

Youth Engagement in Policy Profile: Los Angeles Opportunity Youth Collaborative

Alyssa Scott, Iziko Calderon, Brisia Gutierrez, Ja'Chelle Ball, Amy McKlindon,
and Samantha Holquist

Young Leaders are co-designing a Youth Engagement Section within the Department of Children and Family Services to support

Executive Summary

The Young Leaders program, run by the Los Angeles Opportunity Youth Collaborative (OYC), an initiative of the Alliance for Children's Rights, trains and supports youth with foster care experience to engage in leadership, public speaking, and advocacy roles. In 2019, Young Leaders were invited to join the Department of Children and Family Services (DCFS) Director's Youth Advisory Council (DYAC) to advise on policies and practices. Young Leaders desired a more active role in the DYAC and, with the support of OYC staff, Young Leaders engaged in intentional conversations with child welfare agency staff to create a greater leadership role within the DYAC (e.g. codesigning agendas, leading discussions, and developing training modules). Their vision and determination shifted agency norms, ensuring that young people's expertise is valued and integrated into policy decisions.

Building on their lived experience and lessons learned from the pandemic, Young Leaders worked with OYC staff and DCFS leadership to develop a Holistic Stability Framework for transition-age opportunity youth (OY) that focuses on housing, education, employment, health and well-being, and supportive relationships. Utilizing this framework, Young Leaders proposed a change in service delivery for transition-age OY and the creation of a specialized section within the child welfare agency. Aligned with their proposed ideas, the child welfare agency worked with the Young Leaders to create the Youth Engagement Section (YES), a structural change to the child welfare agency that will provide support from social workers specializing in serving transition-age OY ages 18-21, whom the child welfare agency identifies as AB12 or Non-Minor Dependents (NMDs). Young Leaders continue to be involved in the YES planning process alongside child welfare agency staff, ensuring that policies and services are co-created with young people.

In their roles on the DYAC and in the development of YES, Young Leaders have received support from OYC staff and maintained autonomy over how and what they share. OYC staff take an intergenerational approach with a young adult-to-adult partnership that recognizes the complementary expertise shared by OYC staff and Young Leaders. OYC centers Young Leaders in all activities by using Healing-Centered Engagement and authentic youth engagement approaches that recognize the whole person; value lived experience; and promote leadership, well-being, and healing for youth impacted by systems, adversity, or

trauma. These approaches enable Young Leaders to enact change within a system that has directly affected them. Outside of OYC, Young Leaders also benefited from the child welfare agency's commitment to youth engagement and openness to create genuine opportunities for partnership.

Beyond their expanded leadership role on the DYAC and the creation of YES, Young Leaders have achieved several other positive outcomes for themselves and their communities. Young Leaders report increased confidence and a sense of purpose from their work, and many current and former Young Leaders have moved into advocacy roles in their careers. OYC is expanding the Young Leaders program to include an advanced training tier for experienced Young Leaders and serves as a resource for organizations and government agencies seeking to engage youth. The DYAC continues to meet monthly to codesign policies and practices with the child welfare agency, and Young Leaders are involved in the implementation of YES and have planned their next phase of work to be focused on measuring and strengthening youth outcomes in Los Angeles (LA) County.

Introduction

In recent years, policy advocates and decision makers have increasingly turned to young people with lived experience navigating youth-serving systems (e.g., child welfare, employment) to inform policy.^{i,ii} The Conrad N. Hilton Foundation's Foster Youth and Opportunity Youth Initiatives ("Initiatives") have prioritized grantmaking to organizations that engage young people in their policy efforts. Child Trends partnered with the Initiatives and five of their grantee organizations—including the Los Angeles Opportunity Youth Collaborative (OYC)—to explore the roles young people play in the policy process, factors that support or hinder authentic youth engagement, and the outcomes associated with authentic youth engagement. OYC and the other four participating organizations each identified one youth and one adult representative to serve on the Research Group, which met regularly throughout this project to participate in the design of the study, data analysis, and dissemination of findings (see Methodology and Data).

Child Trends built on existing frameworks^{iii,iv} to refine the Authentic Youth Engagement in Policy Framework (Framework), which was adapted based on the experiences of the Research Group and findings from this study. The Framework details (1) the roles youth play in the policy process, (2) the stages at which youth are engaged, (3) how organizations support and empower youth, (4) local contextual factors that influence authentic youth engagement, and (5) how authentic youth engagement influences outcomes. This Framework guided data collection and analysis and may serve as a tool for readers to examine their own work and opportunities to expand and support authentic youth engagement in the policy process.

This brief applies the Framework to OYC's experiences engaging Young Leaders to co-design a new section (i.e., team of social workers) within the Los Angeles County Department of Children and Family Services (DCFS) that will specifically support transition-age opportunity youth (OY) to achieve better outcomes. Each section begins with a brief overview of the Framework; for a more detailed overview, see the [Authentic Youth Engagement in Policy Framework](#).

Definitions:

- **Youth or young people:** These terms are used interchangeably to refer to youth and young adults with lived experience navigating the child welfare, education, employment, and other youth-serving systems.
- **Authentic youth engagement:** Youth are active partners in shaping decisions, policies, and programs. They are empowered and valued as contributors, co-creators, and decision makers in their communities and intentionally supported in these roles.
- **Policy process:** Policy identification, formulation, advocacy, and implementation. This study focused on local and state policies, including legislative and administrative policies.

Young leaders' involvement in the Director's Youth Advisory Council

The [Los Angeles Opportunity Youth Collaborative](#) (OYC) is a collective

impact initiative of the Alliance for Children's Rights focused on building partnerships across sectors that improve

outcomes for OY in Los Angeles County (LA). The [LAP3 - Horizons 32K Strategic Plan](#) has defined OY as "youth ages 16-24, who are not enrolled in school or working, or are at high risk of disconnection due to their involvement in the homeless, child welfare, or justice systems." This age range is not universal and differs from the age range for DCFS, which is 16-21. One component of OYC's work is their [Young Leaders Program](#), a one-year program focused on leadership development, public speaking, and systems change advocacy comprised of 15-20 OY. Once someone becomes a Young Leader, they may remain in the program for as long as they choose, with many staying engaged for years, deepening their impact and leadership.



L.A. OPPORTUNITY
YOUTH COLLABORATIVE

Given their goal of multi-sector collaboration, OYC staff have relationships with many local government agencies, including the Department of Children and Family Services (DCFS), which is LA County's child welfare agency. In 2019, then DCFS Director Bobby Cagle started the Director's Advisory Council, now known as the Director's Youth Advisory Council (DYAC), to bring young people and community members together to advise on DCFS policies and practices. As a result of OYC staff relationships with DCFS and the strength of the Young Leaders program, DCFS invited Young Leaders to be part of the DYAC.

Two major events shaped the arc of the Young Leaders' work on the DYAC. First, at the beginning of the DYAC, Young Leaders did not feel connected to the work – they felt they provided input and feedback that did not result in any apparent action or change from DCFS. In mid-2020, Young Leaders expressed a desire to take on a more active leadership role within the DYAC, using their lived experience to help shape the direction and priorities. They worked with OYC staff, who supported them in communicating their desire to share power and deepen their partnership with DCFS staff. DCFS was receptive to this intentional shift in the Young Leaders' roles, and Young Leaders began to partner with DCFS and OYC staff to co-design and co-facilitate meeting agendas, set priorities, lead discussions, develop training modules, and more. This shift led to the renaming of the Director's Advisory Council to the Director's Youth Advisory Council (DYAC) in December 2022. This change was more than symbolic—it signified a shift in power, recognizing young people as council decision makers rather than passive advisors. For DCFS, this marked a commitment to embedding youth engagement into the agency's governance structure, reinforcing that young people's lived experiences must shape policy and practice.

This profile focuses on the following policy win:

Young Leaders involved in the Director's Youth Advisory Council (DYAC) created a strategy to support and prioritize OY in LA County. In 2023, they presented their strategy and DCFS approved the creation of the Youth Engagement Section (YES) within DCFS. YES is a first-of-its-kind section within DCFS that prioritizes youth-centered case management, with the goal of improving long-term stability for transition age youth.

Second, as pandemic-related extensions for transition age youth receiving extended foster care benefits beyond the age of 21 were ending in December 2021, a "housing cliff" occurred where over 1,000 young people in LA County were at risk of falling into homelessness.^v To prevent that from happening, DCFS engaged young people and assessed their needs which led to developing individual transition plans, so housing and other identified supports and connections to those supports (i.e., other County Departments, youth and young adult serving entities) could be secured upon their imminent exit from care. This crisis underscored the need for public and private partners to work collaboratively to provide enhanced support

systems for Transition Age Youth (TAY). This experience showcased the county's ability to rally around young people and reinforced the need for structural change to strengthen practices to provide comprehensive support to transition-age OY.

Once the 2021 housing cliff crisis was addressed, the DYAC focused on lessons learned from the crisis resolution to further support OY in the foster care system. The conversations about what was learned created a space for the Young Leaders involved in the DYAC to develop a Holistic Stability Framework that views transition-age OY as whole people and focuses on their housing, education, employment, health and well-being, and supportive relationships. The Holistic Stability Framework included a proposal to change the existing DCFS structure and move to a model that includes staff dedicated to supporting OY in foster care. Their approved proposal led to the creation of the Youth Engagement Section (YES), a new section within DCFS, with social workers specializing in serving transition-age OY ages 18-21, which the child welfare agency identifies as [AB12](#) or Non-Minor Dependents (NMDs). Young Leaders continue to be involved in the YES planning process alongside DCFS staff.

How Were Youth Involved?

Authentic Youth Engagement in Policy Framework

There are many different roles that youth may play in the policy process as they share their lived expertise. Their roles may continuously shift over time and depending on the activity. In this study, youth roles were organized into:

- **Speaking:** Adults lead policy change, and youth share their ideas and opinions for policy change
- **Co-designing:** Youth and adults partner to lead policy change
- **Designing:** Youth lead policy change and adults assist

Youth often start in speaking roles and with scaffolding, support, and intentional organizational shifts in leadership from adults to youth, move into co-design and design roles over time.^{vi}

Youth may play these roles at different stages within the policy process, which we organized into four stages for the purposes of this study:

- **Policy identification:** Identifying the problem and gathering background information
- **Policy formulation:** Formulating policy solutions, including drafting policy
- **Policy advocacy:** Advocating for policy change through a variety of mechanisms such as building coalitions, educating decision makers, and building public awareness
- **Policy implementation:** Monitoring and supporting implementation of policy changes

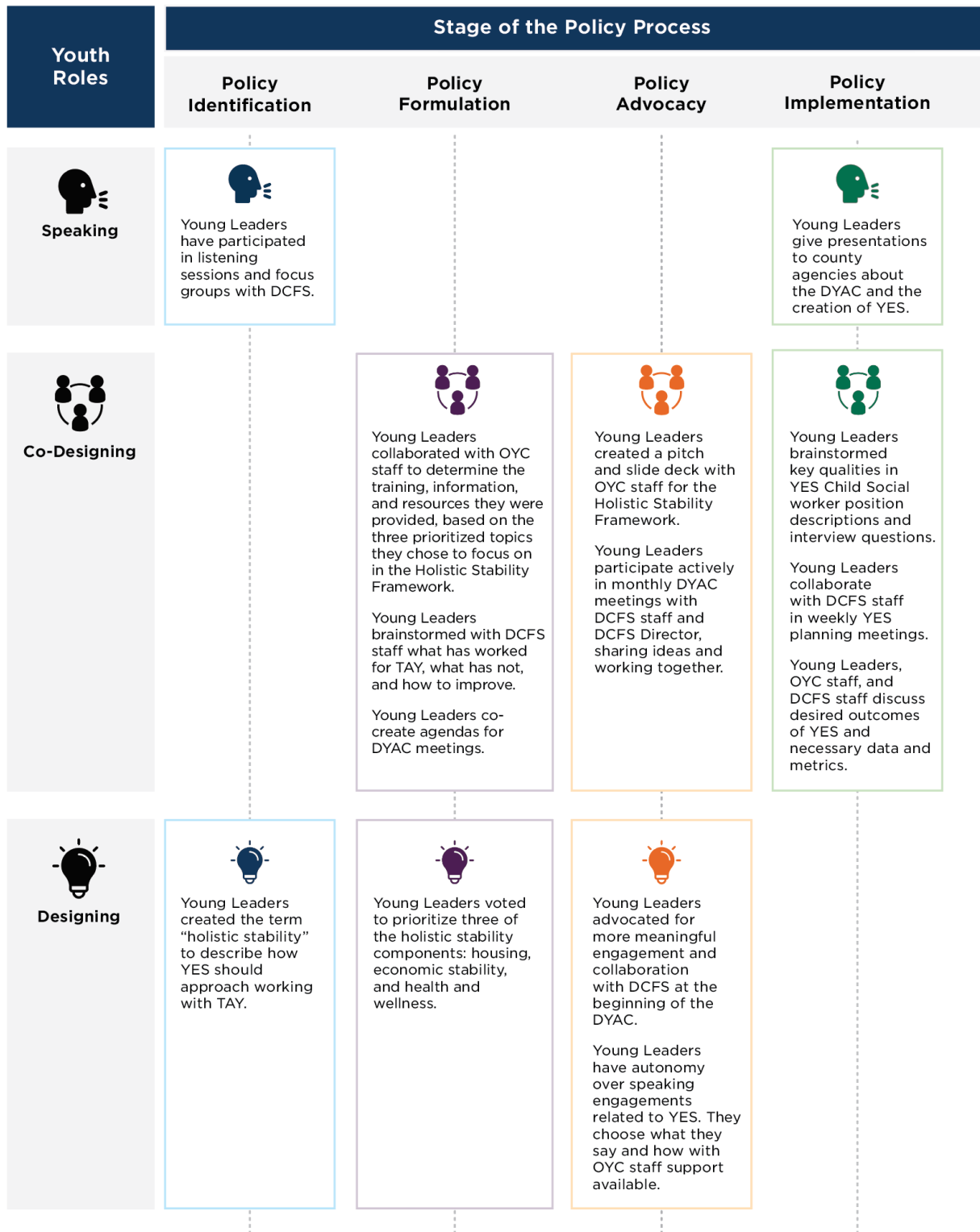
In the example of the Young Leaders' involvement with the DYAC and the creation of YES, their work shifted across all three roles (speaking, co-designing, and designing) over time. At first, Young Leaders' participation in the DYAC seemed limited – they provided feedback, but little apparently changed. Recognizing this gap, Young Leaders pushed for deeper involvement, and transitioned into **co-design** and **design** roles. By 2023, Young Leaders were not just advising policy, they were helping write it. As they moved into co-designing and designing roles, Young Leaders described having the autonomy and support from OYC to share their experiences and ideas openly.

Young Leaders were involved in all stages of the policy process when it came to creating YES, and **policy formulation** and **policy advocacy** activities were most commonly identified. Young Leaders created a Holistic Stability Framework that was foundational to the proposal of YES. They also continue to co-create DYAC meeting agendas. During these meetings, Young Leaders engage in policy advocacy, such as presenting their Holistic Stability Framework, and formulating policy alongside DCFS staff. See Figure 1 for more examples of the roles and activities Young Leaders have played on the DYAC and the creation of YES. Young Leaders did not stop at recommending YES; they have been involved in **policy implementation**, shaping its design, hiring, and operational priorities in collaboration with DCFS staff.

“When we went to the Board of Supervisors meeting, I could have said whatever I wanted to... I've never once been told what I need to say..., how I should say things. So I can always show up as I am in what I wanna say and what's on my mind.” -**Young Leader**

“This is the first kind of leadership group, I would say, that I ever been in that I physically sat next to the director of DCFS. And I say that to say that if, you know, we're making decisions and we're advocating for this population, it's kind of a no brainer.” -**Young Leader**

Figure 1. Roles of Young Leaders With Lived Expertise and Their Activities Related to the DYAC and Creation of YES



How Were Youth Empowered and Supported?

Authentic Youth Engagement in Policy Framework

Organizations create environments that empower youth to engage in the policy process by implementing supportive structures and facilitating meaningful connections.

- **Structures** include:
 - **Centering youth** in the organization's work by adopting specific frameworks (e.g., holistic well-being framework) or broader values related to shifting decision-making power and leadership to youth and viewing youth as experts.
 - Implementing **practices** that support authentic youth engagement, including recruitment strategies, regular meeting structures, mutual respect between adults and youth, safe spaces where youth feel comfortable sharing their ideas and experiences, flexible and accessible participation options, regular debriefing of youth experiences, and transparent communication.
 - Providing **resources** to youth, such as financial compensation and transportation to facilitate participation, connecting youth with external resources to meet their individual needs, training youth and adults, and equipping youth with data and information.
- **Connections** include:
 - **Peer support:** Youth foster an inclusive community, build relationships, and provide emotional support to one another when needed.
 - **Adult support:** Adults develop mentoring relationships with youth and connect youth with external resources to support their engagement.
 - **Connection to future benefits:** Youth have access to professional development opportunities such as internships and networking opportunities.

Adult support was key to the Young Leaders' work as the most common connection identified. OYC staff provided intentional scaffolding, ensuring Young Leaders had the preparation, tools, spaces, and relationships to drive change independently while receiving guidance when needed. Through an [intergenerational approach](#), OYC fosters young adult-to-adult partnerships where both groups bring complementary expertise. Staff collaborate with DCFS and other county agencies to prepare adults to engage youth as equal partners, building trust and fostering meaningful collaboration. By facilitating connections between Young Leaders and system partners, OYC staff help Young Leaders navigate DYAC meetings, set priorities, and advocate for structural changes in DCFS policies and practices.

Centering youth was the most common structure identified. Centering youth includes the mindsets and frameworks OYC uses to support its youth-led philosophy for the Young Leaders program and by extension the DYAC. OYC centers youth through Healing-Centered Engagement, an approach that values lived experience and supports leadership, well-being, and healing. Using this approach, OYC recognizes Young Leaders as whole people while empowering them to drive change within the child welfare system. For additional examples of OYC's organizational strategies to support the Young Leaders, see Figure 2.

Figure 2. Organizational Strategies Used by OYC to Support Young Leaders

Structures		
Centering Youth	Practices	Resources
<ul style="list-style-type: none"> Utilizing Healing- Centered engagement approaches to authentically engage youth 	<ul style="list-style-type: none"> Creating a safe space in each training where Young Leaders feel welcome Regular meeting structure – monthly capacity building, monthly DYAC Mutual respect between youth and adults in DYAC Regular debriefing sessions with OYC staff after DYAC meetings Collecting feedback from Young Leaders through quarterly surveys Accessible meeting times and formats Communication tailored to youth preferences (e.g., text) 	<ul style="list-style-type: none"> Providing supportive resources, including stipends, transportation support, and connection to case management services Sharing the information and data Young Leaders need to be successful in DYAC meetings Training for Young Leaders on Strategic Storytelling, Systems Mapping, etc. Trainings also utilize restorative justice healing circles
Connections		
Adult Support	Peer Support	Future Benefits
<ul style="list-style-type: none"> Intergenerational approach, creating young adult-to-adult partnerships OYC staff join ad hoc Zoom meetings with Young Leaders to prepare for or catch up on meetings OYC staff mediated DYAC conversations to create a more active role for Young Leaders 	<ul style="list-style-type: none"> Community building with cohort, including quarterly fun events Team-building exercises at monthly training meetings 	<ul style="list-style-type: none"> Support with resume and cover letter development Developing a second tier of training for Young Leaders who have been involved for a while Connections to county agency staff and leaders and other programs and organizations that can support career development

“[OYC staff] do provide space for us to, you know, if we reach out, we don't know what we wanna say, or at the meeting we have questions, they provide that space just so we can brainstorm to be prepared... I do reach out when I need help, and they are more than happy to help me and assist me.
-Young Leader

What Local Factors Helped Authentic Youth Engagement?

Authentic Youth Engagement in Policy Framework

Local contextual factors include any characteristics of the local environment (e.g., political, geographical, historical) that help or hinder authentic youth engagement in the policy process. In this study, contextual factors were organized into five categories:

- **Stakeholder and partner engagement:** Stakeholders' and partners' receptivity to and engagement with youth
- **Political landscape:** The effect of local and/or state politics (e.g., majority political party's policy priorities) on youth engagement and state and local policies
- **History of youth engagement:** Historical and recent examples of youth engagement in the community
- **Philanthropic/private support:** Funder investments in youth engagement
- **Historical local and systemic inequities:** Inequitable access to supports and resources
- **Geography and infrastructure:** Physical landscape and infrastructure (e.g., transportation) available to support youth engagement

On the journey to create YES, three local contextual factors emerged from OYC's perspective as the most helpful: (1) stakeholder and partner engagement, (2) a history of youth engagement, and (3) political landscape.

Stakeholder and partner engagement was critical to achieving this policy win. Without OYC's long-standing collaboration with DCFS, Young Leaders would have faced greater barriers in advocating for structural changes to support transition-age OY. The partnership between Young Leaders and DCFS through the DYAC evolved over time, moving from initial engagement to a deeper, intentional collaboration. Years of trust-building between OYC and DCFS laid the foundation for the formation of the DYAC and ultimately the proposal that led to the creation of YES. Relatedly, the amount of time DCFS and Young Leaders have worked together demonstrates **DCFS' history of and commitment to youth engagement**. Since its inception in 2019, the DYAC has built a six-year history of collaboration, forming a powerful foundation for their current work in creating YES.

"I feel like it came out of a debrief meeting where it was just like it just feels like we just here, and we say things...and we give input on things but... we never hear back...they had a meeting, a conversation. And then from their conversation, that's when it was like okay it should be the Director's Youth Advisory Council." – **Young Leader**

Finally, the **political landscape** was also a factor that supported this policy win. The urgency of the housing cliff created an unprecedented opening for structural change, one that Young Leaders seized to push for YES. The impact of the COVID-19 pandemic on the housing crisis created an opportunity to examine and change practices to support transition-age OY as more than 1,000 young people in LA County required cross sector collaboration to identify stable housing. Driven by a shared commitment, the DYAC worked to develop policies and practices to support transition-age OY, ensuring such a crisis would never happen again.

What Outcomes Did Youth Achieve?

Authentic Youth Engagement in Policy Framework

Authentic youth engagement in the policy process can lead to changes at the individual, organizational, community, and policy levels. This project focused specifically on organizational and policy outcomes; however, we share examples across all relevant levels:

- **Policy outcomes:** Administrative and/or legislative policy changes, and the intermediate steps that lead to these changes (e.g., increased decision maker awareness, new coalitions)
- **Community outcomes:** Changes within the community (e.g., how youth are engaged by other entities, shifting community narratives and mental models of youths' strengths and needs, and more equitable access to services)
- **Organizational outcomes:** Changes in how the organization engages youth
- **Youth outcomes:** Changes for individual youth (e.g., increased self-efficacy; skill development, including transferable skills; and sense of belonging)

The partnership of Young Leaders and DCFS in the DYAC to co-design the YES achieved outcomes across all four domains. Policy outcomes were the most frequently cited, highlighting the genuine partnership between youth and system leaders and the impact of their collaboration.

Table 1. Outcomes of Authentic Youth Engagement

Outcomes	
Policy	<ul style="list-style-type: none"> • Greater investment in transition-age OY than requested. Young Leaders originally proposed a small unit within DCFS. Instead, DCFS expanded their vision, creating an entire Youth Engagement Section, staffed with specialized social workers to serve transition-age OY. • Genuine partnership. Young Leaders are viewed as partners. The DYAC is now recognized as a contributing body to DCFS's governance, ensuring policies are not just informed by youth, but designed with them. • Cross-sector collaboration. The work of creating YES involves bringing together county agencies, post-secondary education institutions, and community organizations in a collective approach to supporting transition-age OY. • Shifting norms. DCFS staff see Young Leaders as their co-designers for YES. • Results of YES (Aspirational). DYAC members hope that as a result of YES, young people transitioning out of care have housing options, feel prepared for employment or further education, and are equipped for their next steps.
Community	<ul style="list-style-type: none"> • Reputation for authentic youth engagement. OYC's model of youth engagement is setting a national precedent, with agencies across LA County and beyond seeking to replicate its success. • Increased youth engagement. More county agencies are working to engage young people as a result of seeing the success of the DYAC.

Outcomes	
Organization	<ul style="list-style-type: none"> • Expansion of Young Leaders program. Based on feedback from Young Leaders, OYC introduced an advanced training tier for experienced Young Leaders, helping them refine policy expertise and advocacy skills. Inspired by the success of the DYAC, OYC is also expanding their Young Leaders program to advance change within sectors such as mentoring and workforce.
Youth	<ul style="list-style-type: none"> • Confidence. Young Leaders shared increased confidence in using their voice and speaking to officials. • Leadership. Young Leaders developed and practiced leadership skills. • Sense of purpose. Young Leaders shared they found a sense of purpose in their involvement with the DYAC and want to do more work advocating for foster youth. OYC staff shared many former and current Young Leaders have taken a career path related to their advocacy work.

The work of the DYAC continues beyond the accomplishment of creating YES. In addition to monthly DYAC meetings, a subset of the DYAC meets weekly for YES planning and implementation meetings. They continue to co-design how YES functions, including informing job postings, interview processes, and the outcomes and metrics of YES. The next phase of their work will focus on leveraging data to measure and strengthen youth outcomes, ensuring that all facets of holistic stability – including housing, education, employment, health and well-being, and supportive relationships – are prioritized. YES was designed to address these core areas, and as implementation moves forward, OYC and Young Leaders will continue to refine and advocate for systemic improvements that center youth voices at every stage.

The creation of YES is just the beginning. With youth at the helm, the DYAC continues to shape policies that uplift, not just serve, OY in foster care. In LA County and beyond, this work demonstrates that when youth are trusted as leaders, real change happens.

Acknowledgments

We are deeply grateful for the partnership of our Research Group members: Iziko Calderon, Janya Clark, Teddy DeLeon-Alvarado, Blandina Flores, Brisia Gutierrez, Sam Joo, Nadirra Monroe, Faith Robinson, Deven Rudy-Johnson, Kyra Stoute, and Tony Turner. We thank the LA Opportunity Youth Collaborative and LA County Department of Children and Family Services and the other participating organizations for their collaboration and extend our appreciation to the youth, staff, and partners who shared their insights and experiences with us. From conception to completion of this project, Beth Jordan and Karin Malm from Child Trends and Julie Petrokubi from Education Northwest provided invaluable insights as our senior advisors. This project was funded by the Conrad N. Hilton Foundation, and we value the Foundation's ongoing commitment to supporting youth engagement in both policy advocacy and research.

Suggested Citation

Scott, A., Calderon, I., Gutierrez, B., Ball, J., McKlindon, A., & Holquist, S. (2025). Youth engagement in policy profile: Los Angeles Opportunity Youth Collaborative. Child Trends. 10.56417/7575o3646z

Appendix: Methodology and Data

This project was a community engaged research project – a collaborative approach to research that enables researchers and community members to develop and/or conduct research that is motivated by and meets the needs of a community. Child Trends conducted this project in partnership with a Research Group comprised of one youth representative and one adult representative from each of the five grantee organizations participating in the study, including OYC. Research Group members were paid consultants to Child Trends. Child Trends served as the research and technical assistance partner and convened the Research Group 10 times from July 2024 to June 2025 to participate in the design of the study, data analysis, and dissemination of findings.

Members of the Research Group identified this policy win and recruited their peers and partners to participate in interviews. This profile of OYC is informed by six interviews with a total of five youth and three staff, supplemented with information gleaned from nine documents, including written responses to questions about this policy win from five external partners. We coded all transcripts and documents in Dedoose and conducted thematic analysis with the Research Group to distill our findings and finalize a Framework for authentic youth engagement in the policy process. For more information on study's methodology, please see <https://www.childtrends.org/publications/authentic-youth-engagement-policy-framework>.

References

ⁱ Conner, J. O., Ober, C. N., & Brown, A. S. (2016). The politics of paternalism: Adult and youth perspectives on youth voice in public policy. *Teachers College Record*, 118(8), 1-48.

ⁱⁱ Forenza, B., & Happonen, R.G. (2016). A critical analysis of foster youth advisory boards in the United States. *Child & Youth Care Forum*, 45(1), 107-121.

ⁱⁱⁱ Holquist, S. (2019). Student voice in education policy: Understanding student participation in state-level K-12 education policy making. Retrieved from the University Digital Conservancy, <https://hdl.handle.net/11299/206658>.

^{iv} Petrokubi, J. (2014). Building bridges, making change, and inspiring engagement: A case study of youth-adult partnership in a local government youth commission. Retrieved from <https://dp.la/item/82db9fd32d5e368168d68c2acc4b9f1f>.

^v Tiano, S. (2021). Los Angeles leaders aim to prevent "housing cliff" for 1,100 aging out of foster care Dec. 31. *The Imprint*. <https://imprintnews.org/top-stories/los-angeles-supervisors-vote-to-dodge-housing-cliff/60961>.

^{vi} Holquist, S. (2019). Student voice in education policy: Understanding student participation in state-level K-12 education policy making. Retrieved from the University Digital Conservancy, <https://hdl.handle.net/11299/206658>.