



County of Los Angeles CHIEF EXECUTIVE OFFICE

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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
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MARK RIDLEY-THOMAS
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Third District

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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.

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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.

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

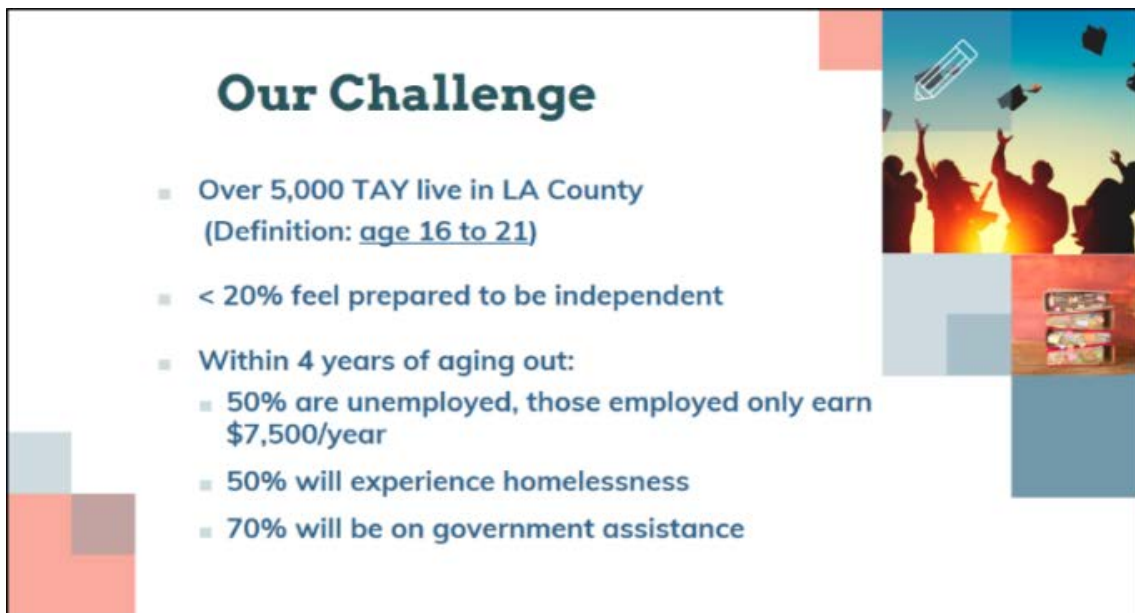


Figure 1

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.

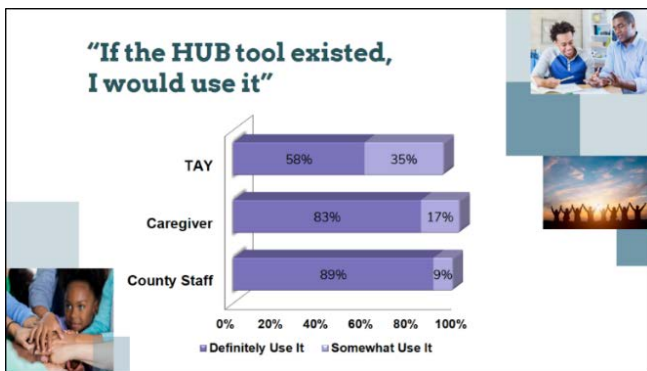


Figure 3. Opinions on prospective TAY Hub usage

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

