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County of Los Angeles



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County Counsel

September 18, 2018

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

13 September 18, 2018

CELIA ZAVALA
ACTING EXECUTIVE OFFICER

Dear Supervisors:

**REQUEST TO APPROVE A CONTRACT WITH THE RIGHTWAY
FOUNDATION FOR AN EMPLOYMENT AND LIFE READINESS
PROGRAM FOR TRANSITION AGE YOUTH (TAY) CURRENT OR
FORMER FOSTER YOUTH
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

SUBJECT

The Inter-Agency Council On Child Abuse and Neglect (ICAN) requests the Board's approval of a contract with Rightway Foundation (RWF) for its Operation Emancipation Program to provide employment and job readiness services to support TAY foster youth.

IT IS RECOMMENDED THAT THE BOARD:

1. Delegate authority to the Director of the Department of Children and Family Services (DCFS), or his designee, to develop and execute a contract with the Rightway Foundation for the provision of its flagship employment and life-readiness program for TAY current or former foster youth. The Annual Contract Amount will be \$135,000, financed using 100 percent County Children's Trust Fund AB 2994 funds. The term of the contract will be for two years with a County option to extend for two additional one-year periods. Sufficient funding is anticipated to be available in the County Children's Trust Fund for Fiscal Year 2018-2019 and for subsequent contract years. The Board and the Chief Executive Office (CEO) will be notified within 10 days of the execution of the contract.

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EL MONTE, CA 91732
(626) 455-4585
Email: ican@lacounty.gov

DEANNE TILTON DURFEE
Executive Director



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Executive Director

2. Delegate authority to the DCFS Director, or his designee, to execute amendments to the contract to change terms and conditions, if necessary, to accommodate unanticipated changes in service needs and to increase or decrease the contract amount not to exceed 10 percent of the annual contract amount. Approval from County Counsel will be obtained prior to executing such amendments, and the Director will notify the Board and the CEO in writing within 10 business days after execution.
3. Delegate authority to the Director of DCFS, or his designee, to exercise the County's options to extend the contract by written notice provided that: (a) sufficient funding is available; (b) prior County Counsel approval is obtained; and (c) the Director of DCFS notifies the Board and the CEO in writing, within 10 working days of execution.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

According to the California Youth Connection (CYC), more than a third of foster youth leaving the system will become homeless within the first 12-18 months of emancipation. In Los Angeles, this problem is exacerbated by limited availability of transitional housing, a high cost of living, and an inflated rental market. Additionally, over 50% of former foster youth will be unemployed within two to four years following their exit from the system. The unemployment rate is rooted in the unresolved trauma from the foster care system and the low levels of foster youth completing their education. And, many of these youth become involved with the legal system due to a lack of resources and support, which further affects their employment and housing.

The RWF's Operation Emancipation (OE) program is a County-wide program. The primary emphasis is in the South-Central and East Los Angeles, and provides workforce development services, mental health services, financial literacy, case management, supportive services, housing services and alumni events (e.g. holiday celebrations, social events and outings).

The RWF's OE target population includes current and former TAY foster youth (ages 18-24). The goals of the OE Program will include increasing work readiness, work experience and employment opportunities, increasing exposure to career exploration and life experiences, increasing financial literacy skills, improving skills on navigating resources, improving confidence and positive self-esteem, meeting immediate needs such as housing, health, hunger etc. and improved ability to process their trauma, identify triggers and manage their trauma responses.



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The \$135,000 annual contract amount will be used to help fund three personnel positions: Youth Specialist/Case Manager, Business Development Specialist and Development Associate. The Case Manager completes assessments, meets with participants regularly and reports to the Director of Programs on client progress. The Business Development Specialist communicates regularly with youth, employers and the mental health team regarding employment challenges or successes, develops fundraising campaigns and expands marketing efforts. The Development Associate spearheads the development of the workplace mentoring program, conducts research and helps with fundraising efforts. The funds will also be used to pay for some of the Youth Assistance components of OE such as employment stipends for the youth, youth activities and outings and program supplies and food. (Please see Attachment I for a more detailed explanation of the program and budget).

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended actions are consistent with the principles of the Countywide Strategic Plan Strategy I.1, Increase Our Focus on Prevention Initiatives. The mentoring, trauma support and focus on workforce development services provided by the RWF are specifically designed to help current and former foster TAY learn the skills to become self-sufficient and live independently, thus reducing the need for County services.

The RWF program is specifically designed to support Objective I.2.4, Support Job Readiness and Increase Employment Opportunities for Youth Served by the County. One of the goals of the provided services is to prevent these youth from becoming homeless by teaching them skills and providing them with employment opportunities. TAY who transition out of foster care are at high risk of becoming homeless and this program fosters independence and provides the training and support needed for these youth to maintain successful employment and afford appropriate housing.

FISCAL IMPACT/FINANCING

The annual contract amount for the RWF is \$135,000, and the aggregate maximum amount will be \$270,000, using 100 percent AB 2994 funds. Funding is anticipated to be available in the County Children's Trust Fund for subsequent contract years.

There is no fiscal impact to the County. The AB 2994 funds stem from birth certificate surcharge funds deposited into the County Children's Trust Fund. The DCFS Finance Section has assured ICAN that sufficient funds remain with the Children's Trust Fund to fund this program for two-years.



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FACTS AND PROVISIONS/LEGAL REQUIREMENTS

In 1982, the Governor of California signed into law two bills aimed at preventing and treating child abuse and neglect. The first bill, Assembly Bill (AB)1733/Papan (Chapter 1398, Statutes of 1982), authorized the allocation of state funding to counties for child abuse prevention and intervention services offered by public and private, non-profit agencies.

The second law, AB 2994/Imbrecht (Chapter 1399, Statutes of 1982), established a County Children's Trust Fund for the purpose of funding child abuse and neglect prevention and intervention programs operated by private, nonprofit organizations. AB 2994 requires that \$4.00 of any fee for a certified copy of a birth certificate shall be paid to a County Children's Trust Fund.

Both of these laws provide that a designated multi-disciplinary child abuse council in each County develop and recommend funding priorities for the Children's Trust Fund to the Board of Supervisors. In Los Angeles County, ICAN is the designated child abuse council.

CONTRACT PROCESS

ICAN engaged in a lengthy process to review and evaluate the proposal for this program. ICAN formed a special Ad Hoc Group comprised of members of numerous County and City agencies including the Department of Children and Family Services, District Attorney, Los Angeles Sheriff's Department, Probation Department, Department of Public Social Services, Department of Mental Health, the Los Angeles County Internal Services Department and the Los Angeles City Attorney's Office. During the extensive discussion, suggestions to clarify and improve the proposal were made.

Ad Hoc participants completed a uniform scoring document which was reviewed by ICAN and showed that not only did the group endorse the program for funding, they approved an increase in the proposed amount of funding to allow for the hiring of an additional staff person which was clearly identified as a need for the program.

ICAN is responsible for making recommendations to select non-profit community based agencies that receive funding through AB 2994; and DCFS Contract Administration Division (CAD) is responsible for administering the contracts between the County and the private non-profit community based agencies providing specialized services using funds from the County's Children's Trust Fund.



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Executive Director

Upon the Board's approval, ICAN and DCFS will develop the Statement of Work (SOW) and the Contract. A Board Notice will be submitted to the Board once the SOW has been finalized and contract is executed.

IMPACT ON CURRENT SERVICES

The RWF OE program targets current and former foster TAY. These youth are still in need of intensive supportive services to reach their goals for self-sufficiency and consistent employment. Services are also needed to help the youth address their trauma and life experiences which have impacted their ability to become independent of County systems. The need for specific services for this population has long been recognized as they do not have a natural support system in place.

Additionally, Los Angeles County has recognized that there is a large homeless problem and foster youth are at high risk for homelessness. The services offered by the RWF provide the structure and support these youth need to maintain employment, housing and become independent and self-sufficient members of society. These services meet needs that would otherwise not be addressed.

CONCLUSION

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/ Clerk of the Board send an adopted stamped copy of the Board letter and attachments to:

County of Los Angeles
Inter-Agency Council on Child Abuse and Neglect
Attention: Deanne Tilton
4024 N. Durfee Avenue
El Monte, CA 91732



INTER-AGENCY COUNCIL ON CHILD ABUSE AND NEGLECT
County of Los Angeles



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DEANNE TILTON DURFEE
Executive Director

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Deanne Tilton Durfee".

Deanne Tilton Durfee, Doc.hc
Executive Director
Inter-Agency Council on Child Abuse and Neglect (ICAN)

DTD:es

Attachment

c: Sheriff Jim McDonnell, ICAN Co-Chairperson
District Attorney Jackie Lacey, ICAN Co-Chairperson
Sachi Hamai, Chief Executive Officer (CEO)
Bobby Cagle, Director, DCFS
Children's Board Deputies
Mary Wickham, County Counsel
Lori Glasgow, Executive Officer, Board of Supervisors



ATTACHMENT I

THE RIGHTWAY FOUNDATION EMPLOYMENT AND LIFE READINESS PROGRAM
FOR TRANSITION AGE (TAY) CURRENT OR FORMER FOSTER YOUTH
PROPOSAL AND UPDATED BUDGET

The RightWay Foundation Second Supervisorial District County Children's Trust Fund AB 2994
Funding Application

Contact Person and information

Franco Vega, Executive Director/Founder
3239035021
franco@therightwayfoundation.org

Organization Overview

The RightWay Foundation (RWF) was created in response to the appalling outcomes far too many foster youth experience as they age out of foster care, such as unemployment, poverty, homelessness, and incarceration. RWF's mission is building a prosperous future with the right foundation, one foster youth at a time. The RWF vision is a better tomorrow, for every foster youth, grounded in mental health treatment and solidified through employment.

RWF provides services for 18-24 year old (transition age youth) current or former foster youth in Los Angeles County, primarily in South Central and East Los Angeles. Each year, RWF sees 100 youth (a minimum of 60 alumni and 40 newly enrolled) and over the past six years, RWF has worked with 330 youth.

RWF currently administers one core program, Operation Emancipation (OE). Operation Emancipation is RWF's revolutionary, flagship employment and life-readiness program for transition age foster youth that integrates and simultaneously provides employment and mental health services. Activities include: workforce development, mental health services, financial literacy, case management, supportive services, housing services, and alumni events (e.g. holiday celebrations, social events and outings, concerts).

RWF is also developing a pilot for a formal mentoring program with technical advisors from the National Mentoring Resource Center. The mentoring program will be centered around the workplace/workforce. Alumni of OE will have adult supporters who are either their supervisors or industry-specific professionals that will help them plan and reach their career goals. This program builds upon the agency's existing relationships with its corporate and non-profit partners that hire RWF participants. Additionally, the organization's Development Associate and Business Development Specialist will develop new employer relationships to recruit workplace mentors who will support the youth throughout employment. As with other employers of RWF youth, a trauma-informed training will be mandatory for mentors.

This past month, RWF was awarded a grant from Prosperity Now! Department at JP Morgan & Chase to provide credit monitoring and mentoring to Operation Emancipation participants. The youth will receive credit scholarships and subscriptions to credit services, and have a financial advisor to follow their progress and assist them in planning. Throughout the program, the mentor will lead the youth in activities that not only focus on a good financial future, but encourage them to plan their careers.

Statement of Need (Problem Statement)

According to California Youth Connection (CYC), more than a third of foster youth leaving the system will become homeless within the first 12-18 months of emancipation. In Los Angeles, this problem is exacerbated by limited availability of transitional housing, a high cost of living, and an inflated rental market. Even employed youth have difficulty paying their rent and affect their credit through breaking leases or paying late. Over 50% of former foster youth will be unemployed within two to four years following exiting the system. The unemployment rate is rooted in the unresolved trauma from the foster care system, a rate of PTSD for former foster youth that is more than twice that of Iraq War Veterans, and the low levels of foster youth completing their education. Half of all foster youth do

not graduate from high school while, on average, 83% of the general population graduate. According to Alliance for Children's Rights, only 3% of foster youth earn a college degree. In addition, many youth are involved with the legal system due to lack of resources and support, which further affects their employment and housing. According to U.S. Senator Kamala Harris, 80% of the men in California State Prison come from the foster care system.

In response to these many horrifying statistics and the need witnessed by RightWay, RWF developed Operation Emancipation, and data shows that this program is working. RWF guarantees OE alumni a job or paid internship upon completion of the program. RWF has an 80% placement rate with employment/paid internship. Over a six-month period, 70% of youth have been able to retain a job. In the last 6 years, over 300 youth completed OE, and 99% have not been incarcerated. While over 36% of youth aging out experience homelessness within 1-2 years, 14% of RWF youth have experienced homelessness. RWF encourages employment retention by maintaining relationships with employers through the Executive Director and Business Development Specialist, consistent individual therapy with Clinical Youth Specialist and Director of Programs, and trauma-informed trainings for employers of youth to engage them in aptly addressing trauma.

The need in Los Angeles for employment-focused mental health services for transition age foster youth is greater than ever, and RWF is going to continue to provide services to the people most in-need in the local community. RWF intends to make a positive impact on reducing the negative statistics for youth leaving the system.

Goals and Objectives

The overall vision of RWF is a better tomorrow, for every foster youth, grounded in mental health treatment and solidified through employment. RWF's goal is to ease the transition aging out of care for foster youth across Los Angeles County, and to prepare them for the next steps in their lives. This year RWF'S main objective is to service 100 youth. RWF plans to enroll 40 new youth, and to continue to provide mental health services, job services, mentoring, and life skills to 60 unduplicated alumni youth.

Documentation efforts are performed on an ongoing, year-round basis to demonstrate Operation Emancipation's impact. The goals, objectives, and specific activities of OE are as follows:

1. Goal: Increase the social capital of transition age foster youth in Los Angeles.
Output:
 - Connect 40 unduplicated transition age foster youth to a network of positive relationships through enrollment in the agency and participation in peer-support group sessions during the current fiscal year (July 1st to June 30th)
 - Connect 60 unduplicated alumni transition age foster youth to a network of positive relationships through follow-up case management, participation in peer-support group sessions, and alumni events during the current fiscal year (July 1st to June 30th)Outcome:
 - 100% of youth will report an increase in social support and a decrease in social isolation.
2. Goal: Increase work readiness and employment and job retention rates among transition age foster youth in Los Angeles.
Output:
 - Provide 20 job readiness sessions to 40 unduplicated transition age foster youth during the current fiscal year (July 1st to June 30th)
 - Provide one-on-one job coaching and mental health support to 40 unduplicated transition age foster youth during the current fiscal year (July 1st to June 30th)
 - Provide one-on-one job coaching and mental health supports to 60 unduplicated alumni transition age foster youth during the current fiscal year (July 1st to June 30th)

Outcome:

- A minimum of 70% of program participants will secure paid internship/employment, as measured by follow-up case management and Employment Verification Forms.
- A minimum of 70% of program participants will retain employment 3 months after securing employment.

3. Goal: Increase access to mental health services and overall emotional well-being for transition age foster youth in Los Angeles.

Output:

- Provide weekly individual and group therapy, crisis intervention, and peer support group sessions to 40 unduplicated transition age foster youth during the current fiscal year (July 1st to June 30th)
- Provide weekly individual and group therapy, crisis intervention, and peer support group sessions to 60 unduplicated alumni transition age foster youth during the current fiscal year (July 1st to June 30th)

Outcome:

- A minimum of 70% of program participants will report progress toward identified treatment goals.
- A minimum of 70% of program participants will experience decreases in symptoms and behaviors related to their mental health diagnoses as measured by standardized assessments.

Program Description

Services delivery model

Because many foster youth haven't received essential emotional support while growing up, this history of childhood trauma continues to impede overall emotional well-being, employment attainment and retention, housing stability, and long term self-sufficiency for youth preparing to emancipate from the foster care system. During this vulnerable time of transition to adulthood, statistics show that far too many foster youth experience poverty, homelessness, and incarceration upon exiting the foster care system. To be truly successful in helping transition age foster youth make positive strides in their life, secure and maintain employment, and continue on a path toward long-term self-sufficiency, the root issues in a youth's life must be addressed. For many emancipating foster youth, this root issue is unresolved trauma.

Trauma-informed mental health services are the key component that can help youth come to terms with and overcome a history of trauma and can empower them to succeed not only in the workplace but also in all aspects of life. Unfortunately, providing effective mental health services, in particular to this population, is not easily done. Complicating factors such as a therapy stigma and a foster youth's history of disappointment and trust issues makes it increasingly difficult to provide effective mental health services to this population. Without addressing unresolved trauma, and providing access to an appropriate support system and employment services, many of Los Angeles' emancipating foster youth will continue to remain at high risk of unemployment, poverty, homelessness, and incarceration upon emancipation.

To address this need, RWF created Operation Emancipation (OE) which utilizes a holistic approach that is tailored to meet the specific development needs of transition age foster youth and provides an array of services under one roof. Operation Emancipation is an intensive 4-week (32 hours) cohort-based program that brings together mental health and employment staff to provide comprehensive, trauma-informed services to support transition age foster youth throughout job readiness training and the employment process, psychological and emotional wellness activities, and empowerment workshops, so that youth are better equipped to manage all aspects of daily functioning

and are, therefore, more likely to be successful in employment. The program covers six areas that are critical to a foster youth's ability to maintain stable employment and remain on a path towards self-sufficiency, including:

- Healthy Relationships: "Pairs for Peers"
- Trauma Informed Mental Health Services: "24/7 Don't Hold it in Anymore"
- Financial Literacy: "Bang for your Buck"
- Career Development: "Not Just a Job"
- Seeking Employment and Work Readiness: "Work Ready"
- Empowerment: "Foster Kids Do Make It"

Participants of OE attend a 4-hour workshop twice a week for one month. Workshops take place inside RWF's main office located inside the Baldwin Hills-Crenshaw Plaza in South Los Angeles. Throughout the program and upon completion, participants have direct access to trainings, paid-internships, and employment opportunities, as well as access to all other services RWF provides, including ongoing case management, ongoing mental health services, and alumni events.

The agency's rationale for adopting this approach to service integration stems from literature regarding workforce development best practices for high-need/high-risk populations, the founder's institutional knowledge of social service delivery systems in Los Angeles, and the founder's extensive experience working with transition age foster youth.

Major Components of Activity Job Readiness Training Workshops: During Operation

Emancipation, workshops take place every Monday and Thursday for four hours for four weeks. This cycle takes place four times a year. This series of workshops guides participants through all necessary stages of the career development process and how to navigate an increasingly competitive job market. Stages include self-assessment, career exploration, enrollment in job training, and job hunt. Workshops are facilitated by RWF's Executive Director and/or Clinical Youth Specialist.

Empowerment Workshops: During Operation Emancipation, life skills workshops take place every Monday for four hours for four weeks. This cycle takes place four times a year. Many foster youth need to free themselves from past pain and disappointment to move to a point of power, productivity, and self-sufficiency. In this four-session workshop, taught by a former foster youth, participants will learn how to become advocates for their own life, how to develop a positive support system, and how to take advantage of supportive services available to them to become fully self-sufficient. Topics include: Stop the Denial, It's Not My Fault, Give the Pain Back, Forgive and Let Go, Finding the Real Me, The Second Half of Life, Putting People in their Places, and peer-support group sessions.

Financial Literacy Workshops: During Operation Emancipation, financial literacy workshops take place every Thursday for two hours for four weeks. This cycle takes place four times a year. Financial literacy workshops teach RWF participants smart shopping, how to create and adhere to a budget, understanding credit, and identity theft and fraud. In partnership with USC's Joint Educational Project (JEP), financial literacy workshops are conducted by USC Federal Credit Union and co-facilitated by USC undergraduate students in economics. Upon completion of financial literacy, each youth participant receives a checking account and \$50.

One-On-One Therapy Sessions: As a result of a history of childhood trauma, RWF participants often struggle with mental development and psychological adjustment, which creates a great risk for behavioral problems, such as drug and alcohol use, delinquency, and early pregnancy. Until these issues are addressed, entry into the work world and steady employment are unlikely. To serve the unique needs of foster youth, trauma-informed, individual therapy is available to help clients with processing their trauma, identifying their triggers, and managing their trauma responses (e.g. feeling overwhelmed, fear of trauma recurrence, depersonalization, sleep disturbance, difficulty concentrating, self-blame, restlessness, and impaired social relationships), which ultimately increase employment retention and lead to improved day-to-day functioning. One-on-one therapy sessions occur on an ongoing basis and at

the participant's request. There is no limit to the amount of time a participant can spend in one-on-one therapy sessions. RWF's Director of Programs and/or Clinical Youth Specialist provide mental health services.

Case Management: When first enrolled in Operation Emancipation, a case management assessment is completed to identify a participant's needs (e.g. housing, financial assistance, interview clothes, job-related items/materials, referrals for substance abuse programs), as RWF understands that employment and other aspects of daily life are difficult to focus on when basic needs are not being met. Intensive case management occurs on an ongoing, year-round basis. Additionally, RWF's Director of Programs is available 24-7 by phone to the youth for crisis intervention. Case management services are most intensive while in Operation Emancipation and begin to taper off once youth are placed in employment and depending on the individual's level of need.

Supportive Services: Supportive services are offered year-round and are determined through participant assessments during case management. Supportive services offered include: school supplies, transportation assistance, legal services, meals, haircuts and makeovers, and professional/workplace clothing.

Paid Internship Placement: Paid internships strengthen resumes by giving students visible work experience, building self-esteem, providing monetary support, and serving as a crucial stepping-stone to full time employment (especially for hard-to-employ individuals).

Employment Placement: Job placement services take place on an ongoing basis and upon participant completion of a work-ready assessment, which includes a formal assessment and a mock interview. Work-ready assessments are performed by RWF's Clinical Youth Specialist.

Alumni Events: Alumni events occur four times a year (at a minimum) for program graduates and include activities such as concerts, outdoor outings/social events, and holiday celebrations. Holiday celebrations are particularly important because holidays are a very sensitive time for foster care youth who may be dealing with abandonment/family related issues. RWF alumni events serve as a long-term support system and provide an opportunity for healthy peer-to-peer interaction and relationship building. Alumni events are coordinated by several RWF staff and a board member who provides her time in-kind.

Flexible emotional support and mental health services also remain a consistent need among RWF's participants. As an organization, RWF has learned that traditional counseling services (i.e. individual therapy once per week for 1 hour) do not meet the needs of some of its clients. When a youth's basic needs (i.e. housing, income support) are not being met, emotional support and mental health services are not often the priority. For some youth, more frequent access to mental health services is necessary. Yet, other participants might not meet the criteria for any particular diagnosis and simply need emotional support. For these reasons, it was important for RWF to adopt a flexible policy regarding mental health services. This means that based on need, a youth would be able to check-in with a therapist once a month or a few times per week if appropriate. While the ultimate goal of RWF's service delivery model is self-sufficiency, the needs of foster youth are unique due to complex trauma. Because healing from trauma is an ongoing and sometimes lifelong process, the amount of support provided to youth should match that of their needs.

How programming adheres to the AB 2994 criteria

RWF's program provides vital life skills and employment training during Operation Emancipation, and daily interactions with youth develop into a mentoring relationship with RWF Staff. RWF always states to youth, volunteers, funders, and supporters, that RWF's role is to act as a family for youth who need support. When youth have issues they will often consult with their therapist or another staff member they feel comfortable with to talk about their daily challenges (i.e. housing, relationships, jobs, family). Using a trauma-informed approach, RWF staff ensures they leave the building happier than when they came in the door. The consistency and honesty of the staff interactions with youth brings

youth back to continue the mentoring relationships, while seeking advice that guides them to their goals. These invested relationships are a part of what maintains RWF's 84% retention rate of clients. Youth from the first cohort of RWF'S Operation Emancipation program still come into the office regularly to check in and share their accomplishments with their mentor.

RWF's involvement and investment in the lives of youth improves outcomes for foster youth such as safety, mental health and wellness, higher social capital and employment rates, and lower prison and pregnancy rates. Through working with this population, RWF is aiding in the process of breaking cycles of incarceration, homelessness, and unemployment.

Target population

Operation Emancipation's target population includes current and former foster youth, ages 18-24 (i.e. transition age foster youth). The geographic area served is Los Angeles County, primarily South-Central and East Los Angeles. Foster care status is verified by collecting county Proof of Dependency documents.

While RWF does not target any particular ethnicity or background, through 6 years of providing program services, approximately 90% of youth have been African American, 10% have been Latino, 55% have been female, and 45% have been male. The vast majority resides or come from South Los Angeles. A minimum of 100 transition age foster youth (a minimum of 60 alumni and 40 newly enrolled) will be served through Operation Emancipation annually.

Program eligibility criteria

RWF implements self-selecting criteria, in which program involvement is 100% voluntary and on a first-come first-serve basis. RWF does not conduct routine outreach, as participants are referred to the agency from an array of sources based on RWF's track record. These referral sources include LA County Department and Children Family Services (DCFS) social workers and ILP coordinators; the youth's judges (Edelman Children's Court) and legal representatives (Children's Law Center); City and County WorkSource Centers; various local universities' Guardian Scholars programs; and an array of non-profit service providers in the community (i.e. transitional housing providers). Foster Care Status is verified by Proof of Dependency letter.

Timeline

The proposed grant period would be for the fiscal year from July 1st, 2017 to June 30th, 2018. Activities will take place in the following timeline:

Activity	Frequency	Duration	Timeframe
Job Readiness Training Workshops	1 Workshop/Week (2 Hours)	4 Weeks	Quarterly
Individual Employment Coaching	As Needed	As Needed	Year-Round
Employer Outreach	On-Going	On-Going	Year-Round
Workplace/Workforce Mentor Training	On-Going	4 Hours	Year-Round
Paid Internship Placement	1-3 Placements	200-400 Hours	Year-Round
Job Placement	Year-Round	On-Going	Year-Round
Peer Support Groups	Monthly	1-2 Hours	Year-Round
Mental Wellness Groups	1 Workshop/Week (2 Hours)	4 Weeks	Quarterly
Individual Therapy	Weekly	1-3 Hours	On-Going
Empowerment Workshops	1 Workshop/Week (2 Hours)	4 Weeks	Quarterly
Financial Literacy	1 Workshop/Week (2 Hours)	4 Weeks	Quarterly
Case Management	At Least Once/Week	As Needed	On-Going
Supportive Services	As Needed	N/A	On-Going
Alumni Events	4 Events/Year	2-4 Hours	Year-Round

Program Evaluation

In addition to the intended results/impacts under goals and objectives, additional benefits realized by youth participants will include:

- Increased work readiness
- Increased work experience
- Increased employment opportunities
- Increased exposure to career exploration, professional, cultural, and life experiences
- Increased financial literacy skills
- Improved skills/knowledge on navigating and taking advantage of resources available to foster youth
- Improved confidence and positive self-concept (i.e. removing self-blame)
- Having immediate needs (e.g. housing, health, safety, hunger, clothing) met in a trauma-informed manner that is consistent with the urgency of the situation
- Processing trauma, identifying triggers, and managing trauma responses as a means of retaining employment and leading to improved day-to-day functioning in all aspects of life (i.e. workplace, home, school, personal life)

To evaluate whether or not the agency was able to meet the aforementioned anticipated results, RWF staff have developed a comprehensive outcome evaluation plan:

- The outcome “100% of program participants will report an increase in social support and a decrease in social isolation” will be measured by administering a social support questionnaire. The agency’s clinical team will administer this questionnaire, which is in the form of a pre and post survey, during a youth’s intake process and at the 3-month, 6-month, and 12-month periods.
- The outcome “at least 70% of program graduates will secure a paid-internship/employment” will be measured by collecting employment verification forms and paycheck stubs. The clinical team will collect these documents during follow-up case management once a youth secures a paid internship or employment.
- The outcome “at least 70% of program participants will retain employment 3 months after securing employment” will be measured by collecting employment verification forms and paycheck stubs. The clinical team will collect these documents during follow-up case management at the 3-month period after a youth secures employment.
- The outcome “a minimum of 70% of program participants will report progress toward identified treatment goals” will be measured by evaluating a client’s self-reporting during clinical sessions. This reporting will be documented by the clinical team in weekly mental health case notes.
- The outcome “a minimum of 70% of program participants will experience decreases in symptoms and behaviors related to diagnoses” will be measured by evaluating client self reports and by administering standardized assessments. The clinical team will document mental health case notes and administer standardized assessments during a youth’s intake process, the 6-month period, the 12-month period, and at discharge.

Throughout RWF’s 6-year history, the organization has completed 20 cohorts of Operation Emancipation with 330 graduates and an 84% retention rate of youth returning for services.

Program Sustainability Plan

The organization has a professional staff that is dedicated to securing funding through corporate and private foundation grants, fee-for-service contracts (earned-income), and fundraising.

RWF has received ongoing support from The Angell Foundation, The Pritzker Foster Care Initiative, Foster Care Counts, Weingart Foundation, TJX Foundation, and Liberty Hill Foundation. The organization received a \$60,000 grant from Metabolic Studios for general operating support. A \$50,000 grant request with the May and Stanley Smith Charitable Trust was received for fiscal year 2017-2018. RWF was recently invited to submit a Statement of Work for \$100,000 of Prevention funding to the Los Angeles County Department of Mental Health for Operation Emancipation. RWF was awarded a grant from Prosperity Now! Department at JP Morgan & Chase Inc. for \$12,000. As partners with the City of Los Angeles EWDD, RWF received a \$747,000 grant over the next three years from the Department of Labor for the Re-entry Project. Additionally, RWF received a grant for the City of Los Angeles Work Readiness and Employment Services for the University of Southern California (USC) Village Local Project Area for \$75,000.

Additional financial support for the current fiscal year comes from phase two of Creative Career Pathways Program (CCPP) with the City of Los Angeles Department of Cultural Affairs, in which 20 transition age foster youth are interning with various cultural institutions throughout Los Angeles. The total grant amount for CCPP is \$102,240.

Fundraising activities include board "give or get" efforts, an individual donor campaign, a corporate donor campaign, and fundraising events. In addition to the recent 5-Year Anniversary and Building My Foundation campaign, the organization hosted a successful bowling event fundraiser. The organization's strategic direction is to continue expanding RWF's holistic approach to alleviating the challenges foster care youth face while giving them the tools to be self-sufficient. RWF intends to continue to incorporate all aspects of a transitioning foster youth's needs and expand to include each piece of the transition (i.e. housing, education, life skills, financial literacy, financial aid employment and mental health). RWF also focuses on foster care-specific issues in terms of advocacy and support, such as Commercially Sexually Exploited Children (CSEC) and the foster care to prison pipeline. According to the LAPD, 9 out of 10 girls who are victims of sex trafficking in South LA come from foster care. 80% of men in CA prison come from foster care. These are statistics RWF is working daily to change, through early intervention and prevention. RWF's ultimate goal is to be contracted out with DCFS as a team that assists with the transition from foster care to self-sufficiency. RWF would then take the model of mental-health focused employment/education across the country to ease the transition out of the foster care system for thousands of youth.

Budget Summary

This grant for \$75,000 would go towards funding Operation Emancipation through the Case Manager, Business Development Specialist, Development Associate, and Youth Assistance. Youth Assistance includes Education and Trainings/Employment Stipends, Youth Activities/Outings, and Program Supplies/Youth Meals.

Detailed Budget

Attached as page 10.

Budget Narrative Justification

Personnel -

- Youth Specialist (Case Manager) completes assessments to identify participant's needs (i.e. housing, financial assistance, interview clothes, job-related items/materials, referrals for substance abuse programs), meets with participants in-person regularly and completes weekly phone check-ins, reports to the Director of Programs and communicates client's progress, and records, tracks and supports participant throughout their meetings.

- Business Development Specialist communicates regularly with youth, employers, and mental health team regarding employment challenges or successes, plans and develops fundraising campaigns and events, expands marketing and social media presence, and does volunteer and youth outreach.
- Development Associate spearheads the development of the workplace mentoring program (i.e. planning, mentor recruitment and screening, identifying mentoring funders), conducts research for social enterprise, and helps with fundraising efforts.

Youth Assistance -

- Employment Stipends include youth payments of \$12.00/hour for up to 200 hours, depending on internship opportunity. Education and trainings include on-the-job training and support leading up to and throughout internships or employment.
- Youth Activities/Outings occur at least four times a year for OE alumni and include events such as concerts, social events, outings, and holiday celebrations. Each year, RWF hosts a Thanksgiving Day and Christmas Day event.
- Program Supplies/Youth Meals include items such as workbooks, food, posters and notebooks to support OE workshop activities and keep youth focused.

Attachment: Detailed Budget

The RightWay Foundation 2017-18 (July 1 - June 30)		Operation Emancipation Budget Amount	Operation Emancipation Leverage Amount	Supervisorial District 2 Expenditures
EXPENSES				
Personnel	Executive Director FTE	\$42,500	\$42,500	\$0
	Director of Programs FTE	\$75,000	\$75,000	\$0
	Business Development Specialist FTE	\$26,000	\$12,000	\$14,000
	Clinical Youth Specialist FTE MSW	\$60,000	\$60,000	\$0
	Youth Specialist FTE BSW	\$37,000	\$17,000	\$20,000
	Administrative Assistant FTE	\$17,500	\$17,500	\$0
	Total Personnel	\$258,000	\$224,000	\$34,000
	Fringe Benefits	\$51,600	\$51,600	\$0
	Total Personnel plus Benefit	\$309,600	\$275,600	\$34,000
Business/Operations	Payroll Service Fees	\$1,700	\$1,700	\$0
	Background Checks	\$300	\$300	\$0
	Electronic Database	\$4,500	\$4,500	\$0
	Telephone/Internet	\$7,125	\$7,125	\$0
	Advertising	\$4,250	\$4,250	\$0
	Rent	\$12,000	\$12,000	\$0
Youth Assistance	Youth Activities/Outings	\$5,000	\$0	\$5,000
	Clothing	\$1,500	\$1,500	\$0
	Employment Stipend/Education & Trainings	\$61,000	\$47,000	\$14,000
	Haircuts/Makeovers	\$1,500	\$1,500	\$0
	Youth Meals	\$4,000	\$3,000	\$1,000
	Transportation Assistance	\$1,000	\$1,000	\$0
	Program Supplies	\$1,000	\$0	\$1,000
	Emergency Funds	\$2,500	\$2,500	\$0
Professional Services	Development Associate	\$22,500	\$2,500	\$20,000
	Staff Development	\$5,000	\$5,000	\$0
	Graphic Designer .75	\$5,500	\$5,500	\$0
TOTAL EXPENSES		\$449,975	\$374,975	\$75,000

The RightWay Foundation

2017-18	(July 1 - June 30)
	Line Item
EXPENSES	
Personnel	Executive Director FTE
	Director of Programs FTE
	Business Development Specialist FTE
	Clinical Youth Specialist FTE MSW
	Youth Specialist FTE BSW
	Administrative Assistant FTE
	Total Personnel
	Fringe Benefits
	Total Personnel plus Benefit
Business/Operations	Payroll Service Fees
	Background Checks
	Electronic Database
	Telephone/Internet
	Advertising
	Rent
Youth Assistance	Youth Activities/Outings
	Clothing
	Employment Stipend/Education & Trainings
	Haircuts/Makeovers
	Youth Meals
	Transportation Assistance
	Program Supplies
	Emergency Funds
Professional Services	Development Associate
	Staff Development
	Graphic Designer .75
TOTAL EXPENSES	

Supervisory District 2 Expenditures	
\$	-
\$	-
\$	14,000.00
\$	60,000.00
\$	20,000.00
\$	-
\$	94,000.00
\$	-
\$	94,000.00
\$	-
\$	-
\$	-
\$	-
\$	-
\$	5,000.00
\$	-
\$	14,000.00
\$	-
\$	1,000.00
\$	-
\$	1,000.00
\$	-
\$	20,000.00
\$	-
\$	-
\$	135,000.00