:
  - i. Link to ILP online.
  - ii. Information regarding who is: My TAY’s attorney? My TAY’s ILP Coordinator? My TAY’s Caseworker(s) (including CSW [children’s social worker])? etc.
  - iii. Department leads/liaisons list.
- h. Provide access to a **Mentorship section** that:
  - i. Lists mentorship opportunities for both youth and adults.
- i. Provide access to an improved **Foster Youth Bill of Rights**.
- j. Provide access to a set of **calendars**:
  - i. Master calendar.

- ii. Shared calendar that both TAYs and Caseworkers (including CSWs) can post to.
- iii. Populates/generates appointment reminders, etc.
- iv. Calendar of events.
- k. Provide access to a **pre-screening tool** that helps to determine potential eligibility for programs and services through a questionnaire and information available in my profile.
- l. Provide access to **online applications** and **forms**:
  - i. Permits digital signatures for information-sharing purposes.
  - ii. Contains a set of college opportunities/applications.
  - iii. Includes other online forms.
- m. Provide access to **private sector resources** (e.g., clothing, laptops, etc.).

### **Resource Searches**

16. When I am conducting **searches for resources**:

- a. I want to **conduct searches** for resources that:
  - i. Provide me with a menu of categories or service types (“Menu of TAY Services” section) to make searches easier.
  - ii. Link search functions to youth profiles/program eligibility requirements.
  - iii. Produce interactive, geo-mapped results (with service locations, bus stops, public transportation, etc.), including a customizable search radius.
  - iv. Allow me to access search history/favorites.
- b. I should (minimally) see the following **categories of services** (when I select the “Menu of TAY Services” section):
  - i. Shelter (housing).
  - ii. Employment.
  - iii. Clothing.
  - iv. Food.
  - v. Education.
  - vi. Basic living skills.
  - vii. Health (including well-being, mental health, substance abuse, etc.).
  - viii. Transportation.

- ix. Immigration.
- x. Legal Assistance.
- xi. Etc.

*NOTE: Resource information will be available from the County-owned resource database. The services contained in the repository are those provided by County Departments, contracted agencies, private (non-profit and for-profit) sector partners, cities, educational institutions (colleges/universities), etc.*

- c. I want to be taken to an **employment-specific screen** containing the following features/choices (when I conduct a search for “employment services” using the “Menu of TAY Services” section):
  - i. Listing of services containing close to real-time information (e.g., availability vs. wait list), with ratings by youth for services provided.
  - ii. Ability to complete online applications/referrals to local contractors for employment-related services, such as paid trainings, summer employment, work experience, part-time/full-time employment, etc.
  - iii. Notifications/confirmations on the status of applications submitted/referrals made, which will be sent to TAY, their Caseworker(s) (including CSW), and those departments/agencies responsible for providing/tracking referrals and services.
  - iv. Ability to print out search results/services/referrals/other information.
  - v. Track progress made (e.g., referrals, trainings completed, etc.).
  - vi. Recommended services (based on profile and services searched for).
  - vii. Access to the master calendar and personal calendars.

### **Customized Referrals**

- 17. I want a **customized referrals** feature (for TAY on my caseload) that:
  - a. Permits me to track the outcomes of referrals made.
  - b. Allows me to share referrals with my TAY via message/notification options.

Attachment I  
August 22, 2017, Board Motion by  
Supervisors Barger and Solis  
<http://file.lacounty.gov/SDSInter/bos/supdocs/116300.pdf>

**MOTION BY SUPERVISORS KATHRYN BARGER AND HILDA SOLIS**

**AUGUST 22, 2017**

**SUPPORTING THE SUCCESSFUL TRANSITION OF FOSTER YOUTH TO ADULTHOOD**

The Board of Supervisors is dedicated to addressing the most compelling issues facing county residents – the crisis in housing and homelessness; the provision of adequate health and mental health services; improving workforce development; and enhancing child safety and welfare. Recently, the Board has memorialized its commitment through various initiatives and priorities under the Chief Executive Officer. When it comes to outcomes for transitional-aged foster youth (TAY), there is a compelling link among these board priorities because upon emancipation, many foster youth (including both DCFS-supervised and probation-supervised foster youth) find themselves unable to achieve their academic goals, facing unemployment and/or homelessness, dealing with teen pregnancy and parenting, or unaware of their available access to healthcare.

Policy makers, advocates, and community stakeholders agree that self-sufficiency efforts must begin as a child enters the system and that all relevant county departments and community partners must have a clear mission relative to the role each plays in the life of that child. Over the years, the Board of Supervisors has enacted a series of motions directing the Chief Executive Officer and county departments to address various concerns related to the needs of these youth.

**MOTION**

SOLIS \_\_\_\_\_

KUEHL \_\_\_\_\_

HAHN \_\_\_\_\_

BARGER \_\_\_\_\_

RIDLEY-THOMAS \_\_\_\_\_



Most significant are the Board actions that established youth self-sufficiency as a countywide goal; the development of a comprehensive integrated service delivery plan to serve TAY populations that coordinates efforts including Management Appraisal and Performance Plan (MAPP) goals for all relevant county department directors; and the involvement of the Office of Child Protection with existing implementation plans and newly proposed goals.

In addition, the Blue Ribbon Commission on Child Protection issued complementary recommendations that support the self-sufficiency of foster youth such as joint strategic planning, improved data sharing, improved educational stability, and expanded mental health services.

As with any vulnerable population, we have learned that individual departments cannot effectively serve a child in isolation. More than just identifying initiatives and goals with community support, we need to seek a culture change countywide to integrate support for self-sufficiency of foster youth throughout all county services – from pregnancy prevention to mental health services; from educational attainment to career development, and stable housing programs.

The Board of Supervisors must take advantage of the opportunity to integrate these positive changes across County departments, in partnership with community stakeholders, with greater accountability. Significantly improved coordination, coupled with better integration of resources, will improve services for our foster youth and help them achieve successful self-sufficiency. Furthermore, an integrated multi-year countywide effort will enable the development of key data points by which to track outcomes.

**M O R E**

**WE, THEREFORE, MOVE THAT THE BOARD:**

1. Direct the Chief Executive Office (CEO) in conjunction with the Office of Child Protection, to coordinate with all relevant County departments including the Health Services Agency (including Mental Health, Public Health, and Health); Public Social Services; Workforce Development, Aging and Community Services; Office of Education; Probation; and Children and Family Services; and with input from key stakeholders (such as legal advocates, judicial officers, TAY service providers, housing providers, educational program advocates and providers, workforce development programs, philanthropic community, relevant commissions, and others) to coalesce existing efforts as the basis for a cohesive multi-year countywide strategy that will support the self-sufficiency goals of transitional aged foster youth at the earliest stage possible.

Specifically, this should include:

- Identification of all existing programs, services, funding streams and working groups that serve transitional aged youth/ AB 12 youth (including any shortfalls or gaps in services or ineffective programs, as well as any successful initiatives for consideration of full implementation);
- Involvement and input of senior level staff within each relevant county department (and across department divisions), along with key internal and external stakeholders and advocates;
- Identification of lead departments for each goal and objective, which will serve as the basis for ongoing Management Appraisal and Performance Goals (MAPP) for department directors until the plan is implemented and fully-operational; and.
- Data indicators (including base data and anticipated outcomes) and strategies for evaluation of implementation efforts.

**M O R E**

The first report back to the Board on the proposed countywide strategy should be completed by the Office of Child Protection and the CEO within six months verbally and in writing. Beyond that, annual reports on milestones and accomplishments should be submitted in writing by the Office of Child Protection in consultation with the CEO, until implementation is complete.

2. Direct the CEO's Legislative Affairs and Intergovernmental Relations staff to amend the County's legislative agenda to support Federal and State legislation that provides for successful self-sufficiency of foster youth. Furthermore, existing legislation designed to best serve this population should be sufficiently integrated into the policy and practice of all relevant county departments and with input from key stakeholders.
3. Request that the Office of Child Protection and the CEO identify existing community projects related to transitional aged foster youth and engage the philanthropic community and other community partners that currently have projects, resources and services in place. This should also include any appropriate county departments to help maximize resources to coordinate, integrate and develop promising pilot programs that will address the housing, employment, educational and social and emotional needs of this population and provide access to existing high-quality community programs.
  - Existing programs and any proposed pilot programs should identify data indicators of positive outcomes through a program evaluation component, for purposes of the County's determination to take these programs to full-scale.
  - The Office of Child Protection should report back to the Board in writing in six months on these efforts.

# # #

Attachment II  
July 6, 2018, Report by the CEO

[Los Angeles County Centralized TAY Hub: Supporting Successful Transition of Foster Youth to Adulthood](#)



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

SACHI A. HAMAI  
Chief Executive Officer

July 6, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## REPORT BACK ON A PROPOSED COUNTYWIDE MULTI-YEAR STRATEGY TO SUPPORT THE SELF-SUFFICIENCY GOALS OF TRANSITIONAL AGED FOSTER YOUTH (ITEM NO. 16, AGENDA OF AUGUST 22, 2017)

On August 22, 2017, the Board of Supervisors (Board) adopted a motion that recognized Transitional Aged Youth (TAY) who age out of the foster care system from the Department of Children and Family Services (DCFS) and Probation Department (Probation), as the most vulnerable within Los Angeles County's disconnected youth population, as evidenced by poor young adult outcomes. As such, the Board motion ordered the following:

- Direct the Chief Executive Office (CEO) in conjunction with the Office of Child Protection, to coordinate with all relevant County departments to coalesce existing efforts as the basis for a cohesive multi-year strategy that will support the self-sufficiency goals of transitional aged foster youth at the earliest stage possible. Specifically, this should include:
  - Identification of all existing programs, services, funding streams and working groups that serve transitional aged youth/AB 12 youth (including any shortfalls or gaps in service or ineffective programs, as well as any successful initiatives for consideration of full implementation);
  - Involvement and input of senior level staff within each relevant County department (and across department divisions), along with key internal and external stakeholders and advocates;
  - Identification of lead departments for each goal and objective, which will serve as the basis for ongoing Management Appraisal and Performance Goals

- (MAPP) for department directors until the plan is implemented and fully-operational; and
- Data indicators (including base data and anticipated outcomes) and strategies for evaluation of implementation efforts.

The Board further directed: 1) the CEO's Legislative Affairs and Intergovernmental Relations to amend the County's legislative agenda to strengthen the County's support for TAY; and 2) the Office of Child Protection (OCP) and CEO "to identify existing community projects related to transitional aged foster youth and engage the philanthropic community and other community partners that currently have projects, resources and services in place."

### **TAY Report Highlights**

CEO's response to the multi-year strategy to improve TAY outcomes is detailed in the report, "Los Angeles County Centralized TAY Hub: Supporting Successful Transition of Foster Youth to Adulthood" and includes the responses from Legislative Affairs and Intergovernmental Relations, and the OCP (See Attachment I).

The following are key highlights from the report's multi-year TAY support strategy:

- CEO convened a TAY Countywide Departmental Self-Sufficiency Committee (Committee), consisting of 12 key departments that provide TAY resources and supports, to fully assess intra-departmental and inter-departmental processes for informing and engaging TAY and their support network (including County staff and caregivers) about their services.
- The Committee's work resulted in commitments towards better serving the TAY population including commitments to: 1) align the County's myriad of available resources for TAY within the County's Service Planning Areas structure, based on allocating them on placement data trends on where TAY reside; 2) maximize the use of the County's non-traditional TAY assets to more effectively engage TAY to use available countywide resources, such as the use of community-based sites for service delivery, including local parks, public libraries, and faith-based organizations; and 3) coordination of countywide TAY service/program delivery plans (i.e., through a master calendar) to maximize program and funding availability, and to address identified gaps in information delivery strategies.
- The solution to meet the inter-departmental commitments resulted in the proposed development of an online system called the Centralized TAY Hub, with its main objectives as follows:

- Centralizes online countywide TAY resources and supports in one place;
  - Provides continuous online accessibility to TAY and their support network online; and
  - Curates specific strategies that engage TAY through the Hub (such as interaction with live peer-to-peer trained and hired foster youth).
- Community stakeholder forums were held in March and April 2018 to receive feedback on the Committee's work and its proposed concept of creating the Hub. Feedback received from 269 stakeholders (TAY, County staff, and caregivers) participating in 15 forums across the County was highly positive, as detailed in the report.
  - A final feedback forum for the Hub was the May 3, 2018, Children and Family Services and Probation Departments' Annual System Improvement Plan Stakeholder Conference, which focused on these departments' work on federal outcomes for TAY. The Hub concept was spotlighted at the event and received high praise from the nearly 400 attendees. Participants also provided concrete suggestions and input on how the Hub should function to fully engage TAY and their support network, which will be invaluable in guiding the early steps in developing the system.
  - A multi-year project plan (Prepare, Roll-Out, and Implementation phases) is provided, with two key preliminary steps before the project plan can begin: 1) identification of an entity (internal or external), that can effectively build the proposed concept, with a preference for a public-private sector partnership; and 2) exploration of non-County funding opportunities to pay for the planning, development and implementation of the proposed concept.

### **Proposed Next Steps**

Finally, the CEO is prepared to initiate the following steps to begin the work of creating the Centralized TAY Hub, upon the Board's acceptance of the report:

1. CEO will explore internal (County) and external (private sector, philanthropy, etc.) options to: a) identify an entity with the expertise to realize the Centralized TAY Hub, and to determine any necessary agreements; and b) external options to fund the project.
2. CEO, with OCP and full participation with relevant County departments in the proposed roles defined under the Prepare, Roll-Out, and Implementation section of the attached report, will also implement a governance structure (i.e., Advisory Boards) that includes key internal and external stakeholders and advocates to guide the implementation of the multi-year strategy.

Each Supervisor  
July 6, 2018  
Page 4

3. CEO will work directly with relevant Department Heads to develop Management Appraisal Performance Program goals directly related to fully support all Prepare, Roll-Out, and Implementation phases of the Centralized TAY Hub, as outlined in the report.

If you have any questions or need additional information, please contact me directly, or your staff may contact Fesia Davenport at (213) 974-1186 or by email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

SAH:JJ:FAD  
HK:km

#### Attachments

- c. Executive Office, Board of Supervisors  
County Counsel  
Children and Family Services  
Consumer and Business Affairs  
Health Agency  
Health Services  
LA County Library  
Mental Health  
Office of Child Protection  
Parks and Recreation  
Probation  
Public Health  
Public Social Services  
Workforce Development, Aging and Community Services  
Los Angeles County Office of Education  
Los Angeles Homeless Services Authority



# Los Angeles County Centralized Transitional-Aged Youth Hub

**Supporting the Successful Transition of  
Foster Youth to Adulthood**



**Chief Executive Office, Service Integration Branch**  
**July 17, 2018**

## Background: Proposal for a Centralized Transitional-Aged Youth Resource and Support Hub (Centralized TAY Hub)

Foster care is supposed to be a temporary refuge for children who have been abused and neglected, or for children whose parent(s) can no longer provide adequate care. It was never intended as a permanent living arrangement. Yet too often youth grow up in foster care and age-out without permanency - i.e., being united with a caring family or adult prior to aging out of the foster care system. Research shows that youth who exit from foster care without a permanent family or connection, have a higher risk for many poor outcomes, including lack of education, teen pregnancy, unemployment, poverty, homelessness, and involvement with the criminal justice system. Increasing permanency efforts will decrease the number of transitional-aged youth (TAY). For TAY whom permanency may not be an option, it is important that youth become self-sufficient and resilient.

On August 22, 2017, the Board of Supervisors adopted a motion acknowledging the poor outcomes that many foster youth (including both Department of Children and Family Services (DCFS)-supervised and Probation-supervised youth) face. Moreover, the Board

acknowledged that “individual departments cannot effectively serve a child in isolation” and asked for a “culture change countywide to integrate support for self-sufficiency of foster youth throughout all County services - from pregnancy prevention to mental health services, from educational obtainment to career development, and stable housing programs.”

In response to this motion, the Chief Executive Office (CEO) presents this report containing a multi-year strategy aimed at helping TAY and their support network (including County staff and caregivers) to address resource and support needs to strengthen their self-sufficiency and resiliency efforts.

Recent County statistics of TAY reflect the need for a countywide organizational change (see Figure 1). Los Angeles County currently has over 5,000 TAY between the ages of 16 and 21 years old, with active cases with DCFS and/or Probation. A recent CalYOUTH study of Assembly Bill 12 (AB 12) TAY participants from California found that less than 20 percent of TAY reported that they feel fully prepared to be independent when they age out of the system (Chapin Hall, 2014). Another study on post-system outcomes (four years after leaving jurisdiction) for the TAY population continues to show disconcerting self-sufficiency outcome

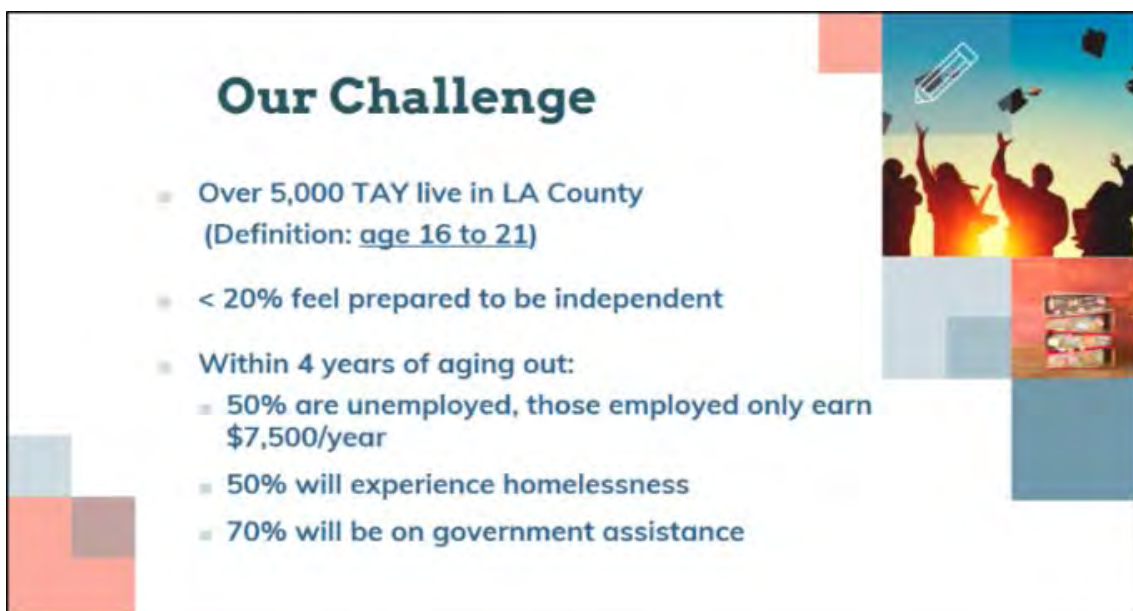


Figure 1

trends: 50 percent are unemployed and those who are employed earn on average an annual income below the poverty line (\$7,500); 50 percent experience a period of homelessness; and 70 percent will receive governmental assistance to survive (Hilton Foundation, 2013).

To address these undesirable outcomes, the motion directed the CEO and the Office of Child Protection (OCP) to do the following:

- 1) Identify a cohesive multi-year strategy that would support the self-sufficiency goals of TAY at the earliest stage possible (CEO);
- 2) Amend the County's legislative agenda for Federal and State legislation to better support successful self-sufficiency of foster youth (CEO); and
- 3) Engage philanthropic community partners with identified existing TAY community projects, who have resources and services in place, to maximize resources to "coordinate, integrate and develop promising pilot projects" (OCP).

### **I. Convening the TAY Countywide Departmental Self-Sufficiency Committee**

In response to the first directive, the CEO's Office: convened the Countywide Self-Sufficiency Committee; conducted an assessment of Countywide TAY programs and services; and identified areas where improvements could be made for disseminating information to and engaging TAY.

#### **Convening the Committee**

First, the CEO convened the Countywide Self-Sufficiency Committee. The Committee was comprised of 12 key County departments and entities representing those who provide key self-sufficiency resources needed by TAY to meet their self-sufficiency goals, as well as the CEO and two other offices that provide support for those goals. The departments included: DCFS; Consumer and Business Affairs (DCBA); Health Agency (including the Departments of Mental Health, Public Health, and Health

Services);

Los Angeles Homeless Services Authority (LASHA); Office of Education (LACOE); Parks and Recreation (Parks); Probation; LA County Library (Library); Public Social Services (DPSS); and Workforce Development, Aging and Community Services (WDACS). The OCP and Center for Strategic Public Private Partnerships (CSPPP) also served on the Committee.

Committee members were briefed on: 1) current countywide initiatives and related Board motions aimed at improving the outcomes of TAY; 2) demographic statistics on the County's current TAY population and available

TAY programs and services gathered from departmental websites, as well as from 211 Los Angeles County's information and referral system; 3) current OCP action plans for addressing the TAY population; and 4) information on the general TAY population from recently published studies.

#### **Committee Assessment of Countywide TAY Programs**

Each department, starting with DCFS and Probation (and the Chaffee Independent Living Program), was asked to map out their internal current strategies to both inform and engage those key support network individuals responsible for connecting TAY to their needed resources: County staff, caregivers, and TAY themselves. Committee members exhaustively documented their available TAY resources and/or TAY-related resources across acknowledged TAY self-sufficiency life skill milestones and support domains.

After mapping out all relevant County TAY self-sufficiency assets, the Committee analyzed the overall business processes and strategies for providing supportive services and resources to TAY in order to identify gaps in service delivery strategies, as well as identify successful program attributes that may be considered a countywide best practice. By using DCFS and Probation TAY placement data trends, the

Committee committed to the following inter-departmental actions:

- Align the County’s myriad of available resources for TAY within the County’s Service Planning Area structure, allocating the resources based on where TAY reside;
- Maximize the use of the County’s non-traditional TAY assets to more effectively engage TAY to use available countywide resources, such as the use of community-based sites for service delivery, including local parks, public libraries, and faith-based organizations; and
- Coordination of countywide TAY service/program delivery plans (i.e., through a master calendar) to maximize program and funding availability, and to address identified gaps in information delivery strategies.

**Committee-Identified Improvements to Deliver Information and Engage TAY**

The Committee determined that any proposed strategy must include centralization of countywide TAY-specific resource and support information so TAY and their support network can easily access TAY service information in one place. An effective centralized system should have the following attributes:

- Reflect the best practice TAY engagement strategies as part of the access to and provision of TAY resource information;
- Reflect improvements of current inter-departmental communication concerning TAY-specific or TAY-related resources and supports from a stakeholder perspective (i.e., TAY, County staff, caregivers, etc.);
- Reflect strategies for leveraging of programs and funding streams across departments, within each TAY self-sufficiency domain to further support TAY and their support network (for example, program delivery locations and funding

allocations based on TAY placement data trends from DCFS and Probation); and

- Reflect the improvement of inter-departmental processes for TAY and their support network to access resources and supports within each TAY self-sufficiency domain (in particular, current efforts to plan out transitional and permanent supportive housing for AB 12 youth, and provide access to mental health supportive services).

Finally, the Committee recognized the need to expand the defined age range of TAY from age 12 to age 26 to increase the effectiveness of such a system when used by County staff and caregivers. A centralized system can specifically be used in current DCFS and Probation case management practices and protocols such as:

- Child and Family Team meetings, where self-sufficiency needs and supports will be more readily available as a topic of discussion for TAY, regardless of whether the youth is in attendance;
- Continuum of Care Reform, where a centralized system would assist caregivers and providers in achieving the State’s increased quality of service outcomes for out-of-home placed children and youth;
- Transitional Independent Living Plans, where planning discussions of six-month plans with TAY and caregivers by County staff can be more specific and exhaustive; and
- Meeting departmental reasonable efforts regarding TAY self-sufficiency planning and the provision of TAY-specific resources and supports.

**II. Proposed Multi-Year Strategy: Creation of a Centralized TAY Resources and Support Hub (Centralized TAY Hub)**

The multi-year strategy calls for a Centralized TAY Hub to be used by TAY, and their support network, including County staff, caregivers, and others who support TAY. The Centralized TAY Hub concept is a proposed web-based model that facilitates access to information, from multiple sources, intended to assist and guide TAY in meeting their self-sufficiency goals.

The Centralized TAY Hub should provide TAY with the right resources at the right time based on their progress towards meeting their identified self-sufficiency goals. In its final form, the Centralized TAY Hub should reflect a combined TAY-focused support network embedded within County departments and within on-the-ground community organizations.

### Three Things the Centralized TAY Hub Should Do to Inform and Engage TAY

1. House easily accessible information online for TAY and their support network - a curated suite of resources (products, programs, and services) specifically chosen because they meet TAY needs for all of Los Angeles County including:

- Relevant resources and knowledge from County departments (see Figure 2): Not just social services, but also consumer and business affairs, education, housing, and employment/workforce development (for example, Library has free online tutoring, Parks hosts free cooking classes, and DCBA clears credit reports for free);
- Relevant resources and knowledge from community agencies covering basic needs, education, employment, mental health, legal, etc.; and
- Relevant resources and knowledge from private enterprises and businesses that may offer TAY-specific supports.

2. Function as a self-service tool that will engage TAY to find what they need (or provide suggested resources), and get what

they need without having to go anywhere else to learn the details about a program, apply for a program, sign up for a program or service, and so forth.

In order to do this:

- **Personalized Platform:** The platform should be personalized for each TAY, based on their needs and where they are on their self-sufficiency needs to employment and career development.



Figure 2. Sources of resources and knowledge

- **Intelligent Platform:** The platform should be intelligent, possessing the ability to recommend resources based on where a youth is along his/her individual self-sufficiency journey and what he/she will need to reach the next milestone.
- **Teaching Platform:** The platform should contextualize resources with “How To’s” and “Learning Tools” so TAY understand how a specific resource can help them achieve their goals. For example, a college-bound TAY might not go to a “Free Application for Federal Student Aid” (FAFSA) seminar if they do not understand why completing the FAFSA form is important in the first place.
- **Access-Facilitating Platform:** The platform should have a way for TAY to apply for products, services and programs.

- **Calendaring Platform:** The platform should have the capability of sending notifications and reminders about the progress of an application, an upcoming class, and new resources and opportunities.
3. Use TAY peer-to-peer support as an engagement strategy, by employing current/former foster youth to provide phone, email, text and in-person support (in established County and community organizations' sites) to connect youth to the resources they need, when they need them.

### **Stakeholder Feedback About Proposed Concept**

During the months of March 2018 and April 2018, the Centralized TAY Hub concept was vetted across a cross-section of key stakeholder forums, convening with TAY and those who work directly with the TAY population: County staff (DCFS and Probation) and caregivers.

The vetting forums were held in various regions throughout the County to ensure that the concept was presented throughout areas that would be representative of the County as a whole. Additionally, the concept was presented in areas of the County where the TAY population has historically been fairly large, including the Antelope Valley and South Los Angeles. In addition to the forums, the concept was presented to and discussed with the following entities: Commission for Children and Families, local child advocate groups (Public Counsel, Alliance for Children's Rights, and Children's Law Center), judicial court's Guardian Scholars Committee, and key local TAY collaboratives (including Compact Los Angeles, P3 and Opportunity Youth Collaborative).

### **Stakeholder Feedback Highlights**

The CEO received 269 stakeholder responses across 12 forums held throughout the County: 53 caregivers, 81 TAY (of various ages), and 135 County staff.

The forums included: four TAY forums convened by California Youth Connection, Opportunity Youth Collaborative and the DCFS Teen Club Program; four caregiver forums, including kinship, Resource Family and Group Home providers; and four County staff forums, with County staff (line, supervisory, and management) from DCFS and Probation.

### **Key Finding: How TAY Currently Get Resource Information**

One of the key questions asked of participants (County staff, TAY and caregivers) related to how TAY currently receive their information about available resources.

- The majority of County staff (88 percent) reported that TAY receive information about resources directly from County staff members, with 12 percent reporting that TAY get their information about services from various other sources (including their caregivers, peers, and other sources).
- In contrast to the responses from County staff, a smaller percentage of TAY, only 46 percent reported receiving information from County staff. The second most common source of information that TAY cited was from their own efforts (23 percent), followed by Other (non-specified, 12 percent) sources. Caregivers were listed as the next highest source of information (10 percent), followed by other foster youth (9 percent).
- Caregivers reported a fairly diverse set of responses for this question, including 36 percent from Other (non-specified) sources, 28 percent from County staff, 23 percent from the caregivers' own efforts, 7 percent from other caregivers, and 6 percent from the internet.

These results highlight the need to have TAY and their support networks more equipped to

support and engage TAY in achieving their self-sufficiency goals.

**Key Finding: “I am well-informed about all TAY services and supports.”**

For this question surprisingly, TAY reported a higher level (75 percent) of agreeing with this statement than County staff (50 percent) and caregivers (42 percent). Overall, each respondent group reported being at least somewhat well-informed (45 percent to 75 percent).

**Key Finding: “If the Centralized TAY Hub existed, I would use it.”**

In response to this question (see Figure 3), both County staff (89 percent) and caregivers (83 percent) reported that they would definitely use the Centralized TAY Hub if it existed today. Only 58 percent of TAY reported they would definitely use it. This was not surprising as stakeholder feedback on TAY engagement was cited as key to getting TAY to actively participate in utilizing resources and supports. The higher responses reported by the TAY support network appear to bode well for the success of the Centralized TAY Hub.

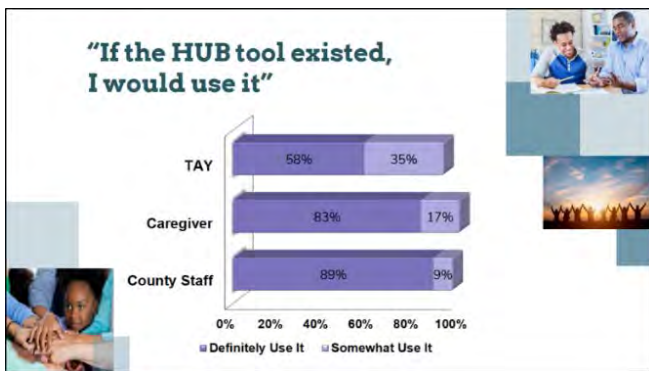


Figure 3. Opinions on prospective TAY Hub usage

**DCFS Annual Systems Improvement Stakeholder Conference**

Finally, the Centralized TAY Hub concept was presented to a large group of stakeholders at DCFS and Probation’s Annual System Improvement Plan Stakeholder Conference

(Conference) on May 3, 2018. Approximately 400 attendees attended the Conference, representing a diverse cross-section of stakeholders. Nearly 150 comments were received from participants, largely expressing positive support and enthusiasm for the concept, with suggestions on what resources to include in the system to ensure its effectiveness for all users. Another 125 written comments were received involving queries regarding the functionality of the proposed system and the confirmation of key elements/enhancements that participants wanted to be considered for inclusion into the system, should the plans for implementing the Centralized TAY Hub concept move forward.

The following are the key “Most Frequent Feedback” comments received from all stakeholders about the Centralized TAY Hub concept:

**Most Liked Elements:**

1. Having a centralized, “one-stop shop” location for all users;
2. Proposed use of current and former foster youth to serve as live TAY assistants; and
3. Having a system that is always available online and supported by a live person.

**Must Haves for the System:**

1. Resources for basic needs, with permanent housing and mental health services cited most frequently;
2. College support resources for TAY, including how to get into college and stay in college;
3. Employment support resources; and
4. Accessibility for TAY populations who are over 18 years old, including kinship youth.

**Top Reasons for Not Using the System:**

1. Not having an electronic device or Wi-Fi to access it;
2. Site is not easy to use for TAY and their support network; and

3. Consciously choosing not to use the proposed system; cited being “too busy” or otherwise.

## **Legislative Affairs and Office of Child Protection Board Responses**

### **CEO Legislative Affairs Response to Board Directive Number 2**

CEO’s Legislative Affairs and Intergovernmental Relations indicated that the County’s State and Federal legislative agendas recently adopted by the Board include a number of policies to support legislation that provide for successful self-sufficiency for TAY. In particular, the State Legislative Agenda, adopted by the Board on December 19, 2017, supports legislation and funding to facilitate successful emancipation, promote self-sufficiency and improve opportunities for youth aging out of foster care, and proposals to fully fund Emancipated Youth Stipends and the Independent Living Program.

Furthermore, the Federal Legislative Agenda, adopted by the Board on February 6, 2018, includes policy to support proposals and funding which would promote income security, housing, health care, education, and vocational opportunities, and economic self-sufficiency for youth emancipating from foster care, and which would lower the age provision of the Independent Living Program to 14 years. The County continues to support legislation and budget proposals to streamline foster youth’s access to financial aid for post-secondary education and provide foster youth with grants to participate in extra-curricular activities, including activities directly related to skill development, academic assistance, and recreational or social participation.

Should the Centralized TAY Hub concept be implemented, Legislative Affairs and Intergovernmental Relations will remain available to consider amending the County’s State and Federal legislative agendas to support that endeavor.

### **Office of Child Protection Response to Board Directive Number 3**

The OCP worked with the CEO to identify existing community projects related to transitional-aged foster youth and engage the philanthropic community and other community partners that currently have projects, resources and services in place. Leveraging the connections and knowledge of the Center for Strategic Public Private Partnerships (Center), the OCP engaged the philanthropic community through a survey, and analyzed historical data from Southern California Grantmakers, between the years of 2014 and 2016, to better understand the landscape of supports in place for TAY.

Based on this data, 24 out of 137 grants provided in 2014-2016, funded programming that specified transitional-aged foster youth supportive programming. The grants specifically for transitional-aged foster youth in this time period focused solely on education, housing, or supportive services in general. Throughout these three years, a total amount of \$13,096,250 was awarded in grants involving all foster youth while grants specifying transitional-aged foster youth programming totaled \$5,402,100. Many of the agencies identified already had established partnerships with the County.

There are some promising practices and programs that philanthropy is funding. One such program funded by philanthropy is run by the Arts for Incarcerated Youth Network (AIYN), which currently has a pilot providing high-impact, quality arts programs that are interdisciplinary and represent multiple art forms such as performing arts, writing, visual arts, and music, to at-risk youth in three LAUSD schools. This builds on the success of their work in probation camps, where AIYN coordinates programs at 10 probation sites and has reached almost 500 youth.

Due to this success, the OCP, through the Education Coordinating Council has facilitated



multiple discussions between the Department of Mental Health, the Arts Commission, and AIYN to develop a larger-scale pilot, based on a successful model that AIYN utilizes: The goal is to begin rollout of this pilot in the fall of 2018 in three to five middle or high schools, with the consideration of expanding this model throughout the County within the next few years.

Another promising area is in youth housing with two pilots in the early stages of implementation. The Center worked with the Home For Good Funders Collaborative and LAHSA to obtain private-sector funding for two pilots - one in SPA 2 and the other in SPA 3 - serving system-involved transitional-aged youth under the supervision of both DCFS and the Probation Department. Data from these pilots are being collected to determine whether these pilots should be recommended for expansion.

Finally, based on the Board's consideration of the report's next steps contained in this report, the CEO and OCP will continue to work with philanthropy and community agencies to help identify and connect the above-mentioned services and support programs, as well as leverage any other relevant and promising programs being funded by philanthropy for TAY through the Centralized TAY Hub.

### **Proposed Implementation Road map and Next Steps**

The following comprise a proposed road map and next steps to begin working towards operationalizing the Centralized TAY Hub concept. The road map is displayed visually in Attachment III. Before initiating the road map, the CEO will first need to identify a project provider by exploring all internal (County) and external (private sector) options as part of the selection process.

Once this is completed, the following steps are proposed, with County department participation in the following roles, to begin the work:

### **Prepare (6-9 months) Phase: Centralized TAY Hub Planning/Development Teams**

#### 1. Create a Joint Project Leadership Team:

- Provide overall management and oversight of the program, strategy, project planning and development plan.
- Responsible for creating and managing relationships with Advisory Boards, comprised of representatives from key TAY stakeholder groups within Los Angeles County, including TAY.

#### 2. Establish a Fiscal Agent:

- Financial oversight and governance of the project, maintenance of financial records, and collection and distribution of funds, according to the budget (to be established).

#### 3. Create a Communications Team:

- Develop communication with stakeholders on the progress of the project, with opportunities to provide input and become engaged in project planning.

#### 4. Create a Technology Team:

- Develop technology plans and timelines based on user requirements, to build, test and deploy the system in phases, based on agreements with the Project Leadership team.

#### 5. Create Resource/Knowledge Teams:

- Establish requirements for the types of resources needed by TAY, and collect and curate resources from County departments and local community-based organizations.

#### 6. Create a Performance Management and Evaluation Team:

- Identify performance metrics (data elements for specific outcomes) and

design evaluation and implementation metrics for tracking, analysis, and reporting.

**Launch (9 to 12 months) and Roll-Out (9 to 18 months) Phases: Centralized TAY Hub Operational Team**

In addition to the tasks described in items one through six above, the following will be needed for the launch (project piloting) and roll-out (full implementation) phases:

7. Create Content Curation Specialists:

- Review, update, and curate content to ensure that all resources and knowledge are up-to-date, with content presented in easy to digest formats (through the use of multimedia, bilingual content, easy to understand language, etc.).

8. Create a Navigator Team:

- Assist TAY, caregivers, County staff and other stakeholders with the usage of the system.

**Leverage Current County Resources, Technologies and Funding Opportunities**

The following have been identified as existing resources, programs and funding opportunities for moving forward with the Project Plan, in support of the implementation steps (presented above):

- Use of existing County department and/or private sector expertise to create the Centralized TAY Hub.
- Each County department can participate in the identification/curation of their TAY-specific programs, services, and knowledge.
- Leverage existing departmental technology and expertise as in-kind support for the Centralized TAY Hub concept.
- The vetting of the Centralized TAY Hub concept during the stakeholder forums has produced interest from several entities who are interested in serving as researchers and evaluators for the proposed concept.

- The County will continue to explore all available funding opportunities to plan, develop, and implement the Centralized TAY Hub concept.
- The CEO will continue to explore philanthropic funding opportunities (as identified in Section IV of this report), as will the Center for Strategic Public-Private Partnerships.

**Proposed Next Steps**

The following are the CEO's next steps to begin the work of creating the Centralized TAY Hub, upon the Board's acceptance of the report:

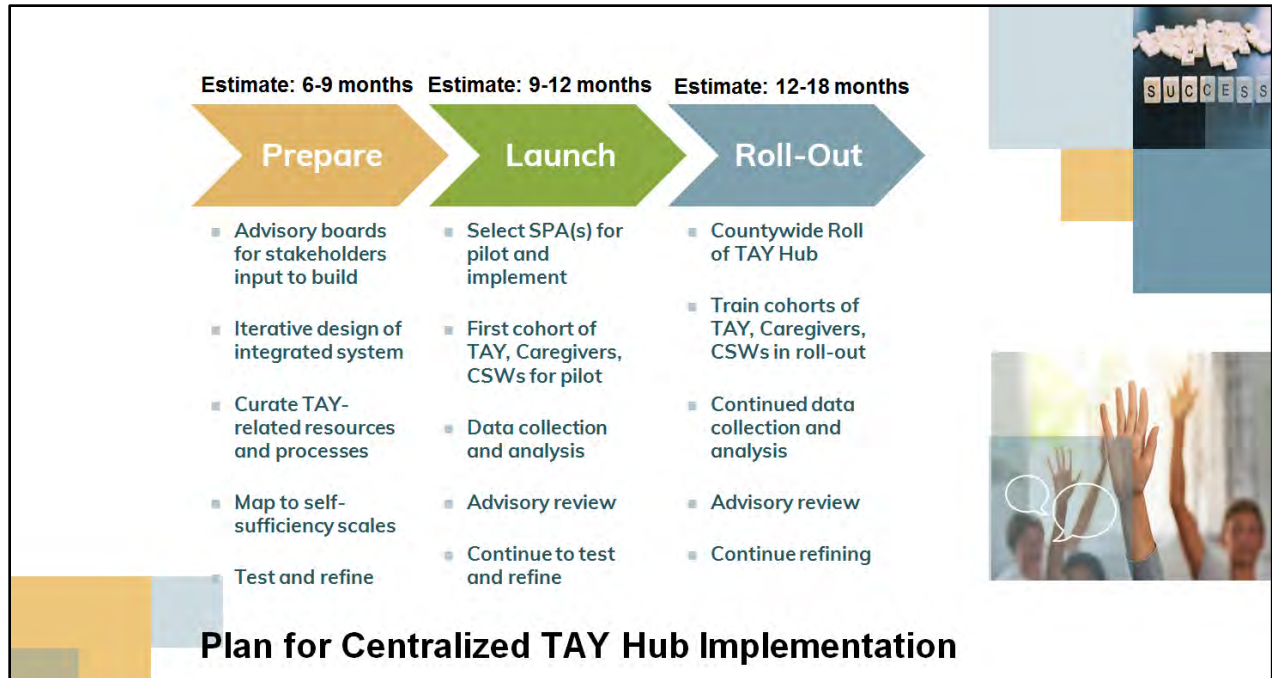
1. CEO will explore internal (County) and external (private sector, philanthropy, etc.) options to: (a) identify an entity with the expertise to realize the Centralized TAY Hub concept, as well as determine any agreements that will be required; and (b) evaluate external (non-County) options for funding the project.
2. CEO, with OCP and the full participation of relevant County departments in the proposed roles defined under the Prepare, Roll-Out and Implementation phases, will also implement a governance structure (i.e., Advisory Boards) that includes key internal and external stakeholders and advocates, to guide the implementation of the multi-year strategy.
3. CEO will work directly with relevant Department Heads to develop Management Appraisal Performance Program (MAPP) goals directly related to fully supporting all Prepare, Roll-Out and Implementation phases of the Centralized TAY Hub, as outlined in the report.

## Summary of TAY/TAY Related County Services and Supports

Department	Education	Health	Housing	Legal	Basic Living	Mental Health	Employment	Parenting	Referral Service	Total Funding for all Services
DCBA				•	•				•	N/A
DCFS	•	•	•	•	•	•	•	•	•	\$36.4 M
DHS		•							•	Unavailable
DMH	•	•	•	•	•	•	•	•	•	\$178.7 M
DPH		•	•	•	•	•	•		•	\$19.6 M
DPSS	•	•	•		•	•	•		•	\$21.9 M
LACOE	•	•	•	•	•	•	•	•	•	None TAY specific
LAHSA	•	•	•	•		•	•		•	\$27.1 M
LIBRARY	•	•		•	•	•	•	•	•	\$17.2 M
PARKS	•	•		•	•	•		•		\$26.7 M
PROBATION		•	•	•			•	•	•	See DCFS
WDACS	•				•	•	•		•	\$22.2 M

• Includes the provision of substance use services

**Visual Display of Road Map for Operationalizing The Centralized Hub Concept**



Attachment III  
July 24, 2018, Board Motion by Supervisor Barger  
<http://file.lacounty.gov/SDSInter/bos/supdocs/124511.pdf>

**MOTION BY SUPERVISOR KATHRYN BARGER**

**JULY 24, 2018**

**TRANSITIONAL AGED YOUTH (TAY)**

Over the years, Los Angeles County has developed numerous programs to assist and support Transitional Aged Youth (TAY) in foster care. Last year the Board of Supervisors unanimously approved a motion to identify the various existing resources and opportunities to improve the support and services provided to TAY.

Since that time, the Chief Executive Office, in partnership with the Office of Child Protection, has convened regular work group meetings comprised of impacted county departments and partner agencies. They engaged multiple stakeholders including legal advocates, judicial officers, the Commission for Children and Families, and others. They also hosted multiple forums and town hall meetings seeking the input and advice of those most involved – the TAY themselves, their caregivers, and their social workers.

Two themes emerged throughout this process. First, there are an abundance of programs and services designed and administered by County departments targeted to TAY (whether they are a foster youth or not), encompassing everything ranging from the Youth@Work subsidized job training program, to preventative health services at County hospitals, and financial literacy classes offered at local libraries. The second recurring message is that TAY, their caregivers and social workers are not aware of the full range of services available to them – and certainly not by any proactive measure that lets them know what they can access in their own local community.

**-MORE-**

**MOTION**

Solis	_____
Ridley-Thomas	_____
Hahn	_____
Barger	_____
Kuehl	_____

Through this comprehensive effort, the Chief Executive Office developed the report entitled "Countywide Multi-Year Strategy to Support the Self-Sufficiency Goals of Transitional Aged Foster Youth," to be presented before this Board.

This report acknowledges that developing new programs and services for TAY is not as critical as ensuring that TAY know about and understand how to access these programs and services. The report outlines a proposed online system called the Centralized TAY Hub that will consolidate existing Countywide resources and supports on a single platform; provide continuous online access; and effectively engage TAY through online interaction and live peer-to-peer foster youth involvement.

We know that typically, the best successful outcome for any foster youth is reunification with family or relatives, or to find an alternative permanent placement. In the case of youth for whom we cannot achieve permanency, we must improve the tools and resources we provide for them to successfully transition to independence and adulthood.

The strategies outlined in the aforementioned Chief Executive Office report will assist the County in linking youth to the right services and programs to support their development.

**I, THEREFORE, MOVE** that the Board of Supervisors instruct the Chief Executive Office to report back to the Board in 90 days on the following:

1. Explore internal and external options to develop and launch a Centralized Transitional Aged Youth (TAY) Hub, including collaboration with the Center for Strategic Public Private Partnerships to support philanthropic engagement as appropriate, and identify any additional funding necessary.

**-MORE-**

2. Coordinate with the Office of Child Protection and all relevant County departments and partner agencies to implement a governance structure (including key internal and external stakeholders and advocates) to guide the implementation of the proposed multi-year strategy.
3. Work with relevant County department leadership to develop Management Appraisal Performance Program (MAPP) goals that will ensure streamlined and effective service delivery to meet the needs of TAY, and support the implementation and utilization of the Centralized TAY Hub.

# # #

KB:mvj