Fostering Resilience Project
Table of Contents

Letter from Executive Director Thomas Lee

Executive Summary
Service Delivery Model
Identified Population
FRP Mentoring Services
FRP Strategy Roadmap 2021

Approach
Description
Program’s Inception
FRP Theory of Change

Program Structure
DCFS Partnership
Assessment
Community Linkages
Program Elements
FRP Process

Program Governance
Community Leadership
FRP Steering Committee

Program Implementation
Community Lead
Partnership Agreement with DCFS
Partnerships with Mentoring Organizations

Operating Budget
2021 - 2023 Budget
Over the past year many have begun to plumb the depths of our country’s policies and practices and the impact they’ve had on the lives of Black Americans, especially Black men. We are beginning to see how accumulated disadvantage undermines our ability to build strong individuals, families, communities, and society. And while the disproportionate representation of Black Americans with adverse health outcomes, justice system involvement, viable pathways to employment and stable housing is well documented, we don’t often connect these issues to the most vulnerable subset of Black Americans - Black boys in foster care.

Research shows that Black male children in foster care after age 12 are less likely to be adopted or reunified, and as a result, are more likely to age out of the system at higher rates than any other foster youth. This isn’t the ideal setting for boys to become men. Their transition out of foster care has been shown to coincide with higher rates of unemployment, justice contact and poor health outcomes, and homelessness. Even more troubling, like many jurisdictions around the country, Los Angeles County sees significant racial disproportionality at every level of child welfare involvement. Black children are nearly twice as likely as white children to be referred to child protective services, experience maltreatment, and enter foster care. Since 1999, 45% of all Black children born in LA County have been referred to child protective services by age 18. In 2018, while Black children comprised only 7% of the total Los Angeles County child population, they accounted for 24% of children in foster care.

There wasn’t any great wisdom that brought all our steering committee, funders, and implementation partners together. It was just our love of children. We all recognize the inherent need we all have for connection and belonging. The race of the 300 boys we will serve over the next three years is not political, a decoy, or a diversion, but a diagnostic tool. In my humble opinion serving those who have been left out well can help us to understand the ways in which we need to modify our pedagogy, our priorities, our systems of care, as well as our collective relationships to each other to create a more participatory democracy. Every child is worthy and deserves it. There’s much we can do now and there’s plenty of work yet to be done. We have the honor to spend the next three years watching these boys grow and become more resilient. If we are lucky, they will give us a chance to walk alongside them as they become men.

Thomas Lee
Executive Director
Friends of the Children – Los Angeles
Fostering Resilience Project (FRP) Lead

SPECIAL THANKS TO OUR PARTNERS:
Executive Summary

The Fostering Resilience Project (FRP) is a partnership between the Los Angeles County Department of Child and Family Services, Los Angeles County CEO, My Brother’s Keeper (MBK), Friends of the Children – Los Angeles (Friends LA) and number of community based organizations to positively impact the lives of 300 Black male youth and young adults in foster care (ages 12-20) over the next three years.

FRP Steering Committee Members:

- Alliance for Children’s Rights
- California Community Foundation
- Casey Family Programs
- The Change Reaction
- Good+ Foundation
- LA County Children’s Commission
- LA County Department of Racial Equity
- LA County Department of Children and Family Services
- LA County Department of Mental Health
- LA County Youth Commission
- Liberty Hill Foundation
- UCLA Pritzker Center for Strengthening Children and Families

Research shows that Black male youth in foster care after age 12 are less likely to be adopted or reunified.

The number of Black males aging out of foster care has been shown to coincide with higher rates of unemployment, contact with justice systems, and poor health outcomes.

FRP establishes a shared vision that promotes resiliency and racial equity by pairing professional mentors with Black male youth with the greatest needs.

Through the leadership of Friends LA, FRP provides mentoring services through partnership mentoring organizations that provide community and cultural support, and by mentoring youth on independent living skills, employment, housing, and well-being.
African American/Black children are over-represented in foster care nearly seven times the rate of White children in Los Angeles County. Additionally, 45% of African American/Black children are reported to DCFS by their 18th birthday. Disparity follows African American/Black male youth and young adults as they progress through the child welfare system and crossover to juvenile justice and the adult criminal justice system at higher rates.
Studies have shown that youth and young adults need support from at least one adult acting as a navigator to help them successfully transition from adolescence into adulthood. Historically, the youth and young adults in FRP’s target population are left on their own to navigate short-term, low-impact services that are based on outputs rather than outcomes. If we don’t provide safe, positive mentoring support to children, they will find mentors on their own. Through FRP, mentoring support and life skills training will be provided to youth with an array of innovative programs and support to counteract the effects of trauma and promote resilience through the four R’s: Reflect, Regulate, Relate and Repair.

FRP’s efforts will focus on Black youth and young adults in foster care in South Los Angeles, which is home to one of the County’s largest concentration of Black male youth and young adults in foster care. Black male youth and young adults in South Los Angeles are also disproportionately represented in youth arrest, school suspensions and expulsions, as well as residing in one of the County’s most underserved urban communities. All these factors further justify the need for more intentional and concentrated efforts and resources aimed at Black male youth and young adults in foster care.

Thanks to the leadership at the Vermont Corridor Regional DCFS Office, their site serves as starting point for the pilot. The Vermont Corridor Office serves approximately 800 Black male youth each year from 0 – 18. FRP’s efforts will focus on youth and young adults involved with AB 12, or Extended Foster Care.

FRP’s efforts will focus on youth and young adults eligible for AB 12, or Extended Foster Care.
FRP STRATEGY ROADMAP 2021

**Goals:** 35 new mentees enrolled (50 total); at least 20 mentors onboarded and matched

**Benchmarks:**
- APR 2021: 5 mentees enrolled (40 total); 15 mentors
- May 2021: 10 mentees enrolled (75 total); 18 mentors
- Jun 2021: 15 mentees enrolled (50 total); 20 mentors

**Goals:** 35 new mentees enrolled (50 total); at least 20 mentors onboarded and matched

**Benchmarks:**
- Jan 2021: —
- Feb 2021: —
- Mar 2021: Launch with 15 mentees enrolled; 12 - 14 mentors onboarded

**Goals:** Sustain 85% of mentee participation through September 2021; 2 mentors onboarded; 25 new mentees enrolled (75 total)

**Benchmarks:**
- Jul 2021: 5 mentees enrolled (55 total)
- Aug 2021: 10 mentees enrolled (65 total); 1 mentor onboarded
- Sep 2021: 10 mentees enrolled (75 total); 1 mentor onboarded

**Goals:** 25 new mentees enrolled (100 total); Sustain 75% of mentee participation through Dec. 2021. 
*Mentee enrollment and mentor onboarding TBD based on FRP planning

**Benchmarks:**
- Oct 2021: Successful transition/closure of mentees; newly enrolled mentee assignment to open capacity of mentors; 15 mentees enrolled (90 total)
- Nov 2021: 10 mentees enrolled (100 total)
- Dec 2021: Completion of annual report and research finding
INDEPENDENT LIVING SKILLS

Support soft skills to obtain housing and transportation, oversee finances and achieve life goal.

EMPLOYMENT

Skill building for job readiness and securing a job.

COMMUNITY AND CULTURAL SUPPORT

Building bridges to and throughout the community

WELL-BEING

Addressing physical and emotional trauma.

EDUCATION

Provide educational support to thrive in middle school, high school and college.

FOSTERING RESILIENCE PROJECT

A MENTORING PROGRAM FOR AFRICAN AMERICAN/BLACK, MALE YOUTH, 12-18 +
Program Structure

Identifying and serving Black male youth and young adults in foster care at the earliest possible point in the continuum of care anchors the FRP’s goals, objectives, and activities. Implementation of the FRP will involve a variety of activities that will be executed in phases. Specifically, the FRP will entail: Partnering with DCFS’ Vermont Corridor Regional Office and Friends of the Children - Los Angeles to identify each Black male youth in care at that office. Assessing each young person and their family to determine the array and degree of services needed and identify a navigator to guide the youth or young adult and their family while under the supervision of DCFS. Utilizing the assessment to assign youth or young adult and their family to partnering with community providers who will in turn carry out service provision and play the navigation role. Emphasis will be placed on mentoring and life skills training (inclusive of educational and vocational supports). Building community infrastructure and resources to prevent Black male youth and young adults in care from initial contact with the juvenile justice system, resulting in learnings and the identification of promising practices. Ensuring that Black males are fully integrated into youth justice offramps being implemented by County agencies (Youth Diversion & Development) as well as the Los Angeles County Alternatives to Incarceration (ATI) Initiative.
The assessment of youth, young adults, and their families is a critical component of the FRP. Program elements will be informed by the strengths-based assessment and its indication around the youth’s risks, needs, and interests. Program elements will include the following:

- **Youth development and social support** such as connections to culturally affirming and supportive mentors, peer support groups, community leadership and organizing opportunities, and enrichment programs (i.e., cooking, music, arts, sports).
- **Strengths-based services** that affirm youth, young adults, and their family’s race, gender, sexual orientation, gender identity, language, and culture so that young people feel welcome and supported.
- **Health and healing support** such as physical health services, mental health services, substance abuse services, trauma screening and referrals to reverse the negative effects of trauma.
- **Education and employment support** such as dropout prevention, school reintegration, tutoring, educational rights advocacy, job training, job placement, and skill-building to link youth to school and jobs.

Family engagement and support such as youth-family mediation, peer support programs for parents, participatory defense for parents to advocate for their children in court, counseling, and parenting classes to engage parents in the healing process for their children.

Community engagement and inclusion of mentors or staff with lived experience of the justice system as credible messengers to maximize the development of culturally responsive positive relationships between youth and the adults around them.

Resources for transportation, food, and critical documents to address barriers to participation and increase the chance that youth will attend programming. Services and supports will continue while the youth or young adult remains in foster care with emphasis on building strong relationships between youth, mentors, and family.

Services and supports will continue while the youth or young adult remains in foster care with emphasis on building strong relationships between youth, mentors, and family. The Los Angeles County Workforce Development and Community Services has also agreed to coordinate employment development and career exposure opportunities for youth or young adults in the program.
FRP PROCESS

01. RECRUITMENT
Mentoring Organization (MO) + Mentor:
Through recruitment process, MO determines ability of prospective mentor to work with identified youth; Mentoring Organization Lead (MOL) to go over Mentor Responsibilities with potential mentor.

DCFS:
DCFS ascertains if a youth/young adult fits within mentoring project parameters (age, ethnicity, willingness to work with a mentor, etc.); cursory mentoring needs identified. DCFS Liaison regularly gathers names from ARA Lead (Program Manager) to determine “soft numbers” for capacity.

02. COACHING
Mentor to participate in (2) 2-hour coaching sessions proved by respective MOL.
Training topics to include Program Rules, Expectations, Role of a FRP Mentor, Services Navigation, Working with foster youth/NMDs and Mandated Reporting.

03. FRP REFERRAL
Children’s Social worker (CSW) to go over FRP Referral Form with potential mentee to determine willingness to participate in program, identified needs, etc.
CSW forwards FRP Referral Form to DCFS Liaison along with most recent TILP and CANS. DCFS Liaison validates referral and coordinates a MDT meeting with FRP MDT team including but not limited to FRP Program Director and MO/MOL. Note: The FRP MDT will meet weekly.
FRP Program Director assigns mentee to MO based on their capacity and MO Profile. Adobe Sign will be utilized to track referral. Documents will be shared with MO for purposes of service delivery.

04. MENTOR-MENTEE MATCH
MO/MOL to determine mentor match based off FRP Referral Form, TILP, CANS and assessment of Mentor’s skills set. MO/MOL to update FRP Referral Form with mentor assignment.
MOL to forward updated FRP Referral Form to FRP Liaison/DCFS Liaison with assigned Mentor identified along with any key follow up information.

05. INTRODUCTION
Mentor to reach out to Mentee within 72 hours of assignment.
Mentor + Mentee: introductions; review goals on referral form; review Mentor and Mentee responsibilities; establish mentoring meeting times moving forward.
Mentor to meet with Mentee at minimum bi-monthly.

06. ASSESSMENT
Mentor to review the FRP referral, TILP and CANS with DCFS-Social Worker and subsequently discuss with Mentee/Caregiver during the next few meetings.

07. TRACK & ADAPT
Mentors to have regular bi-monthly meetings with Mentees. These meetings will be virtual, utilizing social distancing practices due to COVID-19.
Mentors to enter into Mentoring Database Tracker, monthly. MOLs to review tracker and forward to FRP inbox, monthly.

08. REASSESS/TRANSITION
Mentor to review TILP and CANS with DCFS-SW and subsequently with Mentee at 6-month mark.
MOL to ensure tracker information is up to date.
Upon 6-month/1 year phase; Mentee triaged into assigned MO program or consideration of other MO program/other non mentorship programs/resources.

For more information, please call (213) 207-6927
To submit a referral, please email fosteringresiliency@friendsla.org.
Program Governance

Over the course of the last year, staff from DCFS, Center for Strategic Partnership (CSP), Friends of the Children - Los Angeles, Los Angeles County My Brother’s Keeper (MBK), and Liberty Hill Foundation have convened several community partners to participate in planning and design meetings that resulted in this concept design. This cross-sector collaborative established a shared vision, one that seeks to serve Black male youth and young adults in foster care from cradle to career in the long-term, starting first with the selected age cohort of youth and young adults. Meetings identified key partners, activities, measures of success and other considerations.

To ensure the ability of the Fostering Resilience Project to carry out its goals, we formed a cross-sector collaborative of public and private agencies to guide the development and implementation of this effort. A Steering Committee co-led by DCFS and Friends LA, and comprised of representatives from philanthropy, MBK, CSP, and community partners will provide implementation oversight.

More specifically, the Steering Committee will: Assist in the selection of funded partnerships and service providers; Work with administrative lead to develop a database/tracking system for community partners to effectively manage and communicate with members of the steering committee; Review and analyze effort to ensure model fidelity and make course corrections; Plan the expansion of effort to other DCFS regional offices.
Program Implementation

Implementation of the Fostering Resilience Project will involve a variety of activities that will be executed in phases. Phase I will focus on the following:

- Friends LA in tandem with guidance from the Steering Committee will establish systems for referrals, enrollment, curriculum, evaluation, and resource development.
- Agreements developed between DCFS and Friends LA.
- Identify community organizations who will provide qualitative services to youth.
- Friends LA will sub-grant with selected providers for their mentoring services, life-skills, educational support, workforce development services.
The FRP partnered with a collection of community-based, mentoring organizations that provide African American/Black male youth and young adults with mentors who can develop an emotional bond with the mentee through a culturally competency experience, and can provide support, guidance, and opportunities to help youth confidently strive after their hopes and dreams.

Shoes 4 Grades has one mission: to improve students’ grades by encouraging children to excel in school, to enjoy the learning experience, and to become life-long learners.

The Enlightened Mentor Project helps at-risk youth in under-resourced communities in the greater L.A. area develop the knowledge, skills and abilities necessary to create superior academic, career and life outcomes for themselves and the communities in which they live.

EMERGE mentors foster youth, using Hip Hop to guide academic and personal growth. Their education units and programs are called “Ciphers” because Hip Hop artists use this tool to communicate, exchange ideas, and sharpen their skills.
Operating Budget

2021-2022

<table>
<thead>
<tr>
<th>COSTS</th>
<th>AMOUNT (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>$84,424</td>
</tr>
<tr>
<td>• Executive Director (@ .15 FTE)</td>
<td>$24,727</td>
</tr>
<tr>
<td>• Program Director (@ .5 FTE)</td>
<td>$41,212</td>
</tr>
<tr>
<td>• Taxes and Benefits (@ 25%)</td>
<td>$16,485</td>
</tr>
<tr>
<td><strong>Non Personnel</strong></td>
<td>$88,892</td>
</tr>
<tr>
<td>• Marketing Materials</td>
<td>$1,500</td>
</tr>
<tr>
<td>• Staff Training and Supplies</td>
<td>$2,500</td>
</tr>
<tr>
<td>• Accounting and Finances</td>
<td>$3,000</td>
</tr>
<tr>
<td>• Credit Card, Banking and Payroll</td>
<td>$1,392</td>
</tr>
<tr>
<td>• Travel and Meeting Costs</td>
<td>$1,500</td>
</tr>
<tr>
<td>• Data and Evaluation</td>
<td>$35,000</td>
</tr>
<tr>
<td>• Professional Services</td>
<td>$44,000</td>
</tr>
<tr>
<td><strong>Sub-Contractor</strong></td>
<td>$400,000</td>
</tr>
<tr>
<td>• Community-Based Mentoring</td>
<td>$400,000</td>
</tr>
<tr>
<td><strong>Overhead/ Administration (@ 10%)</strong></td>
<td>$57,132</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$628,447</td>
</tr>
</tbody>
</table>
### Operating Budget (cont...)

#### 2022-2023

<table>
<thead>
<tr>
<th>COSTS</th>
<th>AMOUNT (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
</tr>
<tr>
<td>• Executive Director (@.15 FTE)</td>
<td>$25,050</td>
</tr>
<tr>
<td>• Program Director (@.5 FTE)</td>
<td>$42,448</td>
</tr>
<tr>
<td>• Taxes and Benefits (@25%)</td>
<td>$16,875</td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
<td><strong>$84,424</strong></td>
</tr>
<tr>
<td><strong>Non Personnel</strong></td>
<td><strong>$91,892</strong></td>
</tr>
<tr>
<td>• Marketing Materials</td>
<td>$1,500</td>
</tr>
<tr>
<td>• Staff Training and Supplies</td>
<td>$2,500</td>
</tr>
<tr>
<td>• Accounting and Finances</td>
<td>$3,000</td>
</tr>
<tr>
<td>• Credit Card, Banking and Payroll</td>
<td>$1,392</td>
</tr>
<tr>
<td>• Travel and Meeting Costs</td>
<td>$1,500</td>
</tr>
<tr>
<td>• Data and Evaluation</td>
<td>$36,000</td>
</tr>
<tr>
<td>• Professional Services</td>
<td>$46,000</td>
</tr>
<tr>
<td><strong>Sub-Contractor</strong></td>
<td><strong>$400,000</strong></td>
</tr>
<tr>
<td>• Community-Based Mentoring</td>
<td><strong>$400,000</strong></td>
</tr>
<tr>
<td><strong>Overhead/ Administration (@10%)</strong></td>
<td><strong>$57,432</strong></td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td><strong>$631,747</strong></td>
</tr>
</tbody>
</table>
## ’21 - ’23 Budget

<table>
<thead>
<tr>
<th>COSTS</th>
<th>AMOUNT (in USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>$164,847</td>
</tr>
<tr>
<td>• Executive Director (@ .15 FTE)</td>
<td>$49,777</td>
</tr>
<tr>
<td>• Program Director (@ .5 FTE)</td>
<td>$83,660</td>
</tr>
<tr>
<td>• Taxes and Benefits (@ 25%)</td>
<td>$33,360</td>
</tr>
<tr>
<td><strong>Non Personnel</strong></td>
<td>$91,892</td>
</tr>
<tr>
<td>• Marketing Materials</td>
<td>$3,000</td>
</tr>
<tr>
<td>• Staff Training and Supplies</td>
<td>$5,000</td>
</tr>
<tr>
<td>• Accounting and Finances</td>
<td>$6,000</td>
</tr>
<tr>
<td>• Credit Card, Banking and Payroll</td>
<td>$2,784</td>
</tr>
<tr>
<td>• Travel and Meeting Costs</td>
<td>$3,000</td>
</tr>
<tr>
<td>• Data and Evaluation</td>
<td>$71,000</td>
</tr>
<tr>
<td>• Professional Services</td>
<td>$90,000</td>
</tr>
<tr>
<td><strong>Sub-Contractor</strong></td>
<td>$800,000</td>
</tr>
<tr>
<td>• Community-Based Mentoring</td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>Overhead/ Administration (@ 10%)</strong></td>
<td>$114,563</td>
</tr>
<tr>
<td><strong>Total Budget</strong></td>
<td>$1,260,194</td>
</tr>
</tbody>
</table>
Who's Up Next?!

Since the launch of the FRP, we have field a number of requests to broaden our work and build-out a Fostering Resilience Initiative for Black Girls. We relish this request as it is a part of our long-term plan to support and scale our work to more children across the county.