Mentorship Initiative

Landscape Analysis & Strategic Plan

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Acknowledgments

A very heartfelt thank you to all the Advisory Council Members who supported this project and who firmly believe in the power of positive role models making a difference in the lives of Foster Youth of all ages. Since October 2022, the Advisory Council has provided feedback and guidance to FTN's Senior Consultant on project aspects such as interpreting the landscape analysis, defining project strategies and outcomes, and organizing the inaugural FTN Mentorship Summit in the spring of 2023. The Advisory Council will continue to be critical in identifying and supporting implementation projects.

This project is supported by a grant from the Conrad N. Hilton Foundation to build mentorship the practice of excellence for TAY involved in Los Angeles County Child Welfare. This project aims to catapult off the learning and successes of Mentorship Models at the local and national level to move Los Angeles County toward a universal standard of practice that includes high-quality mentorship and coaching. We greatly appreciate the Hilton Foundation's underwriting of this important work.

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Executive Summary

This project seeks to address the deep struggle of our child welfare system in Los Angeles to effectively protect, nurture, and support Transition Age Youth (TAY) who have experienced abuse and neglect. It seeks to develop youth-centered solutions to ensure TAY - especially those with complex care needs - are fully supported in their well-being. It also aims to pursue this work in partnership with a broader ecosystem of County and community partners who serve youth involved in L.A. County youth-serving systems more broadly. Through the process, it will shift the way our system collaborates with youth with lived experience and community partners.

In the past few months, the author has been able to interview a myriad of experts and practitioners in the field of Mentorship. The throughline between all of them? They have empathy and are willing to do whatever it takes to have foster youth be successful in their own lives. Furthermore, the author had the opportunity to engage with many TAY foster youth who yearn to become independent and productive members of their communities. Through this landscape research process, one thing is for certain: there is no "one way," or "right way," to mentor a TAY foster youth, but the common denominator said repeatedly is that for mentors, programs, and initiatives to be successful they require the following:

- **Mentorship programs must include youth voice and choice throughout its process**
    - “[My] needs and goals change, the program and mentor must change with me. They [Mentors] don't have to know all the resources or advice, but they should know how to connect me to it.”- TAY Interviewee
- **Mentorship takes time, flexibility, and empathy**
    - “It [Mentorship] is more of a relationship and not a specific curriculum. It's best when someone has the willingness to help and has similar life experience; but when both is not available, having the willingness and patience to help is what it takes.” - TAY Interviewee
- **Mentorship programs/initiatives should be task specific, and focus on workforce, real life-skills teaching and practicing (e.g., becoming financially independent)**
    - “Life skills and financial skills are learned the hard way [for us]. We don't have co-signers for apartment leases, cars or student loans. We don't know about building up good credit or ‘hard inquiries.’ Even if a program is willing to pay first and last month's rent, the reality is that landlords still don't trust our lack of or poor credit.”- TAY Interviewee
- **Mentorship for foster youth should occur throughout their care within the child welfare system, at all stages of human development**
    - “As TAY foster youth start reaching young adulthood, we age out due to programmatic and system guidelines. Many resources are out there, at times, we’re not able to pursue them for a variety of reasons. However, we need a network of mentors and mentorship programs during care and after care." - TAY Interviewee

The following strategic plan was established with partners through survey analysis, interviews, research, and forum discussions.

Strategic Plan and Direction

Goal 1: *Educate and Empower*

Objective 1:

Establish a youth-centered Los Angeles county-wide network of mentorship programs/initiatives serving system-impacted youth that facilitates mutual support among agencies, increases the adoption of proven best practices, advocates for sustainable and high-quality mentorship in Los Angeles, and improves access to successful mentorship for system-impacted youth.

Goal 2: *Explore Technology*

Objective 2:

Explore local, statewide, and national technology platforms that could be shared with the Los Angeles County Mentorship Network and other partners to improve the quality of and access to mentorship programs for system-impacted youth—including technologies that would create a streamlined way for professionals, caregivers and youth to opt-in to the range of high quality mentorship programs that fits their needs and helps achieve self-sufficiency; promote adoption of most promising technology platforms with Network participants and Los Angeles partners.

Goal 3: *Expand and Sustain*

Objective 3:

Secure commitments and explore existing funding streams from County departments to innovate and expand the capacity and availability of responsive mentorship services in Los Angeles County for system-impacted youth.

The Strategic Plan section of this report outlines details regarding the strategies established with partners to achieve these goals and objectives.

Introduction & Objectives

This section will outline the overall **Project Goals and Objectives** that fueled the landscape analysis conducted from October 2022 until January 2023, and the subsequent strategic planning from February 2023 through May 2023.

The **TAY Mentorship Landscape Analysis** that follows will share the *Methodology (*including the development of the *Advisory Council), Data Collection,* and *Project Findings*.

The **Strategic Planning** section of this report will outline solutions that are innovative, programmatic, and systemic. Appendix G contains the Logic Model, which includes the short/mid/long term outcomes of this initiative.

Project Goals

- Build mentorship into a practice of excellence for TAY involved in Los Angeles County Child Welfare
- Consistently connect foster youth to mentors, especially coaching TAY youth on how to build out and lean on their support network
- Leverage the learning and successes of Mentorship Models at the local and national levels (e.g., New York's Fair Futures) to move Los Angeles County toward a universal standard of practice that includes high-quality mentorship and coaching.

Project Objectives

- **Educate** mentorship stakeholders (TAY leaders, non-governmental organizations, county departments, and philanthropy) about the landscape analysis findings
- **Focus** on the reoccurring themes and most salient needs of TAY foster youth and mentorship providers
- **Act** on the innovative recommendations that aim to:
    - Increase the percentage of TAY youth with at least one supportive adult/mentor in their life
    - Improve life course outcomes for foster teens and transition-age youth, such as education, housing, mental health, and employment

Mentorship Landscape Analysis Methodology

Advisory Council

In September and October 2022, there was an active search for Foster Together Network (FTN) Transition Age Youth (TAY) Advisory Council members. Interested applicants completed an application where they shared their interest and passion for foster youth and mentorship programming. The Advisory Council to have a variety of perspectives and voices to help guide the work. Currently, the Advisory Council has eight TAY with lived experience, eight non-governmental organization leaders, nine county department representatives, and two philanthropy leaders. The TAY Advisory Council members have a monthly stipend for the hours spent in meetings, researching, and connecting with the project consultant.

This Advisory Council meets virtually monthly on the fourth Monday of the month to review and provide feedback on project materials, recommend connections, and provide interpretation of project outcomes.

Furthermore, the Advisory Council has been instrumental in organizing an annual FTN Mentorship Summit and identifying and voting on implementation projects.

Advisory Council Composition	
Youth Advocate	8
County of Los Angeles, Children & Family Services	6
County of Los Angeles, Department for Economic Opportunity	1
County of Los Angeles, Department of Mental Health	2
Non-Governmental Services Providers (Mentorship focused)	8
Philanthropy	2
Total	27

**Appendix A – Advisory Council Members*

Community-Based Participatory Action Research (CBPAR)

The Advisory Council is guiding the process of landscape analysis by recommending individuals to interview, recommending mentorship collaboratives to present, and virtual outreach to peers and colleagues. This Advisory Council included in the community-based participatory research principles by relying on their expertise as the most impacted by the need to increase mentorship connections to TAY foster youth.

The Advisory Council created subcommittees to concentrate on tasks using a specific perspective, adding an additional meeting time in between the larger Advisory Council. In these subcommittees, the members could review documents, ask for clarifying questions, brainstorm ideas, and do en-vivo emails and connections for the needs of the project.

After reviewing the landscape analysis findings, the Advisory Council played a critical role in interpreting the data, providing direction on which recommendations to seek further input from experts and practitioners within that field.

Furthermore, part of this project included funding micro-grant proposals to be bid upon by organizations and/or groups that would like to pilot such innovative solutions/recommendations. In addition to guiding the development and allocation of microgrant funds, the author and the Advisory Council members will monitor the progress of the micro-grants and report findings to the Conrad N. Hilton Foundation, the Foster Together Network (FTN), and its partners.

Landscape Analysis Data Collection

Primary data collection occurred from October 2022 to January 2023 which was co-developed and vetted by the Advisory Council in the form of an Online Survey, Individual Interview Question Protocol, and Focus Group Protocol.

Primary Data

Interviews

During October 2022 through January 2023, there were approximately 50 interviews conducted, averaging between 45-90 minutes in length each. The Advisory Council co-designed the core interview questions (Appendix E) asked to all interviewees. The table below summarizes the organizations and county departments interviewed on their perspective on TAY mentorship successes, struggles, grand struggles, and grand solutions. The discussions aligned with several research findings regarding the promotion of resilience during development transitions (Osterling & Hines, 2006).

Organizations
Alliance for Children's Rights
Be A Mentor, Inc.
Better Youth
California Alliance of Caregivers
California Youth Connection
Children Now
Commission for Children & Families
County of Los Angeles Poverty Alleviation Initiative
Dreamz to Goals
Fair Futures
First Star National
Foster Nation
Fostering Unity
Friends of the Children - Los Angeles

Guardian Scholars Alumni Advisory Committee (GSAAC)
Justice Care and Opportunities Department
Los Angeles County Aging & Disabilities Department
Los Angeles County Department of Arts and Culture
Los Angeles County Department of Children and Family Services
Los Angeles County Department of Youth Development
Los Angeles County Department of Economic Opportunity
Los Angeles County Department of Mental Health
Los Angeles County Department of Probation
Los Angeles Opportunity Youth Collaborative (LA OYC)
Los Angeles Unified School District
Mentoring for Academic and Professional Success (MAPS) -
Peace 4 Kids
Pritzker Foster Care Initiative
Safe Place for Youth
The Faith Foster Families Network (3FN)
The Ralph M. Parsons Foundation
The SEED School of Los Angeles County

**Appendix D – Interviews*

The interviews were conducted via online video conference (Zoom) and were snowball samplings, where one participant would recommend several others to connect with. The entire list of interviewees is located in Appendix D, which includes their names, titles, and organization they represent.

The table below explains that from the interviewee's perspective, there are core elements that successful mentorship programs/initiatives should have when working with TAY foster youth.

Strengths in Mentorship Programs/Initiatives
• Empathetic adults who can build an organic relationship • Mentors who exhibit patience and can understand why TAY utilizes rejection and "ignoring" as a coping mechanism • Mentors (volunteer or paid) that have lived experience, "someone who has walked in their shoes" • Be willing to be trained in technical aspects of mentorship (e.g., logging in notes, finding resources) and also humanistic aspects of relating with young people. • Youth-led decision making • Minimal to no barriers for enrollment and access to programs (e.g., online/mobile-based applications) • Building an honest and transparent relationship is key • Organizations/programs that are co-located and can offer comprehensive-wraparound approaches are most successful (e.g., housing, food insecurity, financial support, mental health) • Programs that are task-based or project-based seem to have an easier time with enrollment and participant retention • Programs should offer adequate incentives for youth to share their expertise by participating in panels or Councils • TAY young adults want to listen and become involved in activities that are peer-led/driven and offer a variety of perspectives within the workforce, entrepreneurship, vocational and higher education • Programs that are successful in offering supplemental support to Caregivers and other caring adults in the youth's life

Weaknesses in Mentorship Programs/Initiatives (Challenges & Barriers)
• Some mentors/volunteers lack situational awareness and patience to deal with TAY foster youth: "It's just another adult telling you what you need to be doing." • There is no unified referral system or tracking method to know the up-to-date service capacity of Mentoring organizations/programs • TAY struggles with immediate survival needs such as food insecurity, housing, and obtaining and keeping a job, so having a mentor feels "so far away and unnecessary." • Some potential volunteers with lived experience who are interested in mentoring cannot pass a Live Scan because of prior justice infractions • Volunteer mentors tend to have the privilege of time, extra financial means, and often are not BIPOC+ individuals, thereby not reflecting the TAY foster youth with whom they work • Not all Mentors are willing to be trained in technical aspects of mentorship (e.g., logging in notes, finding resources) • Some programs and TAY do not like the hierarchy the word 'Mentor' implies, preferring 'Coach' • Timing is everything; there is a "sweet spot" when the TAY young adult seeks help. It does not always line up with when there is a service opening and the "right mentor" available • Ghosting: TAY foster youth might say they are interested in a mentor when they are in a specific situation (e.g., Short-Term Therapeutic Program), but as soon as they're in the community, they are nowhere to be found • Having a consistent phone number or way to connect with TAY is very difficult as they are an always moving/transient community – it's hard to follow-up on referrals and Mentor appointments • TAY young adults do not want "another paid adult" to be in their lives • TAY young adults are trying to figure out their independence and at times are not ready for the commitment of a mentor-mentee relationship • There is still a stigma and mistrust of Mentors, as if they're an extension of "the system" there to monitor the TAY's life • The TAY that are often ready for a mentor are between the ages of 22-25, but at 21 they are aging out or have aged out of Child Welfare services. • Systematically there aren't data systems tracking when a TAY is involved in multiple County Departments or their success outcomes and level of engagement - "We're still working in

Online Survey

A total of 76 questions were developed for the Transition-Age Youth (TAY) Mentorship Landscape Analysis Online Survey using the SurveyMonkey platform.

The target audiences were *Philanthropic Representatives, Non-Governmental Organization Representatives, City/County/State/Federal Department Representatives, Transition Age Youth (TAY) (ages 16-26),* and *Resource Parent/Foster Parent/Relative Caregivers*.

The survey gathered information to answer questions such as, but not limited to:

- What are the priorities of funders in this space?
- Is there an optimal size or structure for successful mentorship programs?

- What are some of the best-practice techniques organizations use to recruit and train quality mentors?
- What do youth see as most important in a mentor?

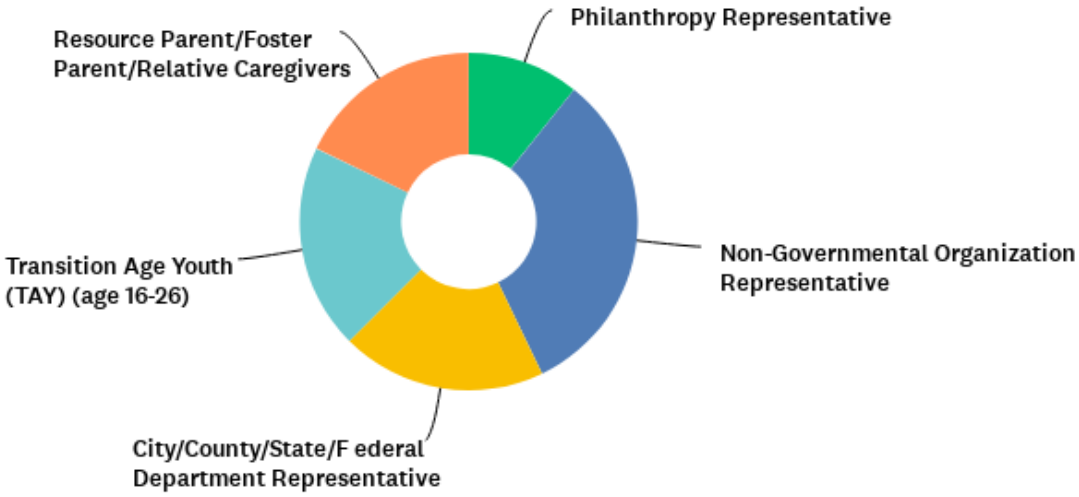
The table below describes the number of questions asked depending on the participants' identifier; some questions for the *Philanthropy Representatives, Non-Governmental Organization Representatives, and City/County/State/Federal Department Representatives* included financial questions asking about annual budgets for the mentorship programs. The questionnaire utilized open, Likert scale questions to answer with numerical ranges and open-ended questions for participants to write in their responses.

Question 1: Which best describes you?: (Select one)	
Participant Identifier	**# of Questions**
Philanthropic Representative	14
Non-Governmental Representative	22
City/County/State/Federal Department Representative	18
Transitional Age Youth (TAY) (ages 16-26)	11
Resource Parent/Foster Parent/Relative Caregivers	11

**Appendix C – Online Survey Questionnaire*

The online survey was distributed to the Foster Together Network (FTN), the Advisory Council, and other partners and was given approximately three weeks to complete. There were periodic reminders via email, text, and during meeting presentations.

A total of **56 participants** completed the Online Survey:



Question 1: Which best describes you?: (Select one)	
Participant Identifier	**# of Participants**
Philanthropy Representatives	6
Non-Governmental Representatives	18
City/County/State/Federal Department Representatives	11
Transitional Age Youth (TAY) (ages 16-26)	13
Resource Parent/Foster Parent/Relative Caregivers	10
Total	58

**Appendix C – Online Survey Questionnaire*

Philanthropy

Philanthropic Representatives shared that the primary focus of mentorship programs/initiatives they have funded is education, career, workforce, and life-skills with the expectancy of improving educational and employment/entrepreneurship outcomes. Additionally, the age ranges of programs being funded for foster youth and mentorship were between the ages of 13-30.

The annual award for funding the TAY mentorship initiatives fluctuates from smaller grants of under $15,000 and larger grants between $99,999 to $249,000. The philanthropic foundations these representatives are part of have funded TAY Mentorship programs from either 1-3 years or 4-6 years only. When working with potential grantees, these representatives mention the importance of having them be lived-experience informed and have coachable/teachable ambitious accountability.

A very salient response by the Philanthropy representatives was the question below, “When funding a mentorship program/initiative can you rank the following priorities (1 being the highest and 8th being the lowest).

The top three priorities for philanthropic funders in TAY Foster Youth Mentorship programs are:

1. Includes a peer-to-peer element
2. Outcomes related to career readiness
3. Cost-Benefit ratio of providing mentorship services to Foster Youth

Non-Governmental Representatives

The average years of providing direct service to Non-Governmental (NGO) Representatives was nine years. And the organizations they represent have been providing mentorship activities for an average of 11 years.

The organizations and mentorship programmatic focus for foster youth ranged from education attainment, workforce development (e.g., paid internships), life-coaching skills, and peer mentorship.

The funding of the respondent's organizations for mentorship programs comes from private foundation, city funding, and county funding. Only two respondents stated they received State or Federal funding for mentorship programs. It was unanimous in their responses that a combination of public and private funding is needed to fund successful mentorship programs. This combination of funding will create accountability and structure to improve overall foster youth outcomes.

> "A combination is critical. In response to the needs of L.A. County philanthropy and major systems – like child welfare, education, mental health, and juvenile justice." - NGO Representative
>
> "More private and consistent funding to address ongoing issues and barriers youth face, as well as addressing new trends that may arise through time." - NGO Representative
>
> "A combination that would create a fund or endowment. This would allow our mentoring program to be self-sustaining and operate in perpetuity." - NGO Representative

Furthermore, the feedback about private funding to conduct mentorship programming is that there is more flexibility with spending, including paying for key supplemental activities such as caregiver support, transportation costs, participant incentives, and paying for "vital documentation: identification cards, birth certificates, etc."

NGO Composition

The below organizations were able to share their mentorship organization composition, where it is apparent that there is no "one way" or "right way" to have an impactful mentorship program.

Name of NGO	Age range of Youth Served	# of Youth Served	Annual Budget	Number of Staff	Service Modality
Be A Mentor, Inc.	7 –17; New program 7-24	---	---	1 Project Coordinator for up to 50 youth	Hybrid (In-person and online) 1 on 1 Community-based (e.g. Park)
Friends of the Children - Los Angeles (Friends LA)	5-18	200	$1,000,000+	1 mentor assigned to 8 youth.	In-person only 1 on 1 and Group Mentoring Community-based (e.g. Park)
WLCAC	14-24	150+	Between $500,000-$999,999	3	In-person only Online only Hybrid (In-person and online)

First Star	High School and Adult	30 - 60 youth per Academy. We have 12 Academies across the country	Between $99,999-$249,999	2 Full-Time staff and 5 part-time	Hybrid (In-person and online) 1 on 1 and Group Mentoring Community-based (e.g. Park)

As the table below shows, a majority of the funding that focused on non-governmental organizations are in the spaces of Life Skills Focused Mentorship (78%), Educational Focused Mentorship (e.g., Seeking higher education support and/or certification) (67%), and Career & Workforce Focused Mentorship (67%). Although this is representative of the survey respondents, that is not to say that there isn't any Spiritual/Faith-Focused Mentorship or Arts and Athletics Mentorship occurring. However, it was not reflective of the survey respondents.

Question 22: What has been the primary focus of mentorship programs/ initiatives funded by your organization?	
Options	**% of Respondents**
Educational Focused Mentorship (e.g., Seeking higher education support and/or certification)	67%
Career & Workforce Focused Mentorship	67%
Spiritual/Faith Focused Mentorship	0%
Life-Skills Focused Mentorship	78%
Arts and Athletics Mentorship	0%

**Appendix C – Online Survey Questionnaire*

Recruiting & Training

The non-governmental representative survey participants reported the following successful strategies for recruiting and identifying volunteers/mentors for their programs:

- Posting opportunities in online volunteer websites, and engaging flyers for email newsletter distribution, partner's websites and other media, including social media
- Utilizing paid mentors, hiring from the community, and looking "for mentors with shared lived experience in the child welfare system"
- Pay undergraduate/graduate students where programs are located

- Program structures that allow mentors flexibility in their involvement
- Identify adults who have life experience or substantial work experience serving the TAY population.

Only a few survey participants shared that there is a challenge in identifying and recruiting mentors that are reflective of the youth they serve (e.g., mentors reflect ethnic heritage, LGBTQ+ identities, similar lived experience, similar socioeconomic status, similar faith backgrounds). The outreach of mentors with lived experience has to be intentional and strategic. The survey participants lean on the support of partners, caregivers, and other BIPOC+ organizations to refer and recommend potential Mentors. This response is very aligned with the research that "mentoring relationships are associated with positive adjustment during the transition to adulthood for youth in foster care." (Ahrens et al., 2008)

Mentorship training is essential when engaging with TAY foster youth; the following are specific topic areas that the survey participants shared are important:

- Communication skills
- Trauma-informed practices
- TAY training at work
- Knowledge of system-impacted youth
- CPR/AED/First Aid
- Mandated Reporting
- Anti-Harassment
- Field Training Safety
- Strengthening Families Protective Factors
- Navigating School Systems and Student Rights
- TAY Mental Health First Aid
- LGBTQIA+ Youth Training
- Child Welfare and Foster Care System Navigation

City/County/State/Federal Department Representatives

The survey respondents described themselves as Los Angeles County Department of Children and Family Services (DCFS) employees with an average of thirty years working in the department. In the past ten years, the department has focused on mentorship programs that are career, workforce, and life-skills focused, serving youth in age divisions between 1-18 or 16-21. On average 25 DCFS staff are assigned to work/facilitate the mentorship programs.

Due to the nature of the youth and the geographic vastness of Los Angeles County, all mentorship modalities include all practices, from online-only, hybrid (online & in-person), 1-on-1, group mentoring, site, and community-based. The challenges the survey participants shared were needing to be able to identify mentors with lived experiences and, in particular, individuals of the LGBTQI+ community.

Transitional Age Youth (TAY) (ages 16-26)

The TAY survey participants reported they entered the Child Welfare system in early childhood (1-6 years old) or adolescence (11-17 years old). On average, they were involved in the system for eight years.

Throughout the system involvement of the TAY survey participants, they were involved in no-cost Mentorship programs that were primarily educational-focused, career, and workforce-focused, and life skills-focused. The age range differs depending on the service providers, but they were typically within the following ranges: 10-14, 15-18, or 18-26+. On average, the TAY survey participants were enrolled in mentorship programs for 5 years.

The service modality was primarily in-person in a 1-on-1 or group mentoring setting. None of the TAY survey participants shared that they had online-only mentorship, but more often, there was a hybrid component of in-person and online meetings.

The reoccurring responses from the TAY survey participants of what they were hoping to learn in the Mentorship program but did not were:

- How to evolve professionally, including making and keeping connections in professional networks
- How to secure inexpensive housing
- How to deal with depression, especially navigating triggers
- How to apply as well as work through higher education problems
- Comprehending legal rights
- Understanding financial health, including budgeting, securing inexpensive housing, and navigating taxes

The TAY survey participants did share that even if they did not necessarily relate with their mentor in terms of race/ethnicity, LGBTQ+ identities, or prior lived experience, it was not a barrier in connecting or building out a relationship. “Everyone was diverse.”

The following are key lessons that the TAY survey participants shared were essential lessons they learned while participating in mentorship programs:

- Writing a resume
- Meditation
- Referred to other programs
- Financial literacy, like debt-to-income ratio

Resource Parent/Foster Parent/Relative Caregivers

The Resource Parents survey respondents provided care for foster youth for an average of 13 years and the youth had lived under their care for about five years at a time. Most of the Resource Parent survey respondents have had difficulty identifying mentorship programs for their youth, and if they did find a program, it was tailored to ages 15–18. The no-cost programs that were available were focused primarily on life-skills, education, career, and workforce. The youth in their care remained in the mentorship programs on average for two years and participated in in-person or a hybrid version of in-person and

online activities. The core mentorship lessons the youth in their care gained were the importance of positive peer interaction, self-care, and overall life skills.

Focus Groups

There were four focus groups conducted with four different audiences: Transition Age Youth (3 participants), Philanthropy Representatives (7 participants), the Los Angeles County Commission for Children and Families (36 participants), and Guardian Scholars Directors & Managers (16 participants). The focus groups were asked the same questions as individual or small team interviews. The focus groups echoed many of the same strengths and weaknesses that were shared in the individual interviews. The table below represents the recurring answers each focus group reported in Opportunities to Learn from Mentorship Models of Success (local, state, or national).

Opportunities to Learn from Mentorship Models of Success
• Ready to Succeed – ages 18-22 • Rising Scholars Network – Community Colleges • Community College Extended Opportunity Programs (EOPS) • Los Angeles County Department of Rehab • Peace4Kids • United Friends of the Children • National Center for Youth Law • Friends of the Children – Los Angeles • Rainbow Labs • Simply Friends • We Mentor 360 • Youth Resiliency Institute • Rites of Passage • Orangewood Foundation • CASA – Los Angeles • National Foster Youth Institute • RightWay Foundation • First Place for Youth • Imagine LA • Fair Futures – New York • Forever Friends – L.A. County Probation • 100 Black Men of Los Angeles, Inc.

All four groups reiterated the opportunity of having a centralized hub where TAY young adults could convene (virtually or in person) and obtain a myriad of services, including mentorship, mental health, financial literacy and support, workforce services, and system navigation.

Additionally, the focus groups shared the importance of having well-rounded and trained volunteers who knew how to work with TAY in a trauma-informed way, and how to obtain and navigate the multiple resources needed for a TAY young person to succeed.

Secondary Data

The secondary data collection focused on obtaining information about national, state, and local mentorship programs.

Mentorship Programs in the U.S.

According to the **MENTOR/National Mentoring Partnership**, approximately 5,000 mentoring programs across the U.S. serve about three million youth, where approximately three million adults participate in formal one-on-one mentoring (MENTOR, 2006).

The **2016 National Mentoring Program Survey** conducted by MENTOR and researchers at the University of South Carolina is considered the most extensive data collection of mentoring programs in the U.S. The results are comprised of 1,451 distinct mentoring programs and approximately 413,237 youth served. The following tables present the national figures of program models, focus areas for mentorship programs, and youth served by subgroup. Approximately 13% of youth served in mentorship programs are in foster care, and 11% of programs surveyed provide additional support or services for foster youth in their organization.

U.S. Mentorship Program Models (% of the 413,237 youth served)	
One-to-One	34%
Group Model	35%
Blends of One-to-One and Group	12%
Cross-Age Peer	7%
E-mentoring Programs	3%
Other models	9%

Focus Areas for Mentorship Programs in the U.S.	
Focus Area	% of Programs
Life Skills/Social Skills	53.9%
General Youth Development	51.27%
Providing a Caring Adult Relationship	44%
Academic Enrichment	36%
Career Exploration	25.9%
College Access	17.9%
Educational Attainment	15%
Positive Health Behaviors	14.8%
Recreational Activities	12%
Resiliency	11.6%

Mental Health & Wellbeing	10.27%
Youth Served by Subgroup in the U.S.	
Group	% of Youth
Low-Income	64%
Single-Parent Household	56%
Academically At-Risk	55%
First-Generation	29%
Mental Health Needs	20%
Incarcerated Parent(S) Or Family Members	19%
Foster, Residential, Or Kinship Care	13%

Mentorship Programs in California

The California Governor's Mentoring Partnership program, formerly the California Mentoring Initiative, reports that mentorship is provided to youth by over 700 community-based mentoring programs.

The California Governor's Mentoring Partnership in 2016 conducted the largest survey data on mentorship, surveying approximately 112 mentoring programs. The programs report serving approximately 29,039 youth through 23,145 mentors. Compared to the national data, California is engaging in mentorship opportunities with more foster care youth, youth with mental health needs, and juvenile justice-involved youth (Mentor, 2019).

The following tables describe California's top five focus areas served by subgroups that are targeted by mentoring programs and youth:

Top Five Focus Areas Targeted by Mentoring Programs in California
Life Skills & Social Skills
Personal Development
Caring Adult Relationships
Academic Enrichment
Career Exploration & Resiliency

- *California Mentoring Partnership. (2016). 2016 California Mentor Program Survey Report. Folsom, CA*

Youth Served by Subgroup in California	
Group	% of Youth
Low-Income	47%
Academically At-Risk	37%

Single-Parent Household	26%
*Foster, Residential, Or Kinship Care	23%
First-Generation	18%
Mental Health Needs	14%
Adjudicated Or Juvenile-Justice Involved	13%
Incarcerated Parent(S) Or Family Members	8%

California Mentoring Partnership. (2016). 2016 California Mentor Program Survey Report. Folsom, CA

Mentorship Programs in L.A. County

A search focused on Los Angeles County on VolunteerMatch.org (2023), a non-profit organization that provides a national digital directory to non-profit organizations in America, resulted in over 315 organizations providing mentorship. Los Angeles County organizations most frequently targeted the following areas of mentorship: life-skills, educational-focused, and workforce focused mentorship. From these estimates, fewer than 30 out of the 315 registered mentorship programs solely focus on providing mentoring for foster care youth.

Summary Learning

Ultimately, the landscape analysis concluded that mentors, TAY foster youth, and mentorship service-providing organizations require the following:

- Mentorship programs must include youth voice and choice throughout their process
- Mentorship takes time, flexibility, and empathy
- Mentorship programs/initiatives should be task-specific, and focus on workforce, real life-skills teaching and practicing (e.g., becoming financially independent)
- Mentorship for foster youth should occur throughout their care within the child welfare system at all stages of human development

The learning was very important during the summit planning and event execution to have an array of non-profit leaders, county representatives, Transition Age Youth (TAY), and philanthropy representatives concretize the recurring themes into actionable steps.

Fostering Mentorship Connections Summit

With the support, guidance, and planning of the Advisory Council on April 26, 2023, the Fostering Mentorship Connections was created. The summit is a solutions-focused gathering held at the Japanese American National Museum. In attendance there were 165 participants. The participation breakdown was as follows: 15% were Philanthropy representatives, 51% were Non-Governmental Organization representatives, 21% were County Representatives (e.g., DCFS, Probation, Department of Youth Development, and Department of Economic Opportunity), and 13% were Current/Former Foster Youth. Appendix G details the event agenda, which consisted of a full day of interactive panels and group discussions, which included:

- “Creating a Coordinated Network for TAY Mentorship in L.A. County Through Public/Private Partnerships”

- "From Siloed Efforts to Collective Impact: Learning from L.A. Opportunity Youth Collaborative"
- "The State of L.A. County Mentorship"
- "Mentorship is Critical to Improving Youth Outcomes: Perspectives from Multiple County Departments"
- "The Fair Futures Model: Leveraging Technology to Improve Mentorship"

Building off our landscape analysis, the summit was intentional to collect and note discussion recommendations for what a county-wide network should include in their values, principles, and approach. A recurring request was the importance of all action steps moving forward to de-silo efforts and focus on "pushing egos aside" to focus on "meeting youth where they are at." The participants were able to make specific recommendations on how a county-wide network could be coalesced and how organizations can leverage technology to improve mentorship overall for system-impacted youth. The event was very impactful, and 100% of post-event survey participants stated they were interested in joining an L.A. County Mentorship Network once it is established.

Strategic Plan and Direction

The following is the list of strategic recommendations that emerged from the landscape analysis and subsequent strategic planning process. These recommendations are also aligned with resiliency factors amongst foster youth (Strolin-Gotzman, et. al, 2016) by acknowledging that several factors play a large role in the success of a TAY young adult's life, including school stability, positive relationships with peers, and emotional connections with adult mentors.

Goal 1: Educate and Empower

Objective 1: Establish a youth-centered Los Angeles county-wide network of mentorship programs/ initiatives serving system-impacted youth that facilitates mutual support among agencies, increases the adoption of proven best practices, advocates for sustainable and high-quality mentorship in Los Angeles, and improves access to mentorship for system-impacted youth.

Measuring Success for Objective 1*:* On a monthly basis, the network backbone grantee will provide status updates on the network membership, workgroup activities, and adoption of new practices that enhance the quality of or access to mentorship, and current action items that are focused on improving mentorship opportunities for system-impacted youth. The grantee will also share monthly data on enrollment and service capacity for the mentorship of system-impacted youth among member organizations to document capacity improvements and engagement success resulting from network efforts. By the end of the grant period, an internal satisfaction survey will be distributed to all members about the impact their membership to the network has had thus far regarding any referral increases, new partnership opportunities, adoption of best practices, advocacy wins, etc.

- Strategy 1.1: Organize and coalesce equitable network membership of mentoring organizations that serve system-impacted youth, county staff, philanthropy representatives, and young people in Los Angeles County. Utilize a community convening model (e.g., "Community Convening™") that is youth centered. Establish strategic and inclusive partnerships of county-wide entities available to meet monthly, virtually, and quarterly in person. Conduct, develop, and monitor the network's progress.
    - The network will include a youth co-led Advocacy committee that supports the long-term sustainability of effective mentorship programs in LA County. Collaborate with Fair Futures NY on strategies and tactics this network and the youth co-led Advocacy committee can do to obtain new funding and existing spaces within County departments and initiatives.
    - The network will include a workgroup that bridges the County, provider, and youth stakeholders to improve the successful connection of system-involved youth to mentorship opportunities.

Measuring Success for Strategy 1.1: A solicitation of $100,000 total will go out for bid in July 2023. Selection of grantee will be identified by mid-September 2023 for the grant start soon afterward. Grantee to share a copy of network membership roster, signed MOUs, signed agreements with youth regarding compensation, workgroup agendas, minutes and sign-in sheets (virtual or pen & paper) to verify county-wide representation is occurring and strategic discussions/agreements are being held.

An initial interest list of interested parties will be provided as a start-off point, and it is the grantee's responsibility to increase the network with additional mentoring organizations, county staff, and philanthropy representatives that service systems-impacted youth. Grantee to identify their chosen Community Organizing framework that can be referenced to guide the community mobilization work to report out on a monthly basis.

- Strategy 1.2: Facilitate discussions to gain agreement upon standards of excellence, values, and best practices that are youth-focused, including but not limited to referrals, training, and resource sharing. Administer communications that facilitate sharing training, funding opportunities, and other resources.
    - Examples of best practices that will be explored and shared with members include those identified by Fair Futures in NY and other local and national best practices that the Advisory Board or Network members may recommend or others researched or developed in response to local L.A. needs.
    - The network will collaborate with County partners to identify standards of excellence and best practices to improve access and referrals to mentorship programs/initiatives. For example, the piloting of identified mechanisms with a specific DCFS ILP office,

Vermont Corridor, to test out workflow and communication around referrals and engagement.

Measuring Success for Strategy 1.2: Report summarizing the network's identification and sharing of standards of excellence, training, funding opportunities, and other resources during the grant timeframe. By the end of the grant period, an internal satisfaction survey will be distributed to all members to find out the impact the network has had thus far (e.g., increased referrals, adoption of best practices).

Strategy 1.3: Building off the learning from the landscape analysis and strategic planning, confirm joint VMOSA statements (e.g., vision, mission, objectives, strategies, action plan, roles, success metrics). Clarify and host youth-centered workgroups that may be needed to achieve the action plan. Monitor progress on the action plan and support course correction and problem-solving if necessary to ensure successful implementation.

- Workgroups will include a youth co-led Advocacy committee and a County-Community Referral Improvement committee; additional workgroups (such as Improving County to NGO Relationships, Leveraging Philanthropic Capacity and Knowledge) may be decided in partnership with network participants through the VMOSA process.
- The network will partner with Fair Futures NY on establishing the VMOSA of this network and how to build and deploy a youth-led Advocacy Committee.
- FTN lead Dr. Argelis A. Ortiz, will present various technological platforms to the network for feedback (benefits/challenges) for potential adoption by this network to support strategies and success metrics.
- Action plans, roles, and success metrics will include planned steps and measures relating to Advocacy and sustainability, improving connections for system-involved youth, and adoption of technology at a minimum.

Measuring Success for Strategy 1.3: Grantee to ensure the VMOSA should be agreed upon by the beginning of the first quarter (~November 2023), including subcommittees and goals/roles/metrics within the youth co-led Advocacy committee and a County-Community Referral Improvement committee; additional workgroups (such as Improving County to NGO Relationships, Leveraging Philanthropic Capacity and Knowledge) may be decided in partnership with network participants through the VMOSA process. Workgroups should establish timelines and roles for completing their components of the action plans developed by the end of the first quarter (~December 2023). Monthly updated grant reports will include progress summaries on action items by the network.

The following is a list of collective recommendations gathered from the April 26th Summit to inform the creation and activities of the Los Angeles County Mentorship Network:

- Vision: Empowering youth center collaborations around mentorship for systems-impacted youth
- Mission Statement: The network aims to plant the seed of guidance through mentorship and watering our youth with the tools they need to grow
- Values & Principles:
  - Push Egos aside

- Leaders (and youth) with lived experience
- New ideas/out-of-the-box thinking
- Meet youth where they are at
- Passion
- Honesty and Transparency

- Action Steps:
  - Utilize a centralized referral system such as 1Degree to track referrals within the network (https://www.1degree.org/)
  - Listen to youth voices (across the county)
    - Must have at least 6-8 consistent youth voices representing the county-wide geographical areas
    - Paid participation of youth with lived experience
  - Education: share best-practices, training protocols, and onboarding of volunteers
    - for referrals and support
  - Create exposure and connection among programs to each other and youth
  - Create channels for consistent and committed communication (NGOs, County, Philanthropy)
  - Create/Establish MOUs (agreements) between youth mentorship organizations and the County departments to improve
    - Referral process
    - Awareness of capacity
  - Leverage resources, for example,
    - Socialization events
    - Workshops
    - Sharing out a philanthropy, grantee list
    - Advocacy - see what that is out there legislatively that will affect system-impacted youth and policies
    - Improve engagement of youth in mentorship programs (both outreach and ongoing support success)

The current Foster Together Network Mentorship Advisory Council shall serve as a support to the network as members and partners.

The Foster Together Network team will serve as a backbone to monitor the network, providing the year one seed funding and any strategic support and resources needed. At the beginning of the network creation, the FTN backbone team will facilitate an introduction to Fair Futures of New York City, which will be an ideal partner in learning how to implement a private-public partnership in aligning funding, advocacy efforts, increase agency collaboration, and adaptation to the needs of the foster youth in Los Angeles County.

Strategy 1.4: Establish and clarify with network members the roles and resources required to sustain and support the network with youth-centered activities in years 2-3. Identify opportunities to support the network with youth-centered activities as may be applicable based on financial resources identified as needed with network members.

Measuring Success for Strategy 1.4: The grantee will provide a projection of the financial resources needed to continue the network with youth-centered activities in years 2-3.

Goal 2: Explore Technology

Objective 2: Explore local, statewide, and national technology platforms that could be shared with the Los Angeles County Mentorship Network and other partners to improve the quality of and access to mentorship programs for system-impacted youth—including technologies that would create a streamlined way for professionals, caregivers, and youth to opt-in to the range of high-quality mentorship programs that fits their needs and helps achieve self-sufficiency; promote adoption of most promising technology platforms with network participants and Los Angeles partners.

Measuring Success for Objective 2: Chart of recommended technological platforms that includes recommended purpose, functionality, pricing, and links to acquire. Chart of additional technology explored and reasons for not recommending. Numbers of network member organizations who adopt recommended technologies; usage data for those technologies if available and appropriate. Funding raised and/or contracting accomplished, as may be appropriate for chosen technologies.

Proposed Strategies:

Strategy 2.1: Conduct meetings with organizations, stakeholders (e.g., youth and professionals working with systems-impacted youth), and tech platforms to identify current barriers/challenges to outreach, engagement, referrals, access, and the efficacy of mentorship programs.

Ensure youth and intended end users are incorporated at all steps of exploring and evaluating potential technological solutions.

Measuring Success for Strategy 2.1: Create a “key elements matrix” of technological platforms that includes recommended purpose, functionality, pricing, and links to acquire and other important user (youth and other intended end users) feedback.

Strategy 2.2: Partner with youth to create a 'key elements matrix' in which tech platforms will be categorized and rated. For example, do the tech platforms have the following: links to direct sign-up to mentoring orgs, mentorship training, recruitment tools, and ease of use

Measuring Success for Strategy 2.2: By January 2024, the matrix will be presented to the Los Angeles Mentorship Network and partners to develop a strategy for the next steps.

Strategy 2.3: Identify funding and contracting mechanisms for a web-based/app-based platform of a referral and resource-sharing system where mentorship programs and initiatives can be accessed and connected directly to the youth and mentorship community.

Measuring Success for Strategy 2.3: Funding and contracting mechanism identified, and implementation begun.

Goal 3: Expand and Sustain

Objective 3: Secure commitments and explore existing funding streams from County departments to innovate and expand the capacity and availability of responsive mentorship services in Los Angeles County for systems-impacted youth.

Measuring Success for Objective 3: Number of County department officials participating in the Los Angeles Network Mentorship and other Mentorship Initiatives to expand the sustainability and quality of mentorship services in Los Angeles County for systems-impacted youth. Successful County-community joint pilot(s) connecting system-involved youth to mentorship support. Dollars committed to mentorship programs by County departments.

Proposed Strategies:

Strategy 3.1: FTN and Advisory Council will work with County departments (e.g., DCFS, DMH, DYD, Probation, LACOE, LAUSD, Workforce & Aging, etc.) to identify champions, clarify needs, build internal buy-in, clarify department-specific goals, and commitments around mentorship.

Measuring Success for Strategy 3.1: Chart of champions, strategic alignment, and mentorship goals by department. Attendance of county leadership at network meetings.

Strategy 3.2: FTN, the LA County Mentorship Network and its youth advocates will partner with the Department of Mental Health to explore public (e.g., Mental Health Services Act [MHSA], ITSP, Level Up, state-funded opportunities), and private funding streams to increase the capacity and accessibility of mentorship services in L.A. County.

Measuring Success for Strategy 3.2: Identification of public and/or private funding streams.

Strategy 3.3: FTN, the L.A. County Mentorship Network, and DCFS will partner with youth to develop a pilot on improving processes for engaging, referring, and connecting systems-impacted youth to mentorship support by March 2024.

Measuring Success for Strategy 3.3: A pilot being implemented by DCFS and partners by March 2024.

Appendix A - Advisory Council Members

Name	Organization	Title
Angela Young	Various; Los Angeles County Youth Commission	Commissioner & TAY Advocate
Michael Grey	Various	TAY Advocate
Alexis Obinna	Various, California Youth Connection	TAY Advocate
Joelett Sade Arrington	Various	TAY Advocate
Hugo Amaya	Various	Reentry Case Manager & TAY Advocate
Sabrina C Abong	Various	TAY Advocate
Lania Whiteside	California Youth Connection & Los Angeles Youth Collaborative	TAY Advocate
Perla Lozano	Various	MSW student & TAY Advocate
Jenny Serrano	County of Los Angeles, Children & Family Services	Children's Services Administrator III (Director of Special Projects)
Jorie Das	Friends of the Children - Los Angeles (Friends LA)	Executive Director
Moira Torres	County of Los Angeles, Children & Family Services	Children's Services Administrator II
Christina Davis	Be A Mentor, Inc.	Director of Mentoring Programs
Deborah Silver	County of Los Angeles, Children & Family Services	Division Chief
Lauri Collier	LA Opportunity Youth Collaborative (LA OYC)	Director
Melisa Urbina	LA Opportunity Youth Collaborative (LA OYC)	Senior Project Coordinator
Sevana Naaman	County of Los Angeles, Children & Family Services	Children Services Administrator III
ReAnde' Head	Los Angeles County Department of Children & Family Services (DCFS)	Supervising Children's Social Worker (AB12 unit)
Jill Franklin	Los Angeles County Department of Children & Family Services (DCFS)	Children Services Administrator II (ILP)

Zaid Gayle	Peace4Kids	Executive Director
Lauren Nichols	Pritzker Foster Care Initiative	Director
Romesh Anketell	The Ralph M. Parsons Foundation	Program Officer
Faye Holmes	Fostering Unity	Care Service Specialist
Vinny D'Averso	Alliance for Children's Rights	Mentor Program Director
Syd Stewart	Better Youth	Founder/Executive Director
Felipe Moscoso	Department for Economic Opportunity	Program Administrator I
Kanchana (Kanchi) Tate, LCSW	Department of Mental Health - Prevention Services	Mental Health Clinical Program Manager
Claudia Deras	Department of Mental Health - Prevention Services	Mental Health Clinical Supervisor

Appendix B - Advisory Council Subcommittees

Philanthropy Subcommittee
Joelett Arrington
Lauren Nichols
Angela Young
Hugo Amaya
County Departments (DCFS and other Depts) Subcommittee
Moira Torres
Jorie Das
Romesh Anketell
Jill Franklin
Perla Lozano
Transitional Aged Youth Subcommittee
Sabrina Abong-Lead
Deborah Silver
Michael Grey
Lania Whiteside
Faye Holmes
Non-Governmental Organizations (NGOs) Subcommittee
Christina Davis
Jorie Das
ReAnde Head
Alexis Obinna
Fostering Mentorship Connections Summit Subcommittee
Faye Holmes
ReAnde Head
Mike Grey
Alexis Obinna
Lauren Nichols

Appendix C - Online Survey Questionnaire

Questions for All Groups

1. Which best describes you: (Select One)
    a. Philanthropy Representative
    b. Non-Governmental Organization Representative
    c. County/State/Federal Department Representative
    d. Transitional Age Youth (age 16-26)
2. [At the end of their select questions] Rank the following, in your opinion, what needs to be improved or changed in order for TAY Mentorship programs to be successful? (1 being the highest and 8 being the lowest)
    a. More private funding (e.g., foundations) for mentorship programs/initiatives
    b. More public funding (e.g., county/state contract) for Mentorship programs/initiatives
    c. More public-private partnerships about Mentorship programs/initiatives
    d. Participating in a Mentorship Collaborative effort that focuses on TAY
    e. More grass-roots Mentorship programs/initiatives
    f. Policy changes at the County/State/Federal level prioritizing mentorship programs/ initiatives
    g. More education around mentorship for prospective providers, “What mentorship is and is not” (legal components)
    h. Participation in a holistic program (Wraparound Supportive Services) that includes Mentorship
3. [At the end of their select questions] “Magic wand” question, from your perspective, if there was ONE thing to focus on immediately around TAY Mentorship programs/initiatives, what would that be?
    a. [Open Ended]
4. [At the end of Survey] Please include your name and email address if you would like to be included in a participation raffle. You may leave it blank if you do not wish to participate.
    a. [Open ended]
5. [At the end of Survey] Do you wish to be contacted for an individual interview?
    a. Yes, No

Philanthropy

6. What is the name of your philanthropic organization?

   a. [Open Ended]

7. Please list the names of organizations you are supporting who provide TAY mentoring.
   a. [Open Ended Question]
8. List the names of the top 3 organizations that are doing impactful work in TAY mentorship.
   a. [Open Ended Question]
9. What has been the primary focus of mentorship programs/initiatives funded by your organization? [Check All that Apply]
   a. Educational Focused Mentorship
   b. Workforce Focused Mentorship
   c. Spiritual/Faith Focused Mentorship
   d. Life-Skills Focused Mentorship
   e. Arts and Athletics Mentorship
   f. Other
10. What has been the age range of the Mentorship programs/initiatives funded by your organization?
   a. [Open Ended]
11. What is your approximate annual budget for funding TAY Mentorship initiatives? [Budget Range]
   a. Under $15,000
   b. Between $15,000 and $29,999
   c. Between $30,000 and $49,999
   d. Between $50,000 and $99,999
   e. Between $99,999-$249,999
   f. Between $250,000-$499,999
   g. Between $500,000-$999,999
   h. $1,000,000+
12. How long have you been funding TAY mentorship (Select one)
   a. Never funded
   b. 1 – 3 years
   c. 4 – 6 years
   d. 7+ years

13. What were the expected outcomes of the Mentorship program/initiative?
    a. [Open Ended]
14. What is the primary quality/asset that your organization is looking for in a potential grantee?
    a. [Open Ended]
15. When funding a Mentorship program/initiative can you rank the following priorities (1 being the highest and 8th being the lowest)
    a. Experience in providing Mentorship services to Foster Youth
    b. Innovative services in providing Mentorship services to Foster Youth
    c. Cost-Benefit ratio of providing Mentorship services to Foster Youth
    d. Culturally sustaining approaches to providing Mentorship services to Foster Youth
    e. Varied service delivery type (in-person, online, hybrid) in providing Mentorship services to Foster Youth
    f. Outcomes related to college readiness and success for foster youth
    g. Outcomes related to career readiness
    h. Includes a peer-to-peer element
16. What is a success story of a Mentorship program/initiative your organization funded? Providing specific details
    a. [Open Ended]
17. What are the specific challenges as a funder to support mentorship Initiatives?
    a. [Open Ended]
18. What are the specific roadblocks that your grantees have experienced within TAY Mentorship Initiatives and how have they have overcome them?
    a. [Open Ended]

Non-Governmental Organizations

19. What is the name of your non-governmental organization (NGO)?
    a. [Open Ended]
20. How many years have you been a service provider?
    a. SLIDER 0-45
21. How many years has your organization provided Mentorship activities?
    a. SLIDER 0-100

22. What types of mentorship programs for systems-impacted youth (e.g., child welfare and/or juvenile justice) has your organization provided in the past?
    a. [Open Ended Question]
23. Who is the primary funder for the Mentorship program/initiative? (Select All that Apply)
    a. Private Foundation
    b. City funding
    c. County funding
    d. State funding
    e. Federal funding
    f. Other
24. What type of funding do you believe would be most beneficial in a mentorship program/ initiative? (e.g., Private or Public, Combination)? Why do you believe so, provide examples?
    a. [Open Ended]
25. What trends do see when using Private funding to conduct the Mentorship program/initiative? Do you see more flexibility with Private funding? (e.g., Gift cards, Paying for Transportation, Paying for Meals, etc.)
    a. [Open Ended]
26. What has been the primary focus of the mentorship programs/initiatives provided by your organization?
    a. Educational Focused Mentorship
    b. Workforce Focused Mentorship
    c. Spiritual/Faith Focused Mentorship
    d. Focused Mentorship
    e. Life-Skills Focused Mentorship
    f. Arts and Athletics Mentorship
    g. Other [Please specify)
27. What is the challenge of your organization in finding Mentors that are reflective of the Youth they are serving? (e.g., mentors reflect ethnic heritage, LGBTQ+ identities, Similar Lived Experience, Similar Socioeconomic Status, faith-based)
    a. [Open ended question]
28. What types of training(s) do you provide your mentors working with systems impacted youth? Be specific as possible.
    a. [Open ended question]

29. What has been the age range of the mentorship programs/initiatives provided by your organization?
    a. [Open Ended]
30. What was the overall annual budget mentorship program/initiative that was administered by your organization? [Budget Range]
    a. Under $15,000
    b. Between $15,000 and $29,999
    c. Between $30,000 and $49,999
    d. Between $50,000 and $99,999
    e. Between $99,999-$249,999
    f. Between $250,000-$499,999
    g. Between $500,000-$999,999
    h. $1,000,000+
31. How many staff are assigned to work/facilitate on the mentorship program/initiative?
    a. [# of people]
32. How many youth were served annually at your organization's mentorship program/initiative?
    a. [# of youth]
33. What is the service delivery type model that your organization's mentorship program/initiative provides? [Select All That Apply]
    a. In-person only
    b. Online only
    c. Hybrid (In-person and online)
    d. 1 on 1
    e. Group Mentoring
    f. 1 on 1 and Group Mentoring
    g. Community-based (e.g. Park)
    h. Site-based (e.g. At agency only)
34. What were the expected outcomes of the mentorship program/initiative?
    a. [Open Ended]
35. What is the primary quality/asset that your organization is looking for from a potential grantor? (I.e., funding partner)

a. [Open Ended]

36. Rank your assets as a service provider? (1 being the highest and 5th being the lowest)
    a. Experience in providing Mentorship services to Foster Youth
    b. Innovative services in providing Mentorship services to Foster Youth
    c. Cost-Benefit ratio of providing Mentorship services to Foster Youth
    d. Culturally sustaining approaches to providing Mentorship services to Foster Youth
    e. Varied service delivery type (in-person, online, hybrid) in providing Mentorship services to Foster Youth
37. What is a success story of a Mentorship program/initiative your organization provided? Provide specific details
    a. [Open Ended]
38. What is a specific challenge as a service provider to facilitate mentorship programs/initiatives?
    a. [Open Ended]

City/County/State/Federal Department

39. What is the name of your County/State/Federal Department? And Program?
    a. [Open Ended]
40. How many years have you been working in the County/State/Federal entity?
    a. Slider 0-45
41. What types of Foster Care/Child Welfare Mentorship Programs has the County/State/Federal developed in the past?
    a. [Open Ended Question]
42. What has been the primary focus of mentorship programs/initiatives developed by your department?
    a. Educational Focused Mentorship
    b. Workforce Focused Mentorship
    c. Spiritual/Faith Focused Mentorship
    d. Focused Mentorship
    e. Life-Skills Focused Mentorship
    f. Arts and Athletics Mentorship
    g. Other

43. What has been the age range of the mentorship programs/initiatives provided by your department?
    a. [Open Ended]
44. What primary legislation/policy influences the mentorship programs/initiatives provided by your department?
    a. [Open Ended]
45. What was your department's overall annual budget mentorship program/initiative? [Budget Range]
    a. Under $15,000
    b. Between $15,000 and $29,999
    c. Between $30,000 and $49,999
    d. Between $50,000 and $99,999
    e. Between $99,999-$249,999
    f. Between $250,000-$499,999
    g. Between $500,000-$999,999
    h. $1,000,000+
46. What was the number of years that your department provided the mentorship program/initiative?
    a. Slider 0-45
47. How many staff are assigned to work/facilitate on the mentorship program/initiative?
    a. Slider 0-250
48. How many youth were served annually at your organization’s Mentorship program/initiative?
    a. Slider 0-1000
49. What is your organization's challenge in finding mentors that reflect the Youth they are serving? (e.g., Mentors reflect the ethnic heritage, LGBTQ+ identities, Prior Lived Experience)
    a. [Open ended question]
50. What is the service delivery type model that your department’s mentorship program/initiative provides? [Select All That Apply]
    a. In-person only
    b. Online only
    c. Hybrid (In-person and online)
    d. 1 on 1

e. Group Mentoring

f. 1 on 1 and Group Mentoring

g. Community-based (e.g. Park)

h. Site-based (e.g. At agency only)

51. What were the expected outcomes of your organization's mentorship program/initiative?
    a. [Open Ended]
52. Rank your assets as a service provider. (1 being the highest and 5th being the lowest)
    a. Experience in providing mentorship services to Foster Youth
    b. Innovative services in providing mentorship services to Foster Youth
    c. Cost-Benefit ratio of providing mentorship services to Foster Youth
    d. Culturally sustaining approaches to providing mentorship services to Foster Youth
    e. Varied service delivery type (in-person, online, hybrid) in providing mentorship services to Foster Youth
53. What was a specific challenge as a public provider (County/State/Federal) to facilitate and/or organize mentorship programs/initiatives?
    a. [Open Ended]
54. What is a success story of a mentorship program/initiative your organization provided? Provide specific details
    a. [Open Ended]

Transitional Age Youth (age 16-26)

55. At what age did you enter the Child Welfare/Foster Care system?
    a. Slider 0-21
56. What are/was the number of years you were in Child Welfare/Foster Care?
    a. Slider 0-21
57. What has been the primary focus of mentorship programs/initiatives that you enrolled in? Check all that apply
    a. Educational Focused Mentorship
    b. Workforce Focused Mentorship
    c. Spiritual/Faith Focused Mentorship
    d. Focused Mentorship
    e. Life-Skills Focused Mentorship

f. Arts and Athletics Mentorship

g. Other [Specify]

58. What was the primary age range of the mentorship programs/initiatives that you enrolled in?

    a. 10-14

    b. 15-18

    c. 18-26+

59. Was there a cost to you to participate in the mentorship program? If so, what was the amount?

    a. [Yes, Amount]

    b. [No]

60. How many years have you participated in the mentorship program/initiative?

    a. Slider 0-21

61. What type of Mentorship program/initiative that you participate in? [Select All that Apply]

    a. In-person only

    b. Online only

    c. Hybrid (In-person and online)

    d. 1-on-1

    e. Group Mentoring

    f. 1-on-1 and Group Mentoring

    g. Community-based (e.g. Park)

    h. Site-based (e.g. At agency only)

62. What were you hoping to learn in the mentorship program/initiative but didn't?

    a. [Open Ended]

63. In what ways could you relate to your mentor in terms of race/ethnicity, LGBTQ+ identities, Prior Lived Experience?

    a. [Open Ended]

64. What did you learn at the end of the mentorship program/initiative that you didn't know before?

    a. [Open Ended]

Resource Parents/Foster Parents/Relative Caregivers

65. How many years have you been a Resource Parent/Foster Parent/Relative Caregiver?

a. Slider 0-50

66. What is the average time (estimated # of years) youth have lived under your care?
    a. Slider 0-21
67. How you been able to identify and enroll Mentorship programs for TAY in your care?
    a. No
    b. Not Applicable
    c. Yes (please specify the names of the organizations)
68. What was the primary range of the mentorship programs/initiatives that you were able to identify for your foster youth?
    a. 10-14
    b. 15-18
    c. 18-26+
69. If you did enroll TAY into mentorship programs/initiatives, what was the organization's/program's primary focus? [Check All that Apply]?
    a. Educational Focused Mentorship
    b. Workforce Focused Mentorship
    c. Spiritual/Faith Focused Mentorship
    d. Focused Mentorship
    e. Life-Skills Focused Mentorship
    f. Arts and Athletics Mentorship
    g. Other [Specify]
70. Was there a cost to participate in the mentorship program? If so, what was the amount?
    a. [Yes, Amount]
    b. [No]
71. On average, how many years did the foster youth participate in the mentorship program/ initiative?
    a. Slider 0-21
72. What has been the primary delivery model of mentorship programs/initiatives that you enrolled your foster youth? [Select All That Apply]
    a. In-person only
    b. Online only

   c. Hybrid (In-person and online)
   d. 1-on-1
   e. Group Mentoring
   f. 1-on-1 and Group Mentoring
   g. Community-based (e.g. Park)
   h. Site-based (e.g. At agency only)

73. As a resource parent/foster parent/relative caregiver, what were you hoping that your foster youth learned in the mentorship program/initiative but didn't?
   a. [Open Ended]
74. As a resource parent/foster parent/relative caregiver, what did your foster youth learn at the end of the mentorship program/initiative that they didn't know before?
   a. [Open Ended]

Appendix D – Interviews

	Name	Title	Organization
1	Vinny D'Averso	Mentor Program Director	Alliance for Children's Rights
2	Robert Goetsch	President	Be A Mentor, Inc.
3	Christina Davis	Director Mentoring Programs	Be A Mentor, Inc.
4	Syd Stewart	Founder & Executive Director	Better Youth
5	Jennifer Rexroad	Executive Director	California Alliance of Caregivers
6	Kate Teague	Lead Community Advocacy Coordinator (Los Angeles)	California Youth Connection
7	Danielle Wondra	Senior Policy & Outreach Associate, Child Welfare	Children Now
8	Dr. Tamara Hunter	Executive Director	Commission for Children & Families
9	Dr. Carrie Miller	Executive Director	County of Los Angeles Poverty Alleviation Initiative
10	Eric Smith	Executive Director	Dreamz to Goalz
11	Katie Napolitano	Co-Director	Fair Futures
12	Lyndsey C. Wilson, MA	Chief Executive Officer	First Star National
13	Chloe Kinman, MSW, ASW	Program Manager	Foster Nation
14	Dayna Freier	Director of Operations	Fostering Unity
15	Dorothy Daniels	Executive Director	Fostering Unity
16	Jorie Das	Executive Director	Friends of the Children - Los Angeles
17	Michael Grey	Co-Founder/External Director	Guardian Scholars Alumni Advisory Committee (GSAAC)
18	Robert Robinson	Senior Program Manager, RICMS, Adult Program	Justice Care and Opportunities Department
19	Dr. Laura Trejo	Director	Los Angeles County Aging & Disabilities Department
20	Denise M. Grande	Director of Arts Education	Los Angeles County Department of Arts and Culture
21	Jill Franklin, MSW, JD	Children Services Administrator II	Los Angeles County Department of Children and Family Services
22	Robbie Odom, MSW	Division Chief - Youth Development Services Division	Los Angeles County Department of Children and Family Services
23	Erika Pollard, MA	Independent Living Program, Director	Los Angeles County Department of Children and Family Services

24	Deborah Silver	Division Chief - High Risk Services	Los Angeles County Department of Children and Family Services
25	Sevana Naaman	Program Manager - High Risk Services	Los Angeles County Department of Children and Family Services
26	Felipe Moscoso, MBA	Program Administrator I	Los Angeles County Department of Economic Opportunity
27	Jessica Ku Kim	Chief Deputy	Los Angeles County Department of Economic Opportunity
28	Kelly LoBianco	Director	Los Angeles County Department of Economic Opportunity
29	Kristina Meza	Asst. Director, Workforce Development	Los Angeles County Department of Economic Opportunity
30	Vincent Holmes	Interim Director	Los Angele County Department of Youth Development
31	Jerry Henry	Program Manager, Youth Diversion	Los Angele County Department of Youth Development
32	Marianna Hernandez	Program Manager, Youth Development	Los Angele County Department of Youth Development
33	Refugio Valle	Program Director, Youth Diversion Unit	Los Angele County Department of Youth Development
34	Vanessa Petti	Supervisor, Youth Development Unit	Los Angele County Department of Youth Development
35	Kanchana (Kanchi) Tate, LCSW	Mental Health Clinical Program Manager - Prevention Division	Los Angeles County Department of Mental Health
36	Claudia Deras, LCSW	Mental Health Clinical Supervisor - Prevention Division	Los Angeles County Department of Mental Health
37	Yadhira Quintana	DPO II	Los Angeles County Department of Probation
38	Dr. Adolfo Gonzales	Chief Probation Officer	Los Angeles County Department of Probation
39	Monique Chanaiwa	Supervising Deputy Probation Officer	Los Angeles County Department of Probation
40	Melisa Urbina	Senior Project Coordinator	Los Angeles Opportunity Youth Collaborative (LA OYC)
41	Lauri Collier	Director	Los Angeles Opportunity Youth Collaborative (LA OYC)
42	Ricardo Lopez, MSW	Operational Facilitator	Los Angeles Unified School District
43	Dr. Sylvia Sensiper	MAPS Co-Coordinator	Mentoring for Academic and Professional Success (MAPS) -

44	Zaid Gayle	Executive Director	Peace 4 Kids
45	Lauren Nichols	Director	Pritzker Foster Care Initiative
46	Liz Lee	Chief Program Officer	Safe Place for Youth
47	Erika Hartman, MFT	Chief Executive Officer	Safe Place for Youth
48	Nancy Harris	Executive Director	The Faith Foster Families Network (3FN)
49	Romesh Anketell	Program Officer	The Ralph M. Parsons Foundation
50	Dr. Jubria A. Lewis	Head of School	The SEED School of Los Angeles County

Appendix E – Interview Questions (Individual or Focus Group)

Models of Success

- What are successful current working models/programs for TAY Mentorship/justice impacted youth? Local [LA County], statewide or even national? (Name/list them if possible)
- What critical elements do successful mentoring programs have?

Perspective Questions

- From the 'County Department' perspective, what are specific barriers and challenges related to referring and engaging youth into Mentorship opportunities?
- From the mentoring organization's perspective, what are specific barriers and challenges related to receiving referrals and engaging youth into Mentorship opportunities?
- From the 'Youth's' perspective what are specific barriers and challenges to joining/enrolling and engaging in Mentorship opportunities?
- From the 'Caregiver's / Foster Parent' perspective what are specific barriers and challenges to joining/enrolling and engaging youth in Mentorship opportunities?
- From the 'Philanthropy' perspective, what are specific barriers and challenges related to funding and supporting Mentorship programs/initiatives?

Challenges

- Is there a challenge of finding volunteer/Mentors that reflect the Youth they are serving? (e.g. Mentors that reflect the youth's heritage, LGBTQ+ identities, Prior system impacted lived experience, etc.)
    - If so, what are some of the contributing factors?

Collaboration and Integration

- Are there current mechanisms for foster youth in care where all county depts (DCFS, Probation, Youth Dev., Health and Justice Deputies, etc.) have a coordinated effort to connect youth with mentorship opportunities?

Appendix F – Legislation Focused on Mentorship and Foster Youth

Federal Level

Foster Youth Mentoring Act | Rep. Mary Gay Scanlon (PA-05) and Rep. Don Bacon (NE-02)

- The bill seeks to provide foster youth with consistent, trained mentors in order to support their emotional, academic, and career development by establishing a discretionary grant for mentoring programs that serve youth in the foster care system.

The Youth Workforce Readiness Act | Sen. Tina Smith (MN), Sen. Lindsey Graham (S.C.), Sen. Ron Wyden (OR), and Sen. Susan Collins (M.E.) | Rep. Josh Harder (CA-09), Rep. Brian Fitzpatrick (PA-01), Rep. Mark Pocan (WI-02), and Rep. Lisa McClain (MI-10)

- The bill creates federal investments to support youth workforce programming and mentoring through out-of-school time programs that will build knowledge, skill development, learning experiences, and community partnerships that prepare young people for the 21st century workforce and boosts their economic potential over a lifetime.

The Mentoring to Succeed Act | Sen. Dick Durbin (I.L.) and Sen. Tami Duckworth (I.L.) | Rep. Jan Schakowsky (IL-09), Rep. Lori Trahan (MA-03), and Rep. Jesus ""Chu""” Garcia (IL-04)

- This bill would expand school-based mentoring programs for youth facing risk in communities with high rates of violence. It requires high quality, trauma-informed training for mentors and establishes goals of improving college access and attainment, skill development and career exploration.

The Transition to Success Mentoring Act | Sen. Cory Booker (NJ) | Rep. Andre Carson (IN-07)

- The bill establishes a grant to support partnerships between school districts and mentoring programs focused on academic success through supporting youth facing risk of dropping out before graduation in the transition from middle school to high school.

State Level - California

S.B. 9 | Raising the Age for Extended Foster Care Act of 2023 | Sen. Dave Cortese | Sen. Josh Newman | Sen. Scott Wiener

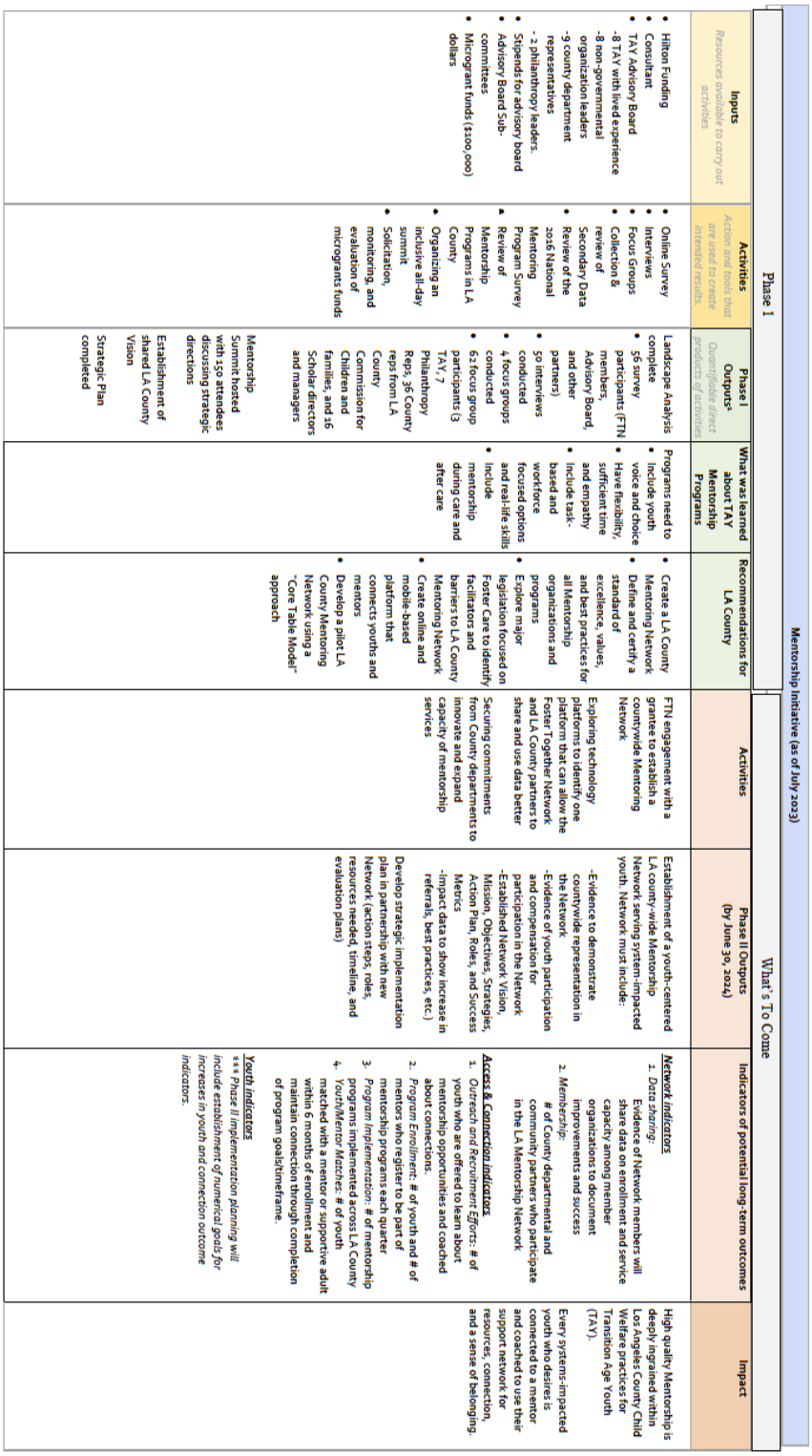
- Senator Dave Cortese (D-San Jose) has introduced Senate Bill (S.B.) 9 to give vulnerable youth the ability to stay in the extended foster care system until the age of 26. The bill is sponsored by the California Judges Association and will extend the age of jurisdiction for voluntary extended foster care from age 21 to age 26, and allow youth to extend their access to payment benefits and transitional support services. A nonminor dependent coming out of both the foster care and juvenile justice systems is also eligible to receive extended jurisdiction under this proposal. And by doing so, would help those young adults successfully transition with additional guidance and assistance.

Appendix G – Fostering Mentorship Connections Summit Program

EVENT AGENDA

8:30 AM - 9:00 AM	**Doors Open/Continental Breakfast**
9:00 AM - 9:15 AM	**Welcome**
9:15 AM - 9:25 AM	**Creating a Coordinated Network for TAY Mentorship in LA County Through Public/Private Partnerships**
9:25 AM - 10:05 AM	**From Siloed Efforts to Collective Impact: Learning from LA Opportunity Youth Collaborative**
10:05 AM - 10:50 AM	**Group Discussions & Report Out**
10:50 AM - 11:00 AM	**Break**
11:00 AM - 11:10 AM	**The State of LA County Mentorship**
11:10 AM - 11:50 AM	**Mentorship is Critical to Improving Youth Outcomes: Perspectives from Multiple County Departments**
11:50 PM - 1:00 PM	**Lunch & Networking**
1:00 PM - 1:30 PM	**The Fair Futures Model: Leveraging Technology to Improve Mentorship**
1:30 PM - 2:15 PM	**Group Discussions & Report Out**
2:15 PM - 2:30 PM	**Closing Remarks**

Appendix H – Logic Model



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