



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>

WILLIAM T FUJIOKA
Chief Executive Officer

October 25, 2011

To: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

IMPLEMENTING THE COUNTYWIDE YOUTH SELF-SUFFICIENCY ACTION PLAN

On March 29, 2011, a motion by Mayor Antonovich directed the Chief Executive Officer (CEO) to implement the Countywide Youth Self-Sufficiency Action Plan and report back quarterly, for one year, on its progress. The action plan details how the participating County departments and County-affiliated partners will work toward establishing youth self-sufficiency as a Countywide goal, using existing resources, to form new partnerships, test pilot programs and activities, and make policy changes that will better prepare youth, ages birth to 24, served by the Department of Children and Family Services (DCFS) and the Probation Department (Probation) to become successful and thriving adults. On April 28, 2011, a memo was submitted to your Board outlining the structure that was established to ensure the plan's actions are achieved. The first quarterly update was submitted on August, 19, 2011; this is the second quarterly report.

In the attached action plan (Attachment I), the progress made towards completing each of the 56 actions is detailed. After submitting the original 54-point action plan to your Board for adoption on March 2, 2011, the Department of Consumer Affairs volunteered to join the self-sufficiency initiative, adding two actions that they would be held accountable for completing. This brings the total number of participating County departments and County-affiliated entities to 12.

Overall, 96 percent of the 56 actions outlined in the plan have either been completed or are well on their way to being completed by the November 1, 2011 deadline. Twenty-three (41 percent) of the actions have been achieved, 31 (55 percent) are on track for completion, and two (four percent) are behind schedule, due to either a State budget issue or policy delay.

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In three instances (five percent), lead departments have significantly exceeded expectations for completing one of the actions they were responsible for:

- DCFS committed to developing and implementing an electronic referral system in two regional offices for enrolling children that it supervises in early care and education programs (Action C7). This referral system was fully operational by June 2011 in all 18 DCFS regional offices, and over 1,100 3- and 4-year-old children have been referred to Los Angeles County Office of Education Head Start preschool programs;
- The Department of Mental Health (DMH) committed to providing specialized training to foster and relative caregivers of DCFS or probation youth on various mental health-related issues (Action D6) and, as a result, implemented 1,150 specialized trainings for approximately 5,000 participants, most of whom were foster and relative caregivers; and
- Probation committed to holding two employment/resource fairs for probation youth (Action J3) and, instead, was able to hold 18 such fairs for approximately 2,118 probation youth.

Although efforts to complete the actions detailed in the self-sufficiency plan have been strong, for the most part, across all 12 participating departments, there are four departments that have shown particularly noteworthy dedication and effort towards achieving their specified actions:

- DCFS is the lead for ten actions, the most of any department, and is on track for completing seven of them, has already completed two, and has exceeded expectations on another;
- Probation is the lead for seven actions, and is on track for two of them, has already completed four, and has exceeded expectations on another;
- DMH is the lead for seven actions, and is on track for two of them, has completed four of them, and has exceeded expectations on another; and
- The Community Development Commission (CDC) is the lead for five actions and has already completed four of them.

Additionally, as a result of the work of the self-sufficiency workgroup, Mayor Antonovich introduced a motion on August 4, 2011 to the Metropolitan Transit Authority (MTA) Board of Directors to develop a pilot program that would provide no-cost EZ Transit

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passes, valid on all municipal and rail systems, to former DCFS and probation youth transitioning out of the County's system. This motion was unanimously adopted by the MTA Board, and the MTA and self-sufficiency workgroup have begun working on designing the program components. This program, targeted to begin July 1, 2012, would issue Transit Access Pass cards with photo identification to Independent Living Program eligible DCFS and probation youth, ages 18 – 21, over a 12-month period. A comprehensive analysis would be conducted to track the self-sufficiency outcomes achieved through this program.

The self-sufficiency workgroup, consisting of 18 representatives from the CEO, DCFS, Community and Senior Services, Department of Mental Health, Probation, Department of Public Social Services, CDC, Commission for Children and Families, children's advocates, philanthropy, non-profit providers, caregivers and a former foster youth has been meeting since June 2010 to develop and monitor the implementation of the action plan in a way that simultaneously promotes accountability, transparency, and continuity. Additionally, 31 departmental point-persons have been actively working to achieve the actions identified in the self-sufficiency plan. As you can see, their work has been very successful. We will continue to monitor the progress of this action plan and provide you with a third quarterly report in January 2012.

If you have any questions or need additional information, please contact me, or your staff may contact Trish Ploehn, Assistant Chief Executive Officer, at (213) 974-4532 or via e-mail at tploehn@ceo.lacounty.gov.

WTF:TP
CDM:eb

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Children and Family Services
Commission for Children and Families
Community Development Commission
Community and Senior Services
Consumer Affairs
Mental Health
Office of Child Care
Office of Education
Parks and Recreation
Probation
Public Library
Public Social Services

Priority Self-Sufficiency Action Items by Los Angeles County Department/Agency
Progress Report Date: 08/19/11

LEAD DEPT/ AGENCY	SELF-SUFFICIENCY OUTCOME AREAS				ACTIVITIES FOR LEAD DEPARTMENT/AGENCY	COLLABORATIVE COUNTY DEPARTMENTS	POINT PERSON	OPERATIONAL INDICATOR(\$)	TARGET DATE	PROGRESS TO DATE	CHILDREN/YOUTH AFFECTED					
	PERMANENCY/HOUSING	SOCIAL/EMOTIONAL WELL-BEING	EDUCATION	CAREER/WORKFORCE READINESS							AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24	
(A) COMMUNITY DEVELOPMENT COMMISSION (CDC)	X				A1) Convene a forum to facilitate the development of partnerships between housing developers and service providers to increase the number of proposals submitted to CDC for service-enriched housing for transition-age youth (TAY)	CEO; DCFS; DMH; Probation	Lois Starr	Forum held; increased # of proposals submitted to CDC	3/31/2011	The CDC's Special Needs Housing Alliance Project Review Committee held 4 forums that formed 4 new service provider partnerships for TAY. As a result, two of the partnerships proposed creating 32 new permanent TAY housing units in mixed population development projects in Los Angeles (Koreatown) and San Fernando. Funding has been awarded; construction will begin by March 2012 and should be completed by Spring 2013. (8/13/11)				X	X	
	X				A2) Issue a Notice of Funds Availability (NOFA) that leverages federal HOME Investment Partnerships Program dollars in order to create additional opportunities for developing housing units for TAY	N/A	Lois Starr	NOFA for TAY housing units issued	2/28/2011	A NOFA was issued on 2/17/11. As a result, new TAY housing projects will be funded in West Hollywood and San Fernando, creating 22 additional permanent housing units. Construction is scheduled to begin by December 2011 for the West Hollywood project and by February 2012 for the San Fernando project. Both should be completed by May 2013. (5/19/11)				X	X	
	X				A3) Fund four new projects that are currently in development that will create 28 permanent housing units for TAY as well as 200 new transitional shared-bedroom units	N/A	Lois Starr	# of permanent housing units created	11/1/2011	A total of 6 new projects are in development. Five permanent housing projects located in Los Angeles (Koreatown), East Los Angeles, and South Los Angeles will provide 40 permanent housing units for TAY. Estimated construction completion dates for the East Los Angeles and Koreatown projects are March and June of 2012, respectively. Two South Los Angeles projects are scheduled to be completed by August and December of 2011, and a third project in the area will be completed by August 2012. Additionally, a transitional housing project in downtown Los Angeles is also in development, which will provide 200 new transitional housing (shared-bedroom) units for TAY. (8/9/11)				X	X	
				N/A		Lois Starr	# of transitional housing units created	11/1/2011				X	X			
	X				A4) Develop a new housing project with ten additional beds that can be leased to a current provider	N/A	Lois Starr	New 10-bed housing project created	11/1/2011	The Coteau III project for 10 beds is in development, located in South Whittier. Construction started in May 2011 and is scheduled to be completed by May 2012. (5/19/11)				X	X	
	X				A5) Partner with the Department of Military and Veterans Affairs to, in at least one high-need geographic area, conduct outreach to veterans who are former foster youth and connect them to appropriate housing and support services	DMH	Kayla Kitson	# of veterans who were former foster youth connected to services	11/1/2011	Working with DCFS and the Department of Military and Veterans Affairs to modify intake processes and increase their internal capacity to identify veterans who were former foster youth, as this information is not currently collected. Outreach activities will take place this Fall. (7/7/11)				X	X	
(B) COMMUNITY AND SENIOR SERVICES (CSS)			X		B1) Establish CSS as a focal point for the recruitment and referral of Department of Children and Family Services (DCFS) and Probation youth to workforce training and employment services	DCFS; Probation	Josie Marquez	# of DCFS/Probation youth referred to workforce training and employment services by CSS	11/1/2011	Met with representatives from DCFS, Probation, DPSS, Parks and Recreation and WIB employment subcontractors to coordinate an approach for increasing the participation of system youth in training/employment opportunities. Identified single points of contact from County departments and WIB subcontractors to facilitate the referral process. Referrals have already begun, and the number of youth referred to the Summer Youth Employment Program will be tracked monthly. (7/25/11)			X	X	X	
	X	X	X		B2) Work with the Workforce Investment Board's (WIBs) Youth Council to develop and implement a policy that prioritizes and increases system youth's enrollment in Workforce Investment Act (WIA) employment services	DCFS; LACOE; Probation	Richard Verches	# of system youth participating in WIA services per policy	11/1/2011	The Youth Council and the Executive Committee of the WIB adopted a new policy that directs CSS and partnering departments/agencies to increase enrollment of system youth in the WIA Youth Program. The policy is pending adoption by the full WIB in September 2011. Working to integrate prioritization of system youth into the Youth Council's strategic plan for FY 2011-12. Also incorporating self-sufficiency into the Youth Council's Career and Mentoring conference scheduled for October 2011. (7/15/11)				X		
	X	X	X		B3) Enhance partnerships with WIBs, County departments, universities, municipalities, chambers of commerce and community agencies to maximize employment, volunteer, internship and vocational opportunities for DCFS and Probation youth, based on their individual needs and interests	DCFS; LACOE; Probation	Josie Marquez/ Richard Verches	# of employment, volunteer, internship and vocational opportunities	11/1/2011	Working to identify local Chambers of Commerce interested in functioning as business intermediaries to train and employ system youth. Will also meet with members of the Community College Collaborative in September 2011 to identify how system youth can be linked with academic and vocational training opportunities available in local colleges. (6/13/11)				X	X	X
				X	B4) Increase the number of DCFS and Probation youth participating in CSS' Summer Youth Employment Program and comparable programs	DCFS; Probation	Josie Marquez	# of DCFS/Probation youth participating in summer employment programs	11/1/2011	On June 28, 2011, the BOS approved the transfer of \$3.5 million to fund CSS' Summer Youth Employment Program for FY 2011-12. On July 1, 2011, CSS successfully obtained a waiver from the State to re-direct \$2 million of WIA funds to operate a CalWORKs Summer Youth Employment Program, targeting youth receiving TANF. Recruitment of youth for both summer employment programs is currently underway. (7/15/11)				X		
				X	B5) Work with the Board of Supervisors to create a policy that earmarks a percentage of County-operated employment/internship opportunities for TAY	CEO	Josie Marquez/ Richard Verches	Creation of policy	11/1/2011	Developing a policy statement prioritizing TAY for County employment and internship opportunities. Will be presented to the County WIB's Youth Council Chair by October 2011. (6/13/11)				X	X	X

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	PERMANENCY/HOUSING	SOCIAL/EMOTIONAL WELL-BEING	EDUCATION	CAREER/WORK FORCE READINESS							AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24
(C) DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS)	X	X	X	X	C1) In one or more DCFS or Probation offices/units, ensure that integrated case planning efforts (like permanency planning conferences or multidisciplinary team meetings) incorporate the four self-sufficiency outcomes	CDC; CSS; DMH; LACOE; OCC; Probation	Michael Rauso	# of DCFS or Probation offices incorporating self-sufficiency goals in youth assessments/planning	7/31/2011	A policy was adopted in August 2010 to include the four self-sufficiency outcomes in DCFS' Permanency Planning Conferences (PPCs). Policy guidelines to further operationalize how PPCs should incorporate self-sufficiency into meetings are in development. An in-service training for all Team Decision Making Facilitators on the four outcome areas is scheduled for October. (8/8/11)	X	X	X	X	
	X	X	X	X	C2) Include the self-sufficiency outcome areas in trainings where possible and look for opportunities to incorporate into other Supervising Children's Social Workers (SCSWs), Children's Social Workers (CSWs), new-hire CSWs and caregiver trainings	CDC; CSS; DMH; LACOE; OCC	Mark Miller	# of SCSW, CSW, new-hire CSW and caregiver trainings held	11/1/2011	Developing a strengths-based coaching model to support the integration of self-sufficiency and other relevant training topics into SCSWs and CSWs ongoing practice and performance goals. Convening a workgroup consisting of representatives from DMH, DCFS' Kinship Support, and the Community College Chancellor's Office to coordinate efforts to integrate self-sufficiency topics and outcomes into caregiver trainings. Additionally, working to determine how self-sufficiency can be effectively integrated into DCFS staff training on Katie A. training topics. (7/12/11)	X	X	X	X	
	X	X	X	X	C3) Expand the number of DCFS Youth Permanency Units, subject to approval from the Board of Supervisors; DCFS expects to request this in the third sequence Waiver request	N/A	Rhelda Randall-Shabazz	# of additional Youth Permanency Units established	11/1/2011	Shared key performance outcomes from the first and second Waiver requests with Board deputies on June 15, 2011. Planning to submit the third sequence Waiver request to the Board of Supervisors within the next few weeks. Forthcoming request will examine the feasibility of the proposed expansion of Youth Permanency Units. (8/8/11)			X	X	
	X				C4) Analyze current housing programs offered by DCFS and use findings to redesign any programs requiring changes in scope, structure, service delivery, funding or other areas	CDC; CEO; DMH; Probation	Harvey Kawasaki	Revised DCFS TAY housing plan	11/1/2011	In partnership with CDC, convened housing developers, service providers, LAHSA and collaborative County department representatives to develop an approach to support DCFS' redesign of its housing programs. DCFS is considering a recommendation to shift the responsibility of grant, property, and case management functions from YDS staff to housing experts within the community in order to ensure more efficient service delivery. (8/8/11)			X	X	X
	X	X	X	X	C5) Issue a Request for Proposals (RFP) to implement Countywide an innovative community-based service delivery life skills model that employs Transition Skills Advocates (TSAs) to train youth and caregivers to advocate for, access, and utilize support services that promote self-sufficiency	Probation	Harvey Kawasaki	# of Life Skills Self-Sufficiency contracts issued; # of youth and caregivers served	9/1/2011	A dedicated staff person in the contracts division has been assigned to this project to ensure the RFP is issued by 9/1/11. (5/19/11)			X	X	X
		X	X	X	C6) Promote and expand the Gloria Molina Foster Youth Education Program and other programs that provide ongoing support and monitoring of youth academic progress	CEO	Michael Gray	# of new program sites	9/30/2011	The program has been expanded to 2 additional school districts in the San Gabriel Valley (Azusa and El Rancho Unified School Districts). (6/13/11)			X		
	X	X	X	X	C7) In at least two DCFS regional offices, develop and implement an electronic referral system to enroll children in early care and education programs	LACOE; OCC	Michael Gray	# of DCFS offices with an electronic referral system	6/30/2011	DCFS' Head Start electronic referral system became fully operational at the Glendora and Compton DCFS offices on May 24, 2011. After a successful pilot, the referral system was implemented Countywide across all 18 DCFS regional offices in June 2011. Since then, CSWs have referred over 900 3- and 4-year old DCFS children to LACOE Head Start for enrollment in a preschool program. (7/26/11)	X				
	X	X	X	X	C8) Develop a local system of accountability and compliance to ensure that high-quality Transitional Independent Living Plans (TILPs) and 90-day Transition Plans are completed, in a timely manner, that address the self-sufficiency outcomes for foster and probation youth exiting the system	CDC; CSS; DMH; DPSS; Probation	Diane Wagner	# of TILPs and 90-day Transition Plans completed in a timely manner that address self-sufficiency goals	11/1/2011	Received confirmation that the State will be revising CWS/CMS on February 18, 2012 in order to provide the ability to document and track TILP and 90-Transition Plan completion. 90-day Transition Plans will also be added as a case document to CWS/CMS. Developing a training with DCFS' Training Section on what a quality TILP should look like. Looking to add TILP outcomes as MAPP goals for managers. (8/8/11)			X	X	
	X	X	X	X	C9) Explore the feasibility of amending Group Home and Foster Family Agency contracts to incorporate the four self-sufficiency goals in guiding services currently provided, including an analysis of any potential additional funding needs	CEO; Probation	Karen Richardson	Feasibility analysis of caregiver contract amendment	11/1/2011	Proposed Group Home and Foster Family Agency contract language reflecting self-sufficiency goals has been drafted and was submitted to DCFS' Acting Director on August 2nd and August 8, 2011, respectively. DCFS' Contracts section and County Counsel will review next. (8/11/11)	X	X	X	X	
				X	C10) In collaboration with CSS, develop and implement a referral process to link current and former system youth, ages 14 and older, with internship, volunteer and/or employment opportunities	CSS; Probation	Harvey Kawasaki	# of current and former system youth referred by CSS	11/1/2011	Planning meetings began in June to develop this referral process. (6/18/11)			X	X	X

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	SELF-SUFFICIENCY OUTCOME AREAS										AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24	
(D) DEPARTMENT OF MENTAL HEALTH (DMH)		X			D1) Increase TAY's use of outpatient mental health services by offering services in non-clinical settings and by using client advisory groups and peer service extenders to effectively engage youth	DCFS; Library; Parks/Rec; Probation	Terri Boykins	Increased # of TAY using outpatient mental health services	11/1/2011	Identified 11 agencies interested in developing client advisory groups to increase mental health service provision to TAY in non-clinical settings. Step Up on Second, in Santa Monica, has emerged as a model that may be replicated at additional sites. Technical assistance is being provided to the 11 agencies to explore expansion				X	X	
	X	X	X	X	D2) Increase capacity and delivery of a full range of substance abuse services in TAY drop-in centers by piloting a new evidence-based model, "Seeking Safety"	N/A	Terri Boykins	# and scope of substance abuse services delivered in each TAY drop-in center	11/1/2011	Completed canvassing TAY drop-in centers interested in implementing the Seeking Safety model. Currently pursuing 11 agencies who have the required clinical capacity and interest in implementing the model. Working to develop new or modify existing work agreements with interested agencies and develop accompanying staff training/implementation plans for the model. (7/11/11)				X	X	
		X			D3) Cross-train DCFS, DMH and Probation juvenile camp staff on how to appropriately respond to, address, and manage youths' mental health issues	DCFS; Probation	Terri Boykins	# of cross-trainings held with DCFS, DMH and Probation staff	11/1/2011	Staff at Camp Gonzalez have been trained on how to access support services for youth leaving camp placement. In June 2011, a staff training on engaging youth to explore ambivalence and facilitate change was conducted for 20 hall/camp DPOs and mental health staff. Next steps include conferring with DCFS/Probation ILP Managers to set up a training on youth mental health issues for 30-40 DCFS/Probation ILP staff. (7/11/11)	X	X	X	X		
		X			D4) Increase use of aftercare mental health services by youth exiting juvenile camps through offering immediate linkages to mental health supports and providing case management services for a period of three months post-release	Probation	Lori Willis	# of youth utilizing aftercare mental health services; # of youth receiving case management services post-release	1/1/2011	Obtained Board of Supervisors' approval on June 7, 2011 to hire 27 DMH staff to provide community-based aftercare services Countywide. Waiting for approval from CEO Classification and Compensation section to proceed. Currently working with Probation staff to identify sites for DMH staff to deliver mental health services. Hiring is expected to be completed by Fall of 2011. (6/9/11)				X	X	
		X			D5) Provide mental health consultation and planning services to children, youth and their families through participation in initial assessments and ongoing Multi-Disciplinary Team (MDT) meetings held at juvenile camps	Probation	Lori Willis	Participation of mental health staff in assessment and MDT meetings	1/1/2011	All youth in juvenile halls are screened prior to camp placement and all open mental health cases in camp are assessed by mental health. The primary mental health clinician or DMH camp navigators are participating in all MDTs held at camps. Consultation and planning services will be enhanced as DMH aftercare staff are hired and trained. Probation is developing a tracking system to report the number of MDT meetings and participants. (7/15/11)				X	X	
	X	X			D6) Provide specialized training to foster and relative caregivers of DCFS and/or probation youth on the importance of attachment, developmental milestones, and other mental health topics, as appropriate	DCFS; Probation	Sam Chan	# of specialized trainings offered to foster and relative caregivers	11/1/2011	Have implemented 1,150 specialized trainings for approximately 5,000 participants, most of whom were foster and relative caregivers. Trainings were delivered through 17 local community college Foster & Kinship Care Education programs on topics including identifying depression and other mental health issues in children, parenting children with special needs, and appropriate early intervention strategies. Implemented a pre-service training on effective parenting strategies for approximately 300 prospective resource and/or adoptive parents. DCFS' Kinship Section trained 350 kinship caregivers on utilizing regional centers for eligible children/youth. DMH, DCFS and the LA Chancellor's Office are partnering on how to incorporate self-sufficiency into future trainings. (7/15/11)	X	X	X	X		
		X	X	X	D7) Provide specialized training to early care/education and mental health providers working with young DCFS children on attachment, engagement, strengths/needs-based approaches, and developmental milestones in order to increase their capacity to respond to children who have experienced trauma and/or have special emotional needs due to child abuse and	DCFS; OCC	Sam Chan	# of trainings held	11/1/2011	Have conducted approximately 120 trainings for over 2,000 mental health service providers, DCFS staff, and early care/education providers. Trainings topics included brain development, attachment and trauma, Strengthening Families' protective factors, and parenting strategies. Currently developing additional trainings targeting early care/education providers. (6/27/11)	X					
(E) DEPARTMENT OF PARKS AND RECREATION		X	X	X	E1) Create partnerships with local community-based organizations, colleges and universities to provide support services for the Department of Parks and Recreation's Youth Worker program, which promotes healthy personal, social, academic and career development	CSS; DCFS; LACOE; Library; Probation	Mika Yamamoto	# of partnerships created	7/30/2011	Obtained agreements from California State University, Northridge and two State agencies (the Employment Development Department and Network for Healthy California) to provide career/workforce readiness and education workshops for applicants to the Youth Worker Program. Working with collaborative departments to identify existing resources and partnerships for additional workshops. Currently contacting community-based organizations and LA Chamber of Commerce to secure additional commitments. (7/12/11)				X	X	X
	X	X	X	X	E2) In at least one of the Department's service areas with high numbers of DCFS/Probation youth, ages 14 and older, pilot an enhanced version of the Youth Worker program resulting from the partnerships created in Activity E1 above	CSS; DCFS; LACOE; Library; Probation	Mika Yamamoto	# of enhanced Youth Worker programs implemented	11/1/2011	Planning a series of career/workforce readiness and education workshops in East and South Los Angeles for Youth Worker Program applicants. Approximately 1,500 youth apply annually. (6/14/11)				X	X	X
		X	X	X	E3) With the Public Library and Office of Child Care, convene a forum with after-school program providers to identify opportunities to increase the enrollment of system youth in educationally-enriching activities during non-school hours	CEO; DCFS; LACOE; Library; OCC; Probation	Mika Yamamoto	After-school program provider forum held	7/30/2011	Working to implement a forum in Service Planning Area 6. Generating a list of after-school program providers to invite to the event and selecting a venue. (7/7/11)		X	X			

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	SELF-SUFFICIENCY	OUTCOME	AREAS								AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24
(F) DEPARTMENT OF PUBLIC SOCIAL SERVICES (DPSS)	X	X	X		F1) Develop and implement a referral protocol that connects the children of CalWORKs/Cal-Learn participants who are under the supervision of DCFS and/or Probation with licensed early education programs	DCFS; OCC; Probation	Jackie Mizell-Burt/ Leticia Colchado	Referral protocol to connect CalWORKs/Cal-Learn participants with early education programs	11/1/2011	DPSS GAIN services workers are following a protocol for referring eligible participants to an appropriate Child Care Resource and Referral agency that provides participants with information about available licensed early care/education programs. Working with the Office of Child Care to incorporate into this referral protocol additional materials promoting the importance of child development. Also exploring how Adolescent Family Life Programs (AFLP) may be involved in promoting awareness about the value of early education among Cal-LEARN participants. (7/14/11)	X				
	X	X	X	X	F2) Link, where appropriate, current and former DCFS/Probation youth with CalWORKs/Greater Avenues for Independence (GAIN) services to help them achieve economic stability	DCFS; Probation	Jackie Mizell-Burt/ Sherri Cheatham	# of current and former DCFS/Probation youth using CalWORKs/GAIN services	11/1/2011	Working with DCFS and Probation to examine how the number of current and former system youth who are accessing CalWORKs/GAIN services can be identified, since this reporting capacity does not currently exist. Will also address how TAY can be proactively referred to CalWORKs/GAIN by DCFS and Probation to prevent gaps in economic solvency. (7/14/11)			X	X	X
	X	X	X	X	F3) Assist eligible TAY obtain the economic support they are entitled to by providing automatic Medi-Cal coverage for one year after exiting the system and helping with the redetermination process, facilitating their CalFresh applications, connecting homeless TAY to the General Relief (GR) Housing Subsidy Program, customizing job preparation, and providing GR participants with criminal record expunging, transportation, SSI advocacy, and Cal-Learn assistance	DCFS; Probation	Isabelle Maggio/ Maria Del Valle	# of TAY accessing these services	11/1/2011	Conducted trainings in May for approximately 30 DCFS nurses and GAIN services workers who participate in TDM meetings on TAY Medi-Cal eligibility requirements. DPSS participated in resource fairs to directly connect youth to Medi-Cal, CalFresh, GR and other public benefits. Developing a process to connect Probation youth placed in juvenile camps with Medi-Cal. (6/27/11)				X	X
		X		X	F4) Create increased access to internships and skilled job opportunities for TAY participating in GR/General Relief Opportunities for Work (GROW) through the Self Initiated Program (SIP) process	CSS; DCFS; Probation	Maria Del Valle	# of TAY participating in internships/jobs through the GR/GROW SIP process	11/1/2011	Drafting a policy to give former DCFS and Probation youth GROW participants priority for CSS' Summer Youth Employment Program (SYEP). GROW case managers are currently identifying youth who meet the SYEP's eligibility criteria and helping them obtain the required verification documents. Also working on developing an internal reporting capacity to identify the number of former system youth participating in GROW. (7/12/11)				X	X
(G) LOS ANGELES COUNTY OFFICE OF EDUCATION FOSTER YOUTH SERVICES (FYS)	X	X			G1) Serve as the central hub for providing educational information, referrals, and support to all County departments working with system youth	CEO; CSS; DCFS; DMH; DPSS; Library; OCC; Parks/Rec; Probation	John Keane	Creation of centralized information and referral capacity; # of requests processed	11/1/2011	Submitted application for funding for FYs 2011-14 to the CA Department of Education (CDE) on May 27, 2011. The funding allocation, which should have been determined by June 30, 2011, has been delayed by the CDE and no alternate date as been specified. Will convene a meeting with key representatives from collaborative County departments in September 2011 to begin developing referral policies and protocol to establish FYS as a hub for centralized educational information. (7/18/11)	X	X	X		
	X	X	X		G2) Implement a case management pilot that co-locates Foster Youth Services (FYS) staff in at least five DCFS or Probation regional offices to provide education consultation services during multi-disciplinary team case planning meetings and help implement educational objectives	DCFS, Probation	John Keane	# of regional offices housing FYS staff; # of planning meetings including FYS staff	11/1/2011	The case management pilot was initiated in December 2010 in the following five DCFS regional offices: Belvedere, Glendora, South County, San Fernando Valley (Chatsworth) and Vermont Corridor. FYS educational consultants provided case management services to approximately 70 youth and participated in MDT meetings as needed. Working to expand the pilot to 3 additional DCFS regional offices (Palmdale, Pasadena and Torrance) and one Probation office by Fall 2011. (7/29/11)		X	X		
			X		G3) Increase the capacity and use of FYS tutoring services and resources to serve greater numbers of system youth, ages 10-18, and evaluate the effect of these services on youth academic achievement	DCFS; Library; Probation	John Keane	# of system youth using FYS tutoring services; # with improved academic achievement	11/1/2011	During FY 2010-11, approximately 400 youth received FYS tutoring services. Proposed increasing the number of youth targeted for tutoring services by at least 300 and expanding the age range of youth eligible to receive tutoring to youth between the ages of 4-21 as part of FYS' funding application. Pending approval of funding from the CDE, planning to reinstate tutoring services by September 2011. Also, obtained approval from the FYS Advisory Board to hire a tutoring coordinator to increase oversight of contracted tutoring agencies. An external evaluator is currently reviewing pre and post-test information to determine the effectiveness of tutoring services. Results are expected by September 2011. (7/29/11)		X	X		

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LEAD DEPT/ AGENCY	SELF-SUFFICIENCY OUTCOME AREAS			ACTIVITIES FOR LEAD DEPARTMENT/AGENCY	COLLABORATIVE COUNTY DEPARTMENTS	POINT PERSON	OPERATIONAL INDICATOR(S)	TARGET DATE	PROGRESS TO DATE	CHILDREN/YOUTH AFFECTED				
	PERMANENCY/HOUSING	SOCIAL/EMOTIONAL WELL-BEING	EDUCATION							AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24
(H) PUBLIC LIBRARY			X	H1) Develop and implement a hiring policy that gives priority to DCFS/Probation youth who apply for employment in the County Library Page program	DCFS, Probation	Barbara Custen	Hiring policy developed; # of system youth serving in Page program	11/1/2011	Approved policy and selected the following regional County libraries where Pages will be employed: Carson, Lancaster, Montebello, Norwalk, and West Covina. Twenty completed applications were sent to Library regional administrators on July 29, 2011. Library regional administrators will process applications and invite youth to an in-person interview at the employment site. (7/29/11)			X	X	
	X		X	H2) Offer unpaid volunteer internship opportunities for DCFS/Probation youth who are interested in volunteering their services, and match these youth with management personnel who can serve as mentors/role models	DCFS; Probation	Barbara Custen	# of DCFS/Probation youth participating in Library internship opportunities	11/1/2011	Working to implement an internship pilot for system youth at five County Library facilities, one per Supervisorial District. Developed volunteer guidelines and an accompanying application process. Currently identifying library personnel who will serve as supervisors and mentors for youth. Planning to start recruiting youth by Fall 2011. (8/4/11)			X	X	
(I) OFFICE OF CHILD CARE (OCC)	X	X	X	I1) Develop a communications plan that effectively markets the benefits of early care and education and integrates Countywide efforts to increase the enrollment of young DCFS children and the children of DCFS and Probation youth in these programs	CEO; DCFS; DMH; DPSS; LACOE; Parks/Rec; Probation	Kathy Malaske-Samu	Communications plan developed	11/1/2011	Partnering with the Center for the Study of Social Policy and Illinois' DCFS to use the Strengthening Families Illinois model to inform LA County's communication plan. Working to convene focus groups by late Fall 2011 to identify challenges encountered when serving DCFS families; results will be used to inform the plan. Also co-convening an Early Learning Symposium in November 2011 to increase public awareness about the benefits of early care and education and launch the communication plan. (7/1/11)	X				
	X	X	X	I2) Add five additional communities to the Steps To Excellence Project (STEP), which assesses and improves the quality of licensed early education programs	N/A	Kathy Malaske-Samu	# of STEP pilot communities added during 2011	11/1/2011	Activity is on hold due to budget cuts. Funding from First 5 LA to expand STEP to additional communities may be available in September 2011. Meanwhile, collaborating with LAUP, LACOE Head Start and the Child Care Planning Committee to identify child care supply/demand data; results will be used to guide the selection of new pilot communities. STEP's evaluation is in progress and will be completed by September 2011. Results will also be used to inform the expansion of the project. (7/1/11)	X				
	X	X	X	I3) Assist DCFS and Probation youth who are teen parents enroll their children in child development programs/services before they exit the system	DCFS; LACOE/LACEF; Probation	Kathy Malaske-Samu	# of system teen parents whose children are enrolled in child development programs	11/1/2011	Working with DCFS' Pregnant and Parenting Teen Workgroup and the ICAN Task Force on Pregnant and Parenting Teens to identify the number and whereabouts of DCFS teen parents. Exploring with the LACOE Foundation and Probation on inserting a mandatory field in Probation's database to identify teen parents. Completed updating the <i>Teen Parent Guide to Child Care</i> , a key document that will be used to inform system youth of their child care options, resources and enrollment requirements. (7/12/11)	X				
	X	X		I4) In collaboration with DMH and local Child Care Resource and Referral Agencies, develop a protocol for implementing multidisciplinary team evaluations for children enrolled in licensed early education settings	DMH	Kathy Malaske-Samu	Protocol developed	11/1/2011	Determining the impact of State budget cuts on the supply of subsidized child care and on Resource and Referral (R&R) agencies. Working with DMH to convene a meeting with R&R representatives in September when more information about these cuts is expected. (7/1/11)	X				

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LEAD DEPT/ AGENCY	PERMANENCY/HOUSING SOCIAL/EMOTIONAL WELL-BEING EDUCATION CAREER/WORKFORCE READINESS				ACTIVITIES FOR LEAD DEPARTMENT/AGENCY	COLLABORATIVE COUNTY DEPARTMENTS	POINT PERSON	OPERATIONAL INDICATOR(S)	TARGET DATE	PROGRESS TO DATE	CHILDREN/YOUTH AFFECTED					
	SELF-SUFFICIENCY OUTCOME AREAS										AGES 0-5	AGES 6-11	AGES 12-17	AGES 18-21	AGES 22-24	
(J) PROBATION DEPARTMENT	X	X	X	X	J1) Ensure that the comprehensive assessments conducted on probation youth ordered to suitable placement address applicable self-sufficiency outcome areas	DMH; LACOE	Dave Mitchell	# of youth assessed; # of youth with comprehensive case plan	11/1/2011	Developed assessment protocol addressing the self-sufficiency outcome areas which was piloted at Rancho San Antonio Boys Home. Convened staff from all 55 placement providers to begin training them on the MDT assessment and case planning process. Developed and released a RFSQ soliciting 4 additional Placement Assessment Center (PAC) operators during June 2011. Currently, the 2 existing PACs (Boys Republic and Rancho San Antonio) serve 40% of eligible youth. In the interim, Cross System Assessments are being completed for the remaining 60% of placement youth until the PAC expansion occurs in November 2011. (7/6/11)			X	X		
		X			J2) Work with DMH to determine what types of referral policies, service delivery strategies and partnerships are needed to improve youth's access to mental health support services	DMH	Sharon Harada	List of necessary policies, strategies and partnerships	11/1/2011	DMH, in collaboration with Probation, has developed a Countywide Juvenile Justice Transition Aftercare Services Program that will include developing a mental health case plan in Transition MDTs, connecting youth to permanent mental health providers in the community for aftercare services, tracking this information in the youth's file, and better coordinating the family with mental health providers. Program to be implemented upon hiring and training staff. (8/9/11)			X	X	X	
		X	X	X	J3) Work with the CEO to hold at least two employment and resource fairs for ex-offenders/probation youth to connect them to career training, jobs, health/mental health services, education, social services, and record expunging services	CEO; CSS; DMH; DPSS; LACOE; Library; Parks/Rec	Sharon Harada	# of fairs held; # of youth trained or hired	11/1/2011	A total of 7 employment and resource fairs have been implemented in Monrovia/Duarte, Florence/Firestone, Pacoima and the Harbor Gateway area. Approximately 1,250 probation youth ages 13-24 attended and were connected to over 80 employers and 100 service providers. Currently, 25 youth were employed as a direct result of these fairs, but this number is expected to grow since hiring efforts are still taking place. An additional 5 employment fairs for probation youth are being planned for FY 2011-12. (6/14/11)			X	X	X	
	X	X	X	X	J4) Enhance the Department's camp-to-community transition program by including a more robust family engagement component before youth are released, and by providing parents with the support they need to help their youth succeed in the community and avoid reentry	CEO; CSS; DMH; LACOE	Sharon Harada	# of families engaged prior to release of youth from camp	11/1/2011	Using grant funding secured from the Department of Justice, the Gang Violence Reduction Initiative is presently implementing a family engagement pilot targeting 130 families residing in the communities of Monrovia/Duarte, Florence/Firestone, Pacoima and the Harbor Gateway area. Approximately 65 families are currently receiving clinical services such as Functional Family Therapy and participating in trainings to help them support probation youth transitioning back to their communities. (6/14/11)			X			
	X	X	X	X	J5) Develop housing, education, and career plans for suitable placement youth to ensure that, prior to leaving foster care, youth have a stable place to live, are enrolled in school/career preparation programs or are employed	CDC; CSS; LACOE	Dave Mitchell	# of youth in permanent housing, postsecondary programs, and/or employed	11/1/2011	Developed a process for holding an exit MDT meeting and a corresponding case plan that addresses the self-sufficiency outcome areas for all youth leaving group home care. Case-carrying DPOs and all 55 suitable placement providers began trainings on procedures in July 2011 and will complete training by September 2011. Probation's YDS staff will continue completing exit MDTs for youth ages 17.9 or older and incorporate the new protocol in their transition planning activities. From January through June 2011, approximately 170 90-day transition plans have been completed by YDS for youth ages 17.9 or older. (7/6/11)			X	X		
		X	X		J6) Expand to one additional court the Dual Status Project successfully piloted in Pasadena, which provides integrated assessments, case planning, and case management to youth with concurrent open dependency and delinquency cases	DCFS	Sharon Harada	# of additional youth served through project expansion	11/1/2011	Expanded the Dual Status Project to the Eastlake Juvenile Court, serving 3 DCFS offices. Cross-training for DCFS and Probation staff is currently taking place, as project expansion efforts continue for Compton and Kenyon Juvenile Courts over the next few months. (8/9/11)			X			
		X			J7) Develop and implement in five probation camps an integrated cognitive behavioral treatment model to improve the overall social and emotional well-being of camp youth	DMH	Felicia Cotton	# of incidents reported at pilot sites pre-ITM vs. post-ITM implementation	11/1/2011	The Integrated Treatment Model (ITM) will be implemented at four juvenile camps (Onizuka, Hockey, Scott and Scudder) and at one closed placement facility (Dorothy Kirby Center). Trainings for DPOs and DMH camp staff on how to implement the ITM began in April 2011. Full implementation of the ITM is scheduled to begin across all five pilot sites by August 2011. (06/21/11)			X	X		

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LEAD DEPT/ AGENCY	PERMANENCY/HOUSING SOCIAL/EMOTIONAL WELL-BEING EDUCATION CAREER/WORKFORCE READINESS					COLLABORATIVE COUNTY DEPARTMENTS	POINT PERSON	OPERATIONAL INDICATOR(S)	TARGET DATE	PROGRESS TO DATE	CHILDREN/YOUTH AFFECTED				
	SELF-SUFFICIENCY OUTCOME AREAS										AGES 0-5 AGES 6-11 AGES 12-17 AGES 18-21 AGES 22-24				
(K) LOS ANGELES HOUSING SERVICES AUTHORITY (LAHSA)	X				K1) Help connect qualified families of DCFS and/or Probation children/youth who are homeless or at-risk of becoming homeless to the Homelessness Prevention and Rapid Re-housing Program (HPRP) in order to provide housing support and improve their ability to be reunified with their children/youth	CEO/DCFS/Probation	Rhonda Johnson	# of homeless and at-risk families connected to HPRP	11/1/2011	Working to identify the number of remaining HPRP slots available for families. Exploring how the Family Unification Program (FUP) administered by DCFS and HACLA may be used to house families under the supervision of DCFS who lack adequate housing. (7/14/11)				X	X
	X				K2) As part of the Homeless Prevention Initiative, issue and administer an RFP for serving homeless TAY or TAY at risk of becoming homeless in Supervisorial Districts 1 and 5	CDC; CEO	Beth Stokes/ Helen Lee	Performance-based RFP issued	3/31/2011	Released the RFP on May 27, 2011 and 12 responses were received by the July 6th deadline. A threshold review of all proposals received is underway, and a quality review will occur in September 2011. The program start date is scheduled for October 1, 2011. Also, successfully secured funds to conduct program evaluation. (7/6/11)				X	X
	X				K3) Identify best-practice housing models in other jurisdictions for TAY and incorporate these practices into local program design elements	CEO	Rhonda Johnson	Incorporation of best practices in LAHSA RFPs	11/1/2011	Completed a review of 6 TAY housing models located in California, Illinois, New York and Washington. Identified best practices relevant to the following program components: housing type, staff-to-client ratio, approach to permanent housing placement and employment support services. Next steps include sharing best practices internally to identify how currently funded programs address each of these components and to determine how this information may be incorporated into future RFPs. Also, exploring how identified best practices can be incorporated into an upcoming RFP targeting TAY requiring a high level of support (e.g. have an Axis I diagnosis). (7/7/11)				X	X
	X				K4) Collaborate with the Housing Authority of the City of Los Angeles (HACLA) to inventory the support services that are either in their development pipeline or are currently operational in housing developments for TAY	CEO	Lisa Snyder	Inventory of support services in HACLA TAY housing projects	11/1/2011	Designed a framework for the inventory, which includes a detailed list of services, the number of youth served, and youth outcomes. Working to complete an initial inventory of LAHSA-funded projects that serve TAY, consisting of 25 transitional housing projects and 1 permanent housing project. Confirmed HACLA has 1 TAY housing project (Ryan Apartments) that is fully operational and 3 housing projects in their pipeline with undefined support services at this point in time. Will meet with HACLA representatives and other members from the Permanent Supportive Housing collaborative group by August 5, 2011 to further inform the support services inventory (7/14/11)				X	X
(L) DEPARTMENT OF CONSUMER AFFAIRS (DCA)	X			X	L1) Partner with credit reporting agencies to check the credit history of all foster youth by their 16th birthday and resolve identity theft problems for any youth who are identified as victims	DCFS	Kirk Shelton	# of youth whose identity theft problems were resolved	11/1/2011	Submitted names of 2,110 foster youth from DCFS to credit reporting agencies and identified approximately 100 youth as having potential identity theft issues. Partnered with California Office of Privacy Protection to fix inaccurate information and resolve identity theft issues by contacting creditors and collection agencies. Currently working with Probation to replicate this process for probation youth by Fall 2011. (7/7/11)				X	X
	X			X	L2) Develop a procedure with DCFS and Probation to identify TAY that could benefit from attending DCA consumer presentations specifically tailored for TAY on issues such as landlord/tenant issues, identity theft, credit, car purchases, contracts and other consumer issues	DCFS; Probation	Kirk Shelton	Creation of a process for referring youth	11/1/2011	Held one pilot workshop for TAY on identity theft and consumer issues in June 2011. Working to launch a series of consumer education workshops beginning in fall of 2011. Collaborative departments are currently identifying appropriate venues and the youth who will participate in the first upcoming workshop, to take place in October 2011. (8/9/11)				X	X