



County of Los Angeles
CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT
Chief Executive Officer

August 30, 2022

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

Dear Supervisors:

**REQUEST FOR APPROVAL OF THE CARE FIRST COMMUNITY INVESTMENT
(CFCI) SPENDING PLAN AND AUTHORITY TO IMPLEMENT NECESSARY
PROCESSES TO MANAGE AND DISBURSE CFCI FUNDS
(ALL DISTRICTS AFFECTED) (3 VOTES)**

SUBJECT

The Chief Executive Office (CEO) recommends that the Board of Supervisors (Board) approve the Year Two Care First Community Investment (CFCI) Spending Plan (Year Two Spending Plan) totaling \$100.0 million, which is reflected in Attachment I, and that the Board delegate authority to amend the existing contract with the current CFCI third-party administrator (TPA) to include Year Two CFCI programs. The CEO further recommends that the Board delegate authority to departments receiving CFCI funds to execute agreements or amend existing agreements to use CFCI funds.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve the CEO's recommended programs and funding allocations listed in Attachment I totaling \$100 million for funds currently held in the CFCI "To Be Allocated" Budget Unit, for programs that include direct community investments and alternatives to incarceration.
2. Delegate authority to the CEO, her designee, or the Director/Interim Director of the Justice, Care and Opportunities Department, once established, to amend the existing agreement with the current CFCI Third-Party Administrator (TPA) to administer selected programs within the Year Two CFCI Spending Plan, subject to review and approval as to form by County Counsel.

ADOPTED

BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

2 SEPTEMBER 6, 2022

CELIA ZAVALA
EXECUTIVE OFFICER

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

3. Delegate authority to the CEO, or her designee, or the Director/Interim Director of the Justice, Care and Opportunities Department, once established, to execute additional amendments to the TPA contract including, but not limited to: (i) exercising the optional extension to the term of the TPA contract; (ii) revising the scope of work to align with Board goals and objectives and increase or decrease the maximum TPA contract amount; (iii) adding, deleting, and/or changing terms and conditions as may be required by law; (iv) extending the term of the TPA contract beyond the expiration date; (v) effectuating name changes or assignments and delegations should the original contracting entity merge, be acquired, or otherwise have a change in entity status; and (vi) suspending and/or terminating the TPA contract under the termination provisions in the contract; with all amendments subject to review and approval as to form by County Counsel.
4. Authorize and delegate authority to the CEO, or her designee, to negotiate and execute new agreements (including, but not limited to, service contracts, master agreements, cooperative agreements, funding agreements, work orders, memorandums of understanding, and Job Order Contracts), amend previously executed agreements, and to take other required actions when any of the actions described in this paragraph are necessary for the implementation of the CFCI program.
5. Authorize and delegate authority to the CEO or her designee, and/or other CFCI-funded departments, or their respective designees, to execute any additional contracts, amendments, or extensions, and expedite comparable established processes to carry out the intent of the Board in adopting the Year Two Spending Plan, provided such contracts are subject to prior review and approval as to form by County Counsel and subject to the Year Two Spending Plan.
6. Delegate authority to the CEO or her designee, or the Director/Interim Director of the Justice, Care and Opportunities Department, once established, to conduct a streamlined, expedited competitive solicitation for additional TPA services which, in the discretion of the CEO or the Director/Interim Director of the Justice, Care and Opportunities Department, are needed to administer the programs in the Year Two Spending Plan.
7. Find the County Programs established by the Year Two Spending Plan are deemed necessary to meet the social needs of the population of the County and serve a public purpose consistent with Government Code section 26227.
8. Find that the authorizations and delegations of authorities granted above shall remain in full effect until such actions are terminated or suspended by the Board.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Approval of the recommended actions will allocate \$100.0 million in CFCI funding to departments and the existing CFCI TPA based in large measure on the recommendations of the *Care First Community Investment Advisory Committee* (Advisory Committee).

The delegated authority will allow the CEO, with County Counsel's approval as to form, to amend its contract with the CFCI TPA to disburse Year Two Spending Plan funds to CBOs for service delivery for CFCI programs. The delegated authority will also allow any CFCI-funded department(s), to execute, amend, or extend any contracts subject to the review and approval as to form by County Counsel only if consistent with the Year Two Spending Plan, and to solicit for additional TPA services and enter into resulting TPA contracts as needed.

Overview of Relevant Developments

On April 19, 2022, the Board adopted a recommendation from the CEO allocating \$100 million for the second year of CFCI, bringing the total CFCI investment to \$200 million for CFCI programs. This \$200 million represents a "down payment" toward fully funding CFCI in Fiscal Year (FY) 2023-24 as required by the Care First and Community Investment Budget Policy adopted by your Board on August 10, 2021.

Advisory Committee Meetings and Process

In September 2021, the Board established the Advisory Committee a 24-member body charged with developing spending proposals for the CFCI (formerly Measure J) process.

The Board instructed the Advisory Committee to submit its spending proposals to the CEO who would, with the advice and consultation of the Executive Directors of CEO-Alternatives to Incarceration and Anti-Racism, Diversity, and Inclusion Offices, submit funding recommendations to the Board during the County's annual budget process.

On July 21, 2022, the Advisory Committee completed its Year Two Spending Plan. As in FY 2021-22, to accommodate the Advisory Committee's process and timeline to develop its recommendations, the CEO has again identified the supplemental budget phase as the target to begin distribution of CFCI funds.

ADVISORY COMMITTEE SPENDING RECOMMENDATIONS

On August 22, 2022, the Advisory Committee submitted its final report with 22 proposed recommendations totaling \$100.0 million (Attachment IV) and detailed its efforts to improve community engagement and transparency.

Process Improvements

In the first year of the Measure J/CFCI process, many of the proposals submitted by the public lacked sufficient detail necessary for implementation. Upon discovery of this issue, we committed to working with the Advisory Committee to develop tools to assist the public in submitting more comprehensive proposals.

In an attempt to create a more equitable process, the Advisory Committee introduced the *Project and Concept Recommendations Form* (Form), a web-based platform for both community members and County departments to submit specific project ideas for funding. The Form collected proposed program details including target populations, geographical area(s) to be served, corresponding intercept numbers, equity impact statements, key activities and outcomes, and projected one-time and annual costs. The Advisory Committee received a total of 85 recommendations that were ranked by the Advisory Committee, ultimately culminating in the Advisory Committee Spending Plan that consists of the 22 top ranked recommendations.

To increase diversity and enhance community engagement, a consultant was retained to lead a robust community engagement campaign designed to inform the public about the CFCI initiative, provide assistance to complete the Form, and obtain feedback on programmatic and spending priorities to help inform the Advisory Committee's recommendations.

The community engagement campaign reached over 6,000 residents through surveys, listening sessions, and community events led by trusted messengers within their respective communities. Ten community organizations participated in outreach and collectively were responsible for over 1,700 completed surveys and 13 listening sessions with over 900 community members in attendance. Following the community engagement phase, the Advisory Committee finalized its spending recommendations on July 21, 2022.

CEO RECOMMENDED SPENDING PLAN

Upon receiving the Advisory Committee's recommendations, the CEO reviewed and assessed them to make appropriate recommendations to the Board. Having completed its review and assessment, the CEO's recommendations to the Board are reflected below and in Attachment II, which compares the CEO's recommended allocations to those made by the Advisory Committee. Attachment II also shows the CEO's recommended administering entity for each proposed program, as compared to the Advisory Committee's proposed administering entity. A high-level summary of the Year Two Spending Plan is captured below and in Attachment III.

The CEO recommends that each program proposed by the Advisory Committee receive funding. The CEO made small adjustments to the Advisory Committee's proposed allocations under \$500,000 to ensure that funding was sufficient to make these programs viable. The concern with allocations under \$500,000 is that it may be an insufficient amount to conduct a proper solicitation that will draw applications from multiple organizations. Increasing these allocations will enable multiple organizations to compete for and receive funding in these program areas.

Table I below compares the CEO recommendations to the Advisory Committee's proposals by focus area.

Table I

Focus Area	CEO Proposed Amount (approx.)	Advisory Committee Proposed Amount (approx.)
Rental Assistance and Housing	\$44.10 M	\$44.00 M
Youth Development	\$19.75 M	\$19.50 M
Restorative Justice	\$12.80 M	\$12.70 M
Non-Carceral Diversion and Reentry	\$10.25 M	\$11.00 M
Job Training and Employment	\$8.10 M	\$8.00 M
Harm Reduction	\$2.40 M	\$2.30 M
Community-Based Health Services	\$1.60 M	\$1.40 M
CFCI Administration	\$1.00 M	\$1.00 M

Similar to last year's process, the CEO recommends two methods to deploy CFCI funds: either through a TPA, or through County departments where the funds will be passed through to CBOs. The CEO recognizes and continues to prioritize the desires of the Advisory Committee and community to use a TPA to facilitate the disbursement of funds to CBOs.

Adhering specifically to the requests of the Advisory Committee, the CEO recommends that a TPA assume responsibility for administering and disbursing over \$40 million of Year Two CFCI funds. As in Year One, the County will identify County departments that can provide subject matter expertise in the relevant program areas to advise and assist the TPA in its program administration. The afore-mentioned improvements to the process, including the Form and increased community engagement, spurred an improvement in the quality of community proposals, thereby enabling the County to respond to community concerns by passing more CFCI funds through a TPA.

The CEO further recommends that the remaining Year Two CFCI funds (approximately \$60 million) not administered by a TPA be allocated to County departments during the Fiscal Year (FY) 2022-23 Supplemental Budget. CFCI-funded County departments will be encouraged to allocate their funding directly to CBOs. Both the TPA and departments

will be responsible for collecting qualitative and quantitative data enabling the Advisory Committee to analyze and later evaluate program performance.

The Board previously approved a one percent administrative carve-out in Year One to support the CFCI programming and funding consistent with County precedent. The CEO again recommends that one percent of the Year Two CFCI funds be provided to support staff, back-office operations, services, and supplies. The CEO has assessed the ongoing needs of the CFCI program and has identified the continued need for dedicated staff to support budget, contracting, community engagement, and Advisory Committee meetings, and resources to support other services — such as CFCI program evaluations, translation services for meeting attendees, and digital communications support. Although, the one percent allocation is insufficient to meet the full administrative needs, it will bolster our efforts to support the CFCI Advisory Committee and CFCI programming.

Project Term and Evaluation

It is also recommended that, barring exceptional circumstances, programs initially funded by the Year Two CFCI Spending Plan remain in place for at least three fiscal years to allow sufficient time for program development, thoughtful implementation design, and to address unexpected implementation challenges. Three-year programming will also allow time to design, develop, and test data collection strategies and refine program monitoring tools and protocols. Because we are unable to design an evaluation plan for each of the proposals at the outset, completion of these tasks will be instrumental in assessing program performance, effectiveness of interventions and outcomes for those receiving services when it is time to evaluate some or all of the programs proposed in this plan.

Programs previously funded in FY 2021-22 should enter the evaluation phase in FY 2023-24. The CEO will begin the process of identifying a method to audit and evaluate CFCI programs in FY 2022-23, to determine the success of Year One CFCI programs during FY 2023-24.

Implementation of Strategic Plan Goals

Adoption of the CEO's recommendations support all three goals of the County's Strategic Plan: Goal I — Make Investments that Transform Lives, Goal II — Foster Vibrant and Resilient Communities, and Goal III — Realize Tomorrow's Government Today. The recommendations focus resources on some of the County's most challenging and complex issues including, but not limited to, the intersections of health, economic conditions, housing, systemic racism, and justice reform.

FISCAL IMPACT/FINANCING

There is no net County cost (NCC) impact associated with this Board action as the \$100.0 million has already been set aside in the FY 2022-23 Adopted Budget. The CEO will recommend to your Board during the FY 2022-23 Supplemental Budget phase to transfer the \$100.0 million from the CFCI "To Be Allocated" budget unit to the appropriate budget units so that the Year Two CFCI Spending Plan can be implemented.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

On November 3, 2020, the voters of Los Angeles County voted for Measure J which amended the County's charter to require that the County "set aside a baseline minimum threshold of at least ten percent of the County's locally generated unrestricted revenues in the general fund (net County cost [NCC]), as determined annually in the budget process or as set forth in the County Code or regulations, to be allocated on an annual basis..." (Measure J, Budget Allocation for Alternatives to Incarceration Charter Amendment (November 2020) section (8)(A)). Measure J permitted the County to reach the full set-aside amount by June 2024. The first phase of the County's three-phase budget process occurs in April of each year with presentation of the Recommended Budget to the Board, and preparation for the Recommended Budget begins in December of each year.

On June 17, 2021, the Superior Court ruled that Measure J is constitutionally invalid. The court determined that the Measure interfered with the Board's authority under State law to establish the County's budget. In its decision, however, the court made clear that "this case does not involve any evaluation of the policy choices embedded in Measure J. Nor does the court's resolution of this case prohibit in any way the current Board or any future board, from adopting a budget wholly in line with Measure J's provisions." The court's decision is being appealed.

Undeterred by the court ruling and driven by the Board's desire to remain true to the vision of Measure J, on August 10, 2021, the Board implemented the spirit of Measure J through the Boards' CFCI initiative by adopting the Care First and Community Investment Budget Policy and approved the Year One CFCI Spending Plan which included the \$100.0 million down payment and an additional \$87.7 million in American Rescue Plan funds allocated to CFCI programs. As indicated above, the Board again continued its commitment to Measure J when it adopted the FY 2022-23 Recommended Budget which contained a proposal to fund the Year Two down payment at \$100.0 million.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

We anticipate and hope to see gradual and positive impacts on the County's service delivery systems, a strengthening of CBO networks and service delivery systems, and an erosion of entrenched and concentrated economic, social, and justice-related disadvantages. Ultimately, we are hopeful that targeted CFCI investments will improve outcomes for justice-involved individuals and traditionally underserved communities as a whole.

CONCLUSION

Upon approval of these recommendations, the CEO will recommend that your Board allocate Year Two CFCI funds to the appropriate County departments during the FY 2022-23 Supplemental Budget Phase, so that CFCI funds may be deployed to CBOs who provide services identified in the Year Two Spending Plan. Further, the CEO will begin its search for auditing and/or program evaluation services to design and implement an appropriate method of CFCI program data analysis and evaluation, beginning with Year One CFCI programs funded in FY 2021-22, and will begin to work on necessary contracting actions to implement the Year Two Spending Plan.

Respectfully Submitted,



FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:SA
GE:MM:lac

Attachments

c: Executive Office, Board of Supervisors
 County Counsel
 Internal Services
 Chair, Advisory Committee

Detailed CEO Recommended Care First Community Investment Year 2 Spending Plan

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
ODR Diversion Permanent Supportive Housing (ODR + LEAD) DHS	<p>This project will equitably reduce the number of people incarcerated in LA County with serious mental illness or other complex health needs, and reduce homelessness, emergency services use, and healthcare cost for this population. This population - persons experiencing homelessness and mental health, substance use, or complex physical health needs, are disproportionately impacted by the carceral system. Project resources will be directed to this highly vulnerable and impacted population in part by using sheriff, jail, healthcare records and CIO data to identify project participants and target development and implementation of housing and clinical resources. It is important to note that ODR will contract with grass roots community-based organizations who are largely minority owned, provide housing and services in the communities noted above as high need - the clients come from, and are led by or employ persons with lived experience of justice involvement and/or homelessness.</p>	\$29.8M
Community Operated Youth Centers TPA (DYD-SME)	<p>This proposal supports the reclamation of existing, vacant spaces in LA County by community-based organizations (CBOs) who, along with local youth and residents will shape the process of transforming these spaces into youth and community resource hubs. These youth centers will provide system impacted and marginalized Black and Brown communities with much needed programming and services. The hubs will act as safe and supportive spaces encouraging youth development, educational access, and job readiness while decreasing justice system involvement and community violence.</p>	\$13.7M
Housing for Health Permanent Housing Expansion DHS	<p>Housing for Health (HFH) serves the County's most vulnerable homeless individuals who have high rates of physical and mental health disabilities, addiction issues, comorbid diagnoses, and early mortality. HFH's Flexible Housing Subsidy Pool (FHSP) is a fiscal tool that enables HFH to braid funding streams and create flexible local rental subsidies. This resource allows people experiencing homelessness (PEH) who are ineligible for a federal voucher to rapidly secure permanent housing. HFH also contracts with community-based providers to deliver Intensive Case Management Services (ICMS) to participants, ensuring that FHSP clients remain stable and permanently housed. This reduces criminal activity, justice involvement, and other unnecessary emergency services. Project funding will also create greater access to Enriched Residential Care (ERC) facilities for individuals who require medical or psychiatric oversight and assistance with activities of daily living to stay housed. Expanded programming should only be for recently formerly incarcerated people</p>	\$12.8M

Care First Community Investment Recommended Detailed Year 2 Spending Plan

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
Expanding Safety in Los Angeles County TPA (OVP-SME)	Provide communities in Los Angeles County with the resources to combat and prevent violence within predominantly Black and Brown communities. By expanding the capacity of violence intervention agencies, they can have an increased impact in engaging in crisis response and creating community safety for underserved and marginalized individuals.	\$12.8M
Warm Landing Place DHS	Participants will mirror the demographics of the jail population, in which Black and Latinx individuals are overrepresented. Currently, Latinx individuals make up 54% of the jail population (48.6% of the overall County population) and Black individuals comprise 29% of the jail population (8.1% of the overall County population). The WLP will be staffed 24/7, 365 days/year and operated by a CBO(s) that regularly works with and hires justice-involved individuals. This would both employ a Credible Messenger model to engage clients and create jobs for impacted people. The CBO will be LGBTQ+ affirming to ensure safety and respect for queer and trans individuals, especially in the housing area. Utilization data will be collected by demographics and overlaid with data of people released from custody to ensure equitable service delivery. The project will continually evaluate data and client feedback to implement changes as necessary.	\$6.325M
Job Readiness, Training and Placements for Adults (bifurcate in spreadsheet) 1/3 DEO (\$2.0) 2/3 TPA (\$4.0)	This program will enable people of all walks of life to be as healthy and active as possible by assisting them to maintain the highest quality of purpose, improving the quality of their lives. Certified job training and reentry services will be offered for both men and women and will teach people how to rise above their circumstances of poverty, hurt, sickness, and depression gives them hope in overcoming life's daily trials and tribulations. This program will also look to partner with employers that can assist the re-entry population and build key skills to find gainful and consistent employment. The goal of this proposal is to implement increased programming, and to create and implement effective employer-driven training programs that will connect the existing and emerging skills needs of employers with underserved workers and help systems-impacted individuals find and keep quality jobs in underserved areas of LA County.	\$6.0M

Care First Community Investment Recommended Detailed Year 2 Spending Plan

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
POWR (Providing Opportunities for Women In Reentry) JCOD	This project will holistically empower and serve systems-impacted women through the following: promoting healthy connections with children, family, and significant others; increasing economic well-being through education, employment and housing support; and improving health outcomes through addressing substance use and mental illness. The program design and implementation are informed by community townhall meetings, research on best practices on trauma informed care for women, data available through CRDF, the Probation Department, the Justice Equity Service Index(JESI) the Justice Equity Needs Index(JENI), and ongoing feedback from an active and robust taskforce that meets quarterly to ensure project decisions are made through the lens of equity and comprised of community members with lived experience and diverse staff from County and community-based organizations.	\$3.0M
Healing-Informed Arts Project TPA (SME-Arts and Culture)	This project will give young people access to healing-informed, culturally relevant arts programming. Youth will be able to use the arts as a method of self-expression and create meaningful connections with caring adults. The arts will also serve as a re-entry strategy, helping youth returning to community. The arts will serve as a pathway to healing trauma, learning art skills, and mentorships opportunities. The arts will help youth retell their stories, foster empathy and create opportunities for system-impacted youth.	\$1.9M
Satellite Sites in Gang Impacted Communities to Work with Active Gang Members TPA (OVP-SME)	Although gangs and their members are known to be the ones who bring destruction to their respected communities. Many times, it is forgotten that they are community members themselves, who at one point were the children growing up in those communities. These members impact communities in many ways, unfortunately in a negative more than a positive. This program will specifically target active gang members despite of age, gender, ethnic background or beliefs. In hopes of building positive relationships that can affect their lives and the safety of the community in many ways. The program will also focus on the faith aspect of transformation in the lives of gang members. If the lives of gang members are transformed, that will change a home, a home that is changed can change a neighborhood. A neighborhood that is change can transform a community.	\$1.9M
Increasing Food Access in Los Angeles: Urban Agriculture & Training Program TPA (DPSS-SME)	This project will promote a community-centered and intergenerational approach to urban agriculture to address food insecurity with strong emphasis around workforce development, mentorship, and social entrepreneurship for youth and adults.	\$1.6M

Care First Community Investment Recommended Detailed Year 2 Spending Plan

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
Breaking Barriers Rapid Rehousing and Employment Program JCOD	Of the clients Breaking Barriers has served to date, 56% are Black, 35% are Hispanic/Latinx, and 30% are TAY (18-25); in continuing to serve individuals and families who have been impacted by the carceral system, this project will equitably reduce justice involvement and homelessness for adults across all SPAs in Los Angeles County by providing rapid rehousing, intensive case management, and employment services. Breaking Barriers utilizes evidence-based interventions such as Housing First, Harm-Reduction, & Trauma-Informed Care, and continually incorporates client and community feedback into program design and improvements.	\$1.5M
Bridge Housing TPA (DHS-SME)	The Project will provide bridge housing, supportive services, and strategies for addressing criminal justice involvement by adding expungement specialists to treatment teams to work with individuals to complete the court-ordered process to "seal" or remove old charges from their legal records which will give them better job and housing opportunities. The Project will provide a homelike setting with programs and services implemented by staff with similar backgrounds and lived experiences, creating a more welcoming environment and staff that can relate to participants' needs and challenges to better support their individual job and housing goals.	\$1.5M
LeadOn Reentry Navigators DYD	Ensuring youth returning home from detention and incarceration have access to a robust continuum of care rooted in the principles of youth development, including credible messengers and pathways to employment, is key to supporting wellbeing for Black, Indigenous, and young people of color. This project will equitably connect young people of color with reentry resource navigation, mentorship through credible messengers, support for local community-based organizations providing reentry services, and strong pathways to employment for participating youth who are or have been involved in the justice system, including youth returning home from DJJ, in Los Angeles County in efforts to reduce system involvement and recidivism.	\$1.25M
CFCI Administration JCOD	One percent administrative costs	\$1.0M

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
RELEASE, EDUCATION, NEIGHBORHOOD, TREATMENT, REINTEGRATION, AND YOUTH EMPOWERMENT TPA (JCOD-SME)	This project will equitably reduce mass incarceration for men, women, and youth 18+ in the judicial system in Los Angeles County. This program will prioritize the development and implementation of creative solutions such as job placement, anger management, breaking barriers, alternative parenting, housing and mental health. Helping men, women and youth 18+ return to productive lives after incarceration will make Los Angeles County a safer and better community.	\$0.925M
Harm Reduction Drop In Centers DPH/DHS	Drop-in centers will help provide essentials, such as food, water, tents, blankets, undergarments, hygiene support, phone chargers, harm reduction supplies, and needed either by referral or on-site they will provide medical, mental health and other supportive services to decrease racial health disparities and incidence of food insecurity, HIV/AIDS, STIs, viral hepatitis, COVID-19, soft tissue infections, and overdose fatalities among PEH, PWUD, people engaged in sex work, and people recently released from incarceration. Locations of drop-in centers will be informed by data on high concentrations of overdose mortalities, PEH and people recently released from incarceration and will prioritize participant engagement through hiring staff who have lived experience of homelessness, drug use, incarceration and/or sex work and providing harm reduction services that are low-threshold, non-judgmental, and whole-person centered.	\$0.90M
Residential Treatment for Survivors of Sexual Exploitation TPA (OVP/DHS-SME)	Sexual exploitation is inherently a system of gender-based inequality and violence, existing at the intersection of sexism, racism, and classism. The sex trade preys upon marginalized populations like homeless youth, foster youth, and sexual minorities as well as vulnerable women - those with histories of sexual abuse, domestic violence, homelessness, mental health conditions, substance use disorders, disabilities, and immigration status. Women of color are disproportionately represented among those who face criminal charges for prostitution. This project will help to move affected individuals away from incarceration toward treatment interventions, ultimately gaining the agency, resources, and support needed to leave 'the life' behind.	\$0.60M

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
Indigenous Youth Empowerment Program TPA (Native American Commission)	This program will work with community-based organizations, schools, and government entities as a preventative measure for youth who were part of the legal system. This program will be guided by an Indigenous approach to ensure holistic wellness by providing services like tutoring, outdoor activities, cultural programming and education, as well as weekly family-style dinners. The program welcomes all youth, despite their ethnicity to reconnect and reclaim their Indigenous roots. By addressing the youth's needs and providing them the necessary tools, resources and skills to become leaders in their communities, we can further prevent them from falling into the criminal justice system as they develop into adulthood. The community-led diversion program has three goals: raise academic achievement, promote healthy choices and personal empowerment, as well as promote cultural and community involvement.	\$0.50M
Youth Justice Program TPA (DYD-SME)	This program will provide early intervention and preventative services to youth who are in or at risk of involvement in Los Angeles County's juvenile justice system, most of whom also have open cases in Los Angeles County's child welfare system. This program will reduce justice system involvement for these young people in Los Angeles County by providing them with critical systems navigation services and linking them to youth development services as early as possible (i.e. pre-trial) that are non-punitive and promote healing. The program will accomplish its mission by organizing and mobilizing community volunteers who all must ascribe to and will all be trained according to core values, including social justice, anti-racism and respect for the community.	\$0.50M
End Exploitation and Create a Safer Community for Women TPA (OVP-SME)	This project will create a safer community for women, children, and families by equitably helping survivors of commercial sexual exploitation and sex trafficking lead a life free from sexual coercion, force, fraud, perpetration, manipulation, and criminal involvement by helping victims leave a life of abuse, violence, and fear by empowering them to reach their full potential through their journey of personal and professional development, emotional healing, physical safety, wellbeing, peer support, mentorship, and service as evidenced by the use of trauma informed evidence-based mental health practices as the core clinical programmatic and participant tools of engagement to evaluate behavioral health goals and objectives and utilize these outcomes as well as participant input to help inform mental health services, create opportunities for continued innovative, culturally competent practices for sexually exploited women and Transitional Age Youth (TAY) 18 and up.	\$0.50M

Care First Community Investment Recommended Detailed Year 2 Spending Plan

Program Administrator	Description	CEO Proposed Funding Amount (\$ Millions)
From Treatment, Diversion or Jail to Work! TPA (JCOD/SAP-C/DEO-SME)	This project will equitably reduce justice system involvement for those who have been in the criminal justice system and prevent or reduce justice involvement for those with substance use disorder and/or experiencing housing instability.	\$0.50M
My Brothers' & Sisters' Keeper Program DYD	<p>My Brothers' & Sisters' Keeper Program will increase the awareness of our Community Facilitators (CFs) and youth/adult male and female participants who in turn will be empowered with impactful information to provide support and healing to their children and families. We will increase educational, vocational, social, and mental health attainment of African American and Latino individuals, families and communities. The program's data will be tracked through pre and posttest assessments, employment retention, vocational training completion, and percentage of participants re-offending or returning to jail/prison.</p> <ol style="list-style-type: none"> 1.Increase social and mental health awareness of CFs and participants 2.Improve employment and vocational opportunities/retention of employment 3.Decrease the percentage of participants re-offending/violating probation/parole 4.Improve family interactions and connections including quality of life for participants 	\$0.50M

Total Amount of Funded Proposals \$100.0M

Glossary

CFCI	Care First Community Investment
DHS	Department of Health Services
DHS-ODR	Department of Health Services-Office of Diversion and Reentry
DYD	Department of Youth Development
JCOD	Justice, Care, and Opportunities Department
TPA	Third Party Administrator
SME	Subject Matter Expert
SAP	Department of Public Health Substance Abuse Prevention and Control
DEO	Department of Economic Opportunity
OVP	Department of Public Health Office of Violence Prevention
DPH	Department of Public Health
DPSS	Department of Public Social Services

CEO Recommended Care First Community Investment Year 2 Spending Plan

		Funding Amounts (\$ millions)		Committee Proposed Administrator	CEO Recommended Administrator
Funding Amounts (\$ millions rounded to the nearest ten thousand)		Amount Requested	CEO Recommended		
1	ODR Diversion Permanent Supportive Housing (ODR + LEAD)	\$29.78	\$29.8	DHS	DHS
2	Community Operated Youth Centers **	\$13.8	\$13.7	Third Party Administrator	TPA (DYD -SME)
3	Housing for Health Permanent Housing Expansion	\$12.78	\$12.8	County Department	DHS
4	Expanding Safety in Los Angeles County	\$12.73	\$12.8	Third Party Administrator	TPA (OVP-SME)
5	Warm Landing Place	\$7.0	\$6.325	County Department	DHS
6	Job Readiness, Training and Placements for Adults (bifurcate in spreadsheet)	\$6.0	\$6.0	Both County Department and TPA	1/3 - DEO (\$2M) 2/3 - TPA (DEO-SME) (\$4M)
7	POWR (Providing Opportunities for Women In Reentry)	\$3.05	\$3.0	County Department	JCOD
8	Healing-Informed Arts Project	\$1.93	\$1.9	Third Party Administrator	TPA (Arts and Culture - SME)
9	Satellite Sites in Gang Impacted Communities to Work with Active Gang Members	\$1.87	\$1.9	Third Party Administrator	TPA (OVP-SME)
10	Increasing Food Access in Los Angeles: Urban Agriculture & Training Program	\$1.59	\$1.6	Third Party Administrator	TPA (DPSS-SME)
11	Breaking Barriers Rapid Rehousing and Employment Program	\$1.53	\$1.5	County Department	JCOD

Care First Community Investment Year 2 Recommended Spending Plan

12	Bridge Housing	\$1.47	\$1.5	Third Party Administrator	TPA (DHS-SME)
13	LeadOn Reentry Navigators	\$1.25	\$1.25	County Department	DYD
14	CFCI Administration	\$1.0	\$1.0	County Department	JCOD
15	Release, Education, Neighborhood, Treatment, Reintegration and Youth Empowerment	\$0.92	\$0.925	Third Party Administrator	TPA (JCOD-SME)
16	Harm Reduction Drop In Centers	\$0.9	\$0.9	County Department	DPH/DHS
17	Residential Treatment for Survivors of Sexual Exploitation	\$0.58	\$0.6	Third Party Administrator	TPA (OVP/DHS-SME)
18	Indigenous Youth Empowerment Program	\$0.47	\$0.5	Third Party Administrator	TPA (Native American Commission)
19	Youth Justice Program	\$0.45	\$0.5	Third Party Administrator	TPA (DYD-SME)
20	End Exploitation and Create a Safer Community for Women	\$0.32	\$0.5	Third Party Administrator	TPA (OVP-SME)
21	From Treatment, Diversion or Jail to Work!	\$0.31	\$0.5	Third Party Administrator	TPA (JCOD/SAP-C/DEO-SME)
22	My Brothers' & Sisters' Keeper Program	\$0.26	\$0.5	County Department	DYD
Amount of Recommended Funding Proposals		*\$100.0	\$100.0		

*Number is rounded to nearest ten thousand for the purpose of this report

**County will provide data regarding locations/areas where Youth Centers are needed and should be sited.

Quick Reference Table

Relevant Facts	Amount/Number
Total amount of funding recommended by Advisory Committee	\$100M
Total number of Proposals Administered by Third Party Administrator	13
Total number of Proposals Administered by County Departments	10

Glossary

CFCI	Care First Community Investment
DHS	Department of Health Services
DHS-ODR	Department of Health Services-Office of Diversion and Reentry
DYD	Department of Youth Development
JCOD	Justice, Care, and Opportunity Department
TPA	Third Party Administrator
SME	Subject Matter Expert
SAP-C	Department of Public Health Substance Abuse Prevention and Control
DEO	Department of Economic Opportunity
OVP	Department of Public Health Office of Violence Prevention
DPH	Department of Public Health
DPSS	Department of Public Social Services

CEO Recommended CFCI Year 2 Spending Plan Summary

The Year 2 Care First Community Investment Spending Plan invests an additional \$100 million to further advance the Board of Supervisors' Care First mission to transform Los Angeles County with innovating programs that serve our chronically under-resourced communities to address negative outcomes caused by racially driven criminal justice inequities and long-term community economic disinvestment.

The plan is again divided into two priority segments: **Alternatives to Incarceration** and **Direct Community Investment**.

Investments

The plan is funded by allocations approved by the Board of Supervisors.

- A second investment of \$100 million as the County continues to build to the full set-aside by 2024.
- The Year 2 investment of \$100 million adds to the first year CFCI investment of \$100 million and an additional \$87.7 million of American Rescue Plan funds dedicated to CFCI programming, for a total of \$287.7 million invested thus far.

Crossover with Advisory Committee

- The majority of recommendations in the Year 2 Spending Plan mirror recommendations from the CFCI Advisory Committee. The CEO increased proposed allocations under \$500,000 to ensure that multiple community-based organizations receive funding in each program area.

Highlights of the funding plan include

- Over \$45 million will be dedicated to housing, with over \$42 million dedicated to permanent housing for the County's most vulnerable populations.
- Nearly \$20 million will be dedicated to programs prioritizing youth development.
- Over \$40 million will be administered by a third-party administrator with the majority of funds passing through to community-based organizations. County departments will be encouraged to distribute most of their funding directly to community-based providers as well.
- Over \$11 million will fund programs for non-carceral diversion or to support residents returning to the community after incarceration.
- Over \$14.5 million will fund violence prevention.
- Over \$8 million will fund education or job training.

Los Angeles County Care First Community Investment Advisory Committee

Spending Plan Recommendations for Year Two (FY2022 - 2023)



Executive Summary

The Care First Community Investment (CFCI) Advisory Committee Spending Plan for Year 2 (FY 2022-2023) outlined in the following report builds upon the strong foundation of **Year 1 (FY 2021-2022)** efforts.

Drawing from a mixture of professional expertise, lived experience, and a deep commitment to Los Angeles communities, the Advisory Committee presents this Spending Plan to bolster the continued decarceration of Men's Central Jail; expansion of community based housing and programs through strengthening capacity and direct investment; treatment and support for health conditions in the community instead of behind bars; creation of safe spaces and services for youth and young adults; direct community investment in the most impacted communities; culturally responsive education and economic supports; and the creation of a menu of housing options to help stabilize individuals.

Recognizing the historical moment in which we are living and the extent to which COVID-19 has exacerbated longstanding racial disparities and community disinvestment in the most underserved and impacted communities, this Spending Plan speaks to these challenges. The Spending Plan is also forward-looking, suggesting ways in which to impart long-lasting and sustainable change for future generations to enjoy. The Spending Plan continues to reimagine the L.A. County justice system while deconstructing structural inequities.



'A description of this photo and all other photos within this report can be found in the Appendix.

Advisory Committee Members and Alternates

Member	Agency
April Verrett	Supervisory District 2
Barbara Ferrer	Department of Public Health
Bob Schoonover	SEIU Local 721
Christina Ghaly	Department of Health Services
Crystal Kibby	Department of Mental Health
D'Artagnan Scorza	LA County Anti-Racism, Diversity and Inclusion Initiative
Derek Steele (Vice Chair)	Black Thought Collective
Ezekiel Nishiyama	Youth Advisory Commission
Jackie Contreras	Department of Public Social Services
Jared O'Brien	Youth Justice Reimagined
Joseph Williams (Vice Chair)	Native American Indian Commission
Kelly Lobianco	Department of Economic Opportunity
Megan Castillo	REIMAGINE LA
Michelle Fuentes-Miranda	Supervisory District 3
Norma Garcia	Department of Parks and Recreation
Rafael Carbajal	Department of Consumer & Business Affairs
Reba Stevens	LAHSA Lived Experience Board
Rosa Soto	Supervisory District 1
Songhai Armstead	Alternatives to Incarceration
Twima Earley	Development Authority
Veronica Lewis (Chair)	Supervisory District 4
Victor Cyrus-Franklin	LA VOICE
Wesley Crunk	Southwest Regional Council of Carpenters

Advisory Committee Members and Alternates

Alternate Members	Agency
Albert Melena	Supervisory District 3
Alexia Cina	Youth Justice Reimagined
Alina Bokde	Department of Parks and Recreation
Bamby Salcedo	REIMAGINE LA
Betsy Lindsay	Development Authority
Cedric Nelms	LA VOICE
Clemens Hong	Department of Health Services
Corey Crockerham	Southwest Regional Council of Carpenters
Dereck Smith	Supervisory District 2
Gary Tsai	Department of Public Health
Gina Eachus	Alternatives to Incarceration
Jackie Morris	Supervisory District 4
Jacob Jackson	Youth Advisory Commission
Joel Ayala	Department of Consumer & Business Affairs
Jose Perez	Department of Economic Opportunity
Jose Ruiz	Supervisory District 1
Kim Watson	Black Thought Collective
Sherri Cheatham	Department of Public Social Services
Tencha Espino	Native American Indian Commission
Wendy Knight	SEIU Local 721

The Advisory Committee would like to acknowledge the following committee members who previously contributed to the completion of this report.

- **Antonia Jimenez:** Department of Public Social Services
- **Eunisses Hernandez:** Supervisory District 3
- **George Andrews:** Supervisory District 5
- **John Franklin Sierra:** Department of Mental Health
- **Jonathan Sherin:** Department of Mental Health
- **LaRae Cantley:** LAHSA Lived Experience Board
- **Sharon Covington:** Supervisory District 5
- **Sophia Li:** Supervisory District 3
- **Vincent Holmes:** Alternatives to Incarceration

WHAT I LOVE ABOUT MY COMMUNITY

Yellow sticky note with handwritten text.

PARKS
BEACH

Pink sticky note with handwritten text.

Diversity

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FOOD

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Green sticky note with handwritten text.

People
Look Like
Me

Entertainment

Good
Food

Sharing of
Resources and
Information

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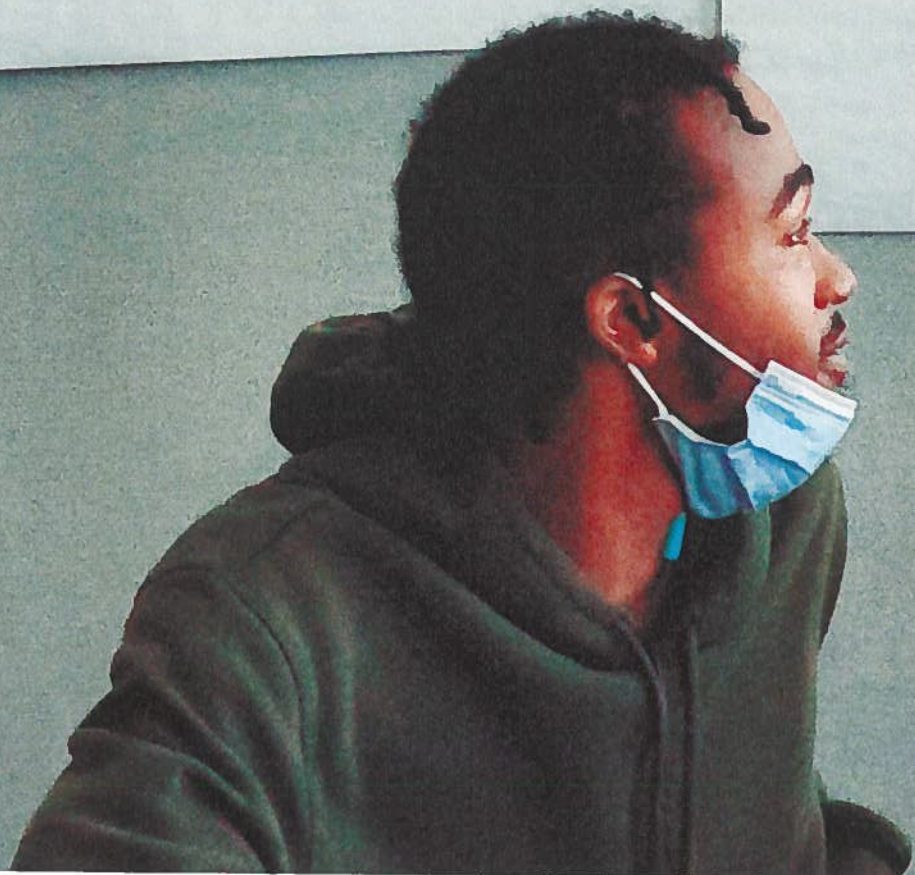
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Green sticky note with handwritten text.

Red sticky note with handwritten text.

Green sticky note with handwritten text.

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OVERVIEW

1. Background

On August 10, 2021, the Los Angeles County Board of Supervisors (LAC BOS) established a new Board Budget Policy on Care First and Community Investment (CFCI). CFCI is intended to adopt the policies of ballot Measure J which is a Charter Amendment passed by County voters on November 3, 2020, and thereafter tentatively ruled as unconstitutional by a Los Angeles County Superior Court. Under direct Board authority, the Board of Supervisors adopted the core Measure J policies through the creation of Care First and Community Investment programs and budget set aside.

CFCI adheres to the spirit of Measure J and the abovementioned budget policy by allocating at least 10% of locally generated unrestricted revenue be invested directly into communities and alternatives to incarceration to address the impact of racial injustice — in particular within the criminal justice systems. In addition, CFCI prohibits using these funds for carceral systems and law enforcement agencies. The CFCI Programs budget policy identifies how the County will determine the amount of locally generated unrestricted revenues in the general fund (net County cost) to set aside for CFCI programs. The LAC BOS approved \$100 million for CFCI programs in the Fiscal Year (FY) 2021-22 budget as a down payment to the full set-aside amount in FY 2023-24.

The LA County Board of Supervisors' August 10, 2021, approved motion also established the CFCI Advisory Committee and stakeholder process to generate CFCI spending proposals and recommendations to the Chief Executive Office each year. This recommended Spending Plan was prepared by the 24-member CFCI Advisory Committee through a robust stakeholder and community engagement process detailed later in this document.

Overview

The Committee is comprised of members and alternates from the following groups:

- One nominee from each of the (5) Supervisorial Districts
- Directors or designees from LA County Departments:
 - Consumer and Business Affairs
 - Public Health
 - Parks and Recreation
 - Health Services
 - Public Social Services
 - Development Authority
 - Mental Health
 - Economic Opportunity
 - Anti-Racism, Diversity, & Inclusion
 - Alternatives to Incarceration
- LA VOICE
- Southwest Regional Council of Carpenters
- SEIU Local 721
- Youth Justice Reimagined
- Youth Advisory Commission
- LAHSA Lived Experience Board
- REIMAGINE LA
- Native American Indian Commission
- Black Thought Collective



2. History

The following events led to LA County establishing the CFCI process and Advisory Committee. Over the last ten years, County residents, advocates, elected officials, government actors, philanthropy and individuals with lived experiences have collectively worked to re-orient the County's justice system to center the experiences of those most impacted by incarceration and structural racism and begin the work of reimagining the justice system. In February 2019, this work manifested in the convening of system-impacted individuals, community and system stakeholders, advocates and philanthropy to form the Alternatives to Incarceration (ATI) Work Group. The ATI Workgroup was tasked with developing a "concrete plan to increase the availability of treatment options and alternatives to custody while preserving public safety, including special consideration for justice-involved subpopulations and a description of the kind of program and type of facilities needed; a plan for how to establish these facilities; the County staff needed to implement the programs, an estimate of the funding needed to implement the programs; a survey of current and potential sources of current and potential sources of funds; and any legislative and policy changes that may be needed to advocate for them."

On March 10, 2020, the ATI Work Group presented their Final Report and set of recommendations to the Los Angeles County Board of Supervisors (Board of Supervisors) which used a modified Intercept framework to address the intersection of the criminal justice, health, social service, and community-based systems to create a "Care First, Jails Last" paradigm shift in Los Angeles County. The Board of Supervisors adopted the ATI Workgroup's five overarching strategies and prioritized just over two dozen of the 118 recommendations for review and analysis.

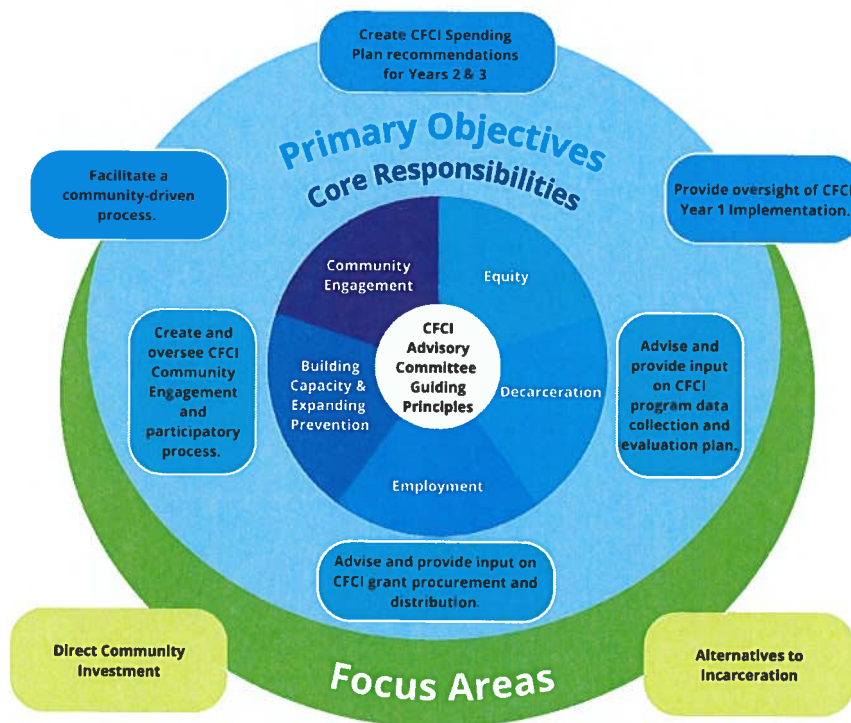
Overview

During the summer of 2020, a group of community organizations and advocates came together and developed a coalition of stakeholders with the goal of placing an initiative on the November 3, 2020 ballot, aimed at addressing the longstanding racial disparities and limited community investments in the most underserved and impacted communities in the County.

- The ballot measure aimed to create a sustained revenue source to fill the systemic funding allocation gap in the County's budgeting process for Alternatives to Incarceration and Direct Community Investment in low income, Black and Brown communities for jobs, housing and health.
- Measure J was placed on the ballot and was passed by the voters in November 2020.
- The County was allotted three years to achieve the minimum allocation of 10 percent, with the full set-aside to be in effect by July 1, 2024.
- One week following the passage of the ballot measure, on November 10, 2020, the Board of Supervisors adopted a motion to establish an inclusive and transparent process for allocating funds as outlined in Measure J and established a 17-member Re-Imagine LA Advisory Committee (Advisory Committee).
- The motion tasked the inaugural Advisory Committee to work in coordination with the LA County Chief Executive Office's (CEO) Alternatives to Incarceration (ATI Office) and Anti-Racism, Diversity and Inclusion (ARDI Initiative) to develop the Measure J spending plan.
- The Measure J Advisory Committee sunset in August 2021 and transformed into the CFCI Advisory Committee.

3. Committee Framework and Guiding Principles

The framework for the CFCI Advisory Committee's existence is based on three primary objectives, defined core responsibilities, and established guiding principles and focus areas as shown on the Framework Graphic below.



The CFCI Advisory Committee also developed a Community Agreement to uplift best intentions, guide our interactions and dissenting views, and remind us to center the voice of the most disenfranchised people and communities.

A. CFCI Advisory Committee Primary Objectives and Core Responsibilities

CFCI Advisory Committee's purpose is to serve as the formal stakeholder body to help inform, make recommendation about and advise on Care First and Community Investment policies, procedures, funding allocations, implementation and evaluation.

Overview

The Committee has three main objectives:

1. Facilitate a robust community driven process to inform and guide the Committee's spending proposals and recommendations;
2. Provide advisement and oversight for the implementation of year one CFCI programs; and
3. Create CFCI Spending Plan Recommendations for Year 2 for submission to LA County CEO.

The Committee has three core responsibilities:

1. Create and oversee CFCI Community Engagement and participatory process & workplan to develop a Spending Plan.
2. Advise and provide input on CFCI program data collection and evaluation plan.
3. Advise and provide input on CFCI grant procurement and distribution processes.

B. Guiding Principles

The CFCI Advisory Committee adopted the following five categories and 21 guiding principles to govern its discussion and decisions about every facet of the spending plan development process.

1. Equity:

- i. Meaningfully incorporate a Racial Equity lens to reduce disparities.
- ii. Ensure that harm is not done to Black and Brown communities because of this process.
- iii. Focus on communities with high rates of violence to reduce gang & street violence and expand prevention & community-based public safety.
- iv. Enhance behavioral health equity with a focus on community-driven/designed programs, peer support, and harm reduction strategies.
- v. Advance a "No Wrong Door" approach.

- vi. Improve geographic equity.
- vii. Create mechanisms to improve access for groups who cannot usually access government funding.

2. Decarceration:

- i. Decarcerate jails and reduce the number of people incarcerated.
- ii. Prioritize funding community-based intervention and strategies to close Men's Central Jail.
- iii. Incorporate the experience and needs of ex-gang members to inform non-carceral programs.

3. Employment:

- i. Ensure zero net job loss or unemployment.
- ii. Reduce and eliminate under-employment.

4. Building Capacity & Expanding Prevention:

- i. Expand the capacity of the Office of Diversion & Reentry to scale up effective programs.
- ii. Strengthen and scale the substance use disorder system.
- iii. Expand and strengthen prevention efforts.
- iv. Increase capacity and access to community-based systems & programs for people returning home and to reduce recidivism for people in the community.
- v. Strengthen capacity and increase community-based resources in neighborhoods that have experienced significant divestment.
- vi. Uplift youth development programs & strategies.

5. Community Engagement:

- i. Foster and cultivate opportunities to empower youth and include them in decision-making.
- ii. Use person-centered language & preferred gender pronouns.
- iii. Conduct meaningful community engagement that is transparent, respectful, and sufficiently resourced.

C. CFCI Focus Areas

The CFCI Budget policy states that funds should be dedicated to two overarching areas: 1) Direct Community Investment and 2) Alternatives to Incarceration. The primary goal of the Direct Community Investments is to significantly fund and resource low-income communities that have experienced divestment to increase investment in housing, living wage jobs, and health and wellness.

The Direct Community Investment includes five categories: 1) Community-based youth development programs; 2) Job training and jobs to low-income residents focusing on jobs that support strategies with a focus on construction jobs tied to the expansion of the following: a decentralized system of care, affordable and supportive housing, and restorative care villages; 3) Access to capital for small minority-owned businesses with priority for Black-owned businesses; 4) Rental assistance, housing vouchers and related supportive services to people who are unhoused or at risk of losing their housing; and 5) Capital funding for a menu of housing interventions, including: transitional housing, affordable housing, supportive housing and restorative care villages with priority for shovel-ready projects.

The Alternatives to Incarceration CFCI investments are designed to implement the Board's vision of "Care First, Jails Last" in accordance with the adopted priority recommendations from the ATI Work Group. The Alternatives to Incarceration area includes four categories: 1) Community-based restorative justice programs; 2) Pretrial non-custody services and treatment; 3) Community-based health services, health promotion, counseling, wellness and prevention programs, and mental health and substance use disorder services; and 4) diversion and reentry programs (noncustodial) including housing and services.



4. Development of Recommended Spending Plan

A. Establishing a Work Plan

The Advisory Committee was tasked with developing a recommended spending plan to present to the LA County Chief Executive Office (CEO) by mid July 2022. In response to the abbreviated timeline to create, execute and complete a work plan the Advisory Committee, along with the ATI Office adopted a thoughtful strategy to complete a robust and far-reaching community engagement process, cultivate thoughtful discussions, delegate some responsibilities to an Ad Hoc Community Engagement Subcommittee, review all project recommendations and draft the spending plan. To accomplish this the Advisory Committee added six additional meetings to its schedule including 12 consecutive weekly meetings from May through July 2022.

B. Presentations on quantitative and qualitative data

The Advisory Committee hosted presentations to help frame the issues, key considerations, level setting as well as hear about

Overview

personal experiences from individuals with lived experience. The presentations were designed to provide additional context and insights for the Advisory Committee members. Some of the presentations included information on the Justice Metrics Framework, Racial Equity Framework, and a panel discussion on uplifting the Voices of Impacted Black, Indigenous and other People of Color as well as small community and faith-based organizations related to challenges with contracting with LA County.

C. Community Engagement

The LA County Board of Supervisors and the Advisory Committee strongly value broad and meaningful input from community members, people who have been impacted by the system, and community/faith-based organizations. Given that value, considerable effort was made within the abbreviated time frame to incorporate opportunities for individuals to share their experiences and challenges with current structures. They also shared their ideas, hopes and strategies for how CFCI funds can be most effectively used to improve the lives and conditions of those most impacted by the justice system and systemic racism with a focus in particular in low-income communities of color. The Advisory Committee utilized four strategies to engage and receive input from the community: establishment of an Ad Hoc Community Engagement Subcommittee, Listening Sessions, and Surveys; opportunity for people to submit Project Recommendations; coordination with ten trusted messenger organizations and public comment opportunities; and listening sessions.

i. *Ad Hoc Community Engagement Committee*

Street Level Strategy (SLS) was contracted as the CFCI community engagement consultant firm by the LA County CEO Alternatives to Incarceration Office through an open competitive procurement process. The robust nature of the planned community engagement, stipends for participation and surveys called for extensive coordination and discussion of specific details. To ensure that the Advisory Committee provided specific guidance to SLS, the Committee established an Ad Hoc Subcommittee for Community Engagement to hold open meetings with public participation and work closely with the contracted firm. The Ad Hoc Subcommittee met seven times and had public participation of more than 175



people during its meetings.

ii. *Project and Concept Recommendations Form*

The Advisory Committee developed a web-based Concept/Project

Overview

Recommendations Form for community members and County Departments to submit specific project ideas for year two CFCI Funding. The Form collected details including the target populations, geographical area(s) to be served, corresponding intercept number [\[click here for intercept model\]](#), equity impact statements, key activities and outcomes, and projected annual and one-time costs. Wide outreach was conducted to inform stakeholders from across LA County about the opportunity to submit project ideas. The Committee received a total of 85 project recommendations that amounted to \$200 Million.

The Advisory Committee members developed a work plan to review, discuss and prioritize 85 project recommendations which included development of a ranking sheet that was based on the Framework described earlier in this document. The ranking sheets were completed by Advisory Committee members and aggregated to determine which recommendations/proposals were initially categorized as high, medium or a low priority for the Year 2 spending plan. These categories were color coded and reviewed during public Advisory Committee meetings as a prompt for discussions about which projects committee members wanted to prioritize. The Committee reviewed and prioritized the projects for eight consecutive weeks to arrive at the proposed spending plan in this document.

iii. *Outreach Strategy for Regular and Special Committee Meeting Notices*

The Advisory Committee leveraged existing email distribution lists connected to the massive interest and previous participation in the

ATI Workgroup and Measure J processes. All communications about the Advisory Committee, Subcommittee or other meetings were sent out via email weekly by the ATI Office using their email distribution list which consists of over 16,800 email addresses. Individuals were encouraged to share meeting information with their networks and email distributions channels and were especially encouraged to contact community members who may not have had internet access.

iv. *Public Comment*

The Advisory Committee meetings consistently provided opportunities for participants to make public comments on all matters on the agenda immediately after discussion from the Advisory Committee members and prior to any formal action being taken. The insights and perspectives offered during public comment regularly prompted additional discussion and thoughtfulness amongst the Advisory Committee members. More than 360 public comments were received during this process; and 160 written public comments were also submitted to the Advisory Committee.

v. *Robust Community Engagement*

The Advisory Committee worked closely with ATI and SLS to develop and execute robust community engagement activities, events and data collections as detailed in the section below. Information and input from these activities helped inform this spending plan. Cumulatively, more than 6,000 people participated in the survey, listening sessions and or trusted messenger events. Events were hosted both virtually and in-person across varied communities across the County.



COMMUNITY ENGAGEMENT SUMMARY

A. CFCI Community Listening Sessions and Survey Summary

In collaboration with the Care First & Community Investment Advisory Committee, Street Level Strategy (SLS) designed and executed a comprehensive community engagement plan for Los Angeles County. The community engagement plan was centered around hosting seven listening sessions – two virtual and five in-person sessions. The primary objective of the listening sessions was to inform the community about CFCI and obtain feedback on programmatic and spending priorities within the nine CFCI funding areas. These listening sessions were hosted in chronically under-resourced communities using the JENI, JESI, and ARDI indexes to identify the top under-resourced communities. SLS worked in partnership with the CFCI Ad Hoc Committee to identify engagement approaches, listening session locations, and format of the listening sessions. In two weeks, a comprehensive community engagement strategy was launched using the following approaches: one-on-one outreach to community partners and stakeholders, phone canvasses, literature canvassing, text messaging, and media engagement.

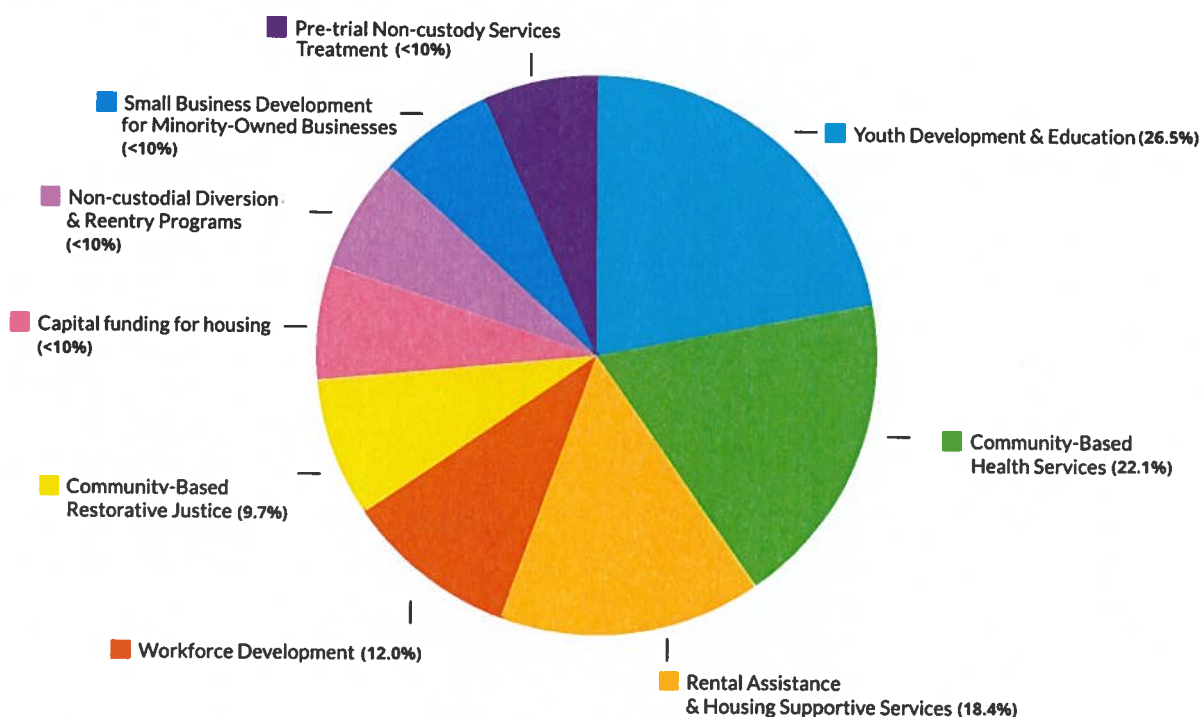
Topline Summary of Community Engagement

1. During the two-week phone canvass, SLS made over 147,000 phone call attempts and conducted 5,000 conversations.
2. SLS made 2,500 calls to partner organizations to ensure they were aware of the sessions, registered, and facilitated the promotion of various scheduled listening sessions.
3. Social Media toolkits were available in 10 languages.
4. Press releases and media engagement was conducted for each listening session.
5. Text messages were sent to promote the sessions and community survey.
6. Ten thousand flyers were distributed near each in-person listening session location.

Community Engagement Summary

The listening sessions were an opportunity for the community to engage in essential programming and allowed participants to share their stories, experiences, and needs as demonstrated in Figure 1. SLS hosted two virtual listening sessions achieving a combined registration of 345 people. Over 155,000 text messages were sent to community members and partner organizations leading to 125 people attending the virtual sessions. The five in-person listening session locations were selected as they were identified as chronically under-resourced communities using the JENI, JESI, and ARDI indexes: Boyle Heights, West Adams, Antelope Valley/Lancaster, Long Beach, and South Los Angeles. In order to ensure maximum engagement and attendance across all five in-person listening sessions, SLS sent nearly 177,000 text messages encouraging residents to attend the in-person meetings. Furthermore, SLS canvassed within a 10-15 mile radius of each of the in-person listening session locations and distributed 50,000 flyers prior to the five events.

Figure 1: Percentage of qualitative feedback from community survey per program area



Community Engagement Summary

Having delivered 50,000 flyers across Boyle Heights, West Adams, Antelope Valley/Lancaster, Long Beach, and South Los Angeles, over 800 people were registered for the in-person listening sessions and nearly 300 attended and engaged in robust conversations offering feedback on community priorities regarding alternatives to incarceration. Of the myriad avenues of engagement promoting the seven listening sessions, over 25 percent received the information via email, 22 percent responded to trusted partner promotion of the listening session, nearly 16 percent received the information via phone outreach as well as 16 percent received the information from a friend.

Listening Session Prevalent Themes

1. Top funding priorities across all communities were youth after-school programs, more mental health resources, and affordable housing.
2. Broader access to program information to make application processes more accessible.
3. Ineffective restorative justice and pre-trial, non custodial services and treatment programs.
4. Funding gaps within youth development and small business development for minority owned businesses.
5. Job availability and training were high among participants in the funding area of workforce development.
6. When disaggregating community feedback data, an overwhelming amount of feedback highlighted the need for more affordable housing with an emphasis on interim housing, housing navigation/qualifications, and long-term housing assistance.

Community Engagement Summary

In addition to listening sessions, SLS designed and facilitated the administration of a countywide community survey from April 19th to May 22nd, 2022. The survey was designed in partnership with the CFCI Ad Hoc Committee on Community Engagement feedback from community members who participated in the Ad Hoc Committee meetings during the month of April. The survey, along with a series of seven community listening sessions, was a primary tool by which to collect community attitudes and priorities to help inform the CFCI Committee's year-two funding priorities.

Survey Specifics & Methodology

- Surveys were collected by live phone call, text message, email, and in-person administration.
- A total of 3,473 survey interviews were completed.
- The survey was available in six languages including Armenian, English, Mandarin, Spanish, Tagalog, and Vietnamese.
- Although residents throughout Los Angeles County were able and encouraged to participate, outreach was prioritized with residents in the top 50 zip codes with the highest levels of need as identified by the JENI, JESI, and ARDI indexes.

Survey Respondents Demographics

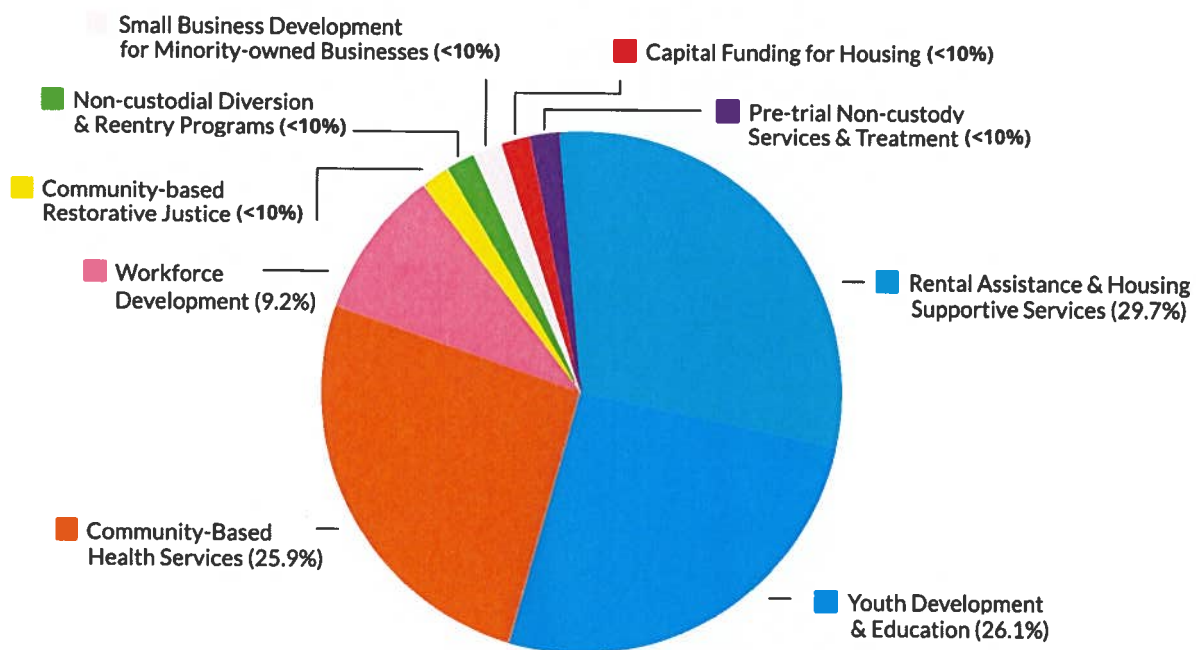
Ultimately, SLS successfully collected completed surveys from priority communities. As seen in Figure 2, the data collection spanned all program areas with community members heavily weighing in on program areas in housing, youth, and health. Through the survey feedback results, SLS achieved a high degree of diversity among respondents.

- Over 63% of respondents live in the top 50 priority zip codes.
- 44% of all respondents live in the top 14 priority zip codes.

Community Engagement Summary

- *Gender makeup of respondents:* 58% female and 37.8% male.
- *Race & Ethnicity of all respondents:* 38% Latinx, 22.3% African American, 16% White/Caucasian, 3% API, and 5% Indigenous/Native American.
- A plurality of respondents are renters (47%) while 24% are homeowners, and 6% reported living in a vehicle, temporary shelter, or are unhoused.

Figure 2: The percentage of community survey feedback received per program area



Topline Summary of Viewpoints and Priorities

Overall, respondents selected programs for the unhoused/homelessness (64%), housing (63%), youth development (60%) and job training (59%) as top priorities. This was consistent across Latinx, African American, Native/Indigenous, and API respondents.

Alternatives To Incarceration

- Approximately 54% reported personal experience with law enforcement/the justice system while 81% know someone with

Community Engagement Summary

personal experience.

- Top experiences included being stopped or searched by the police, feeling harassed or threatened, and having been arrested.
- Nearly 57% know someone who has been incarcerated and 61% reported knowing someone who has been arrested.
- Overall, respondents selected pre or post arrest diversion, alternative sentencing, low cost legal services, and re-entry services as the highest priority needs. This was also consistent among those with lived experience as defined by having been incarcerated, arrested, on probation, or parole.

Community Based Health Services

- Top experiences among all respondents included the need for mental health care, and Substance Use Disorder treatment while also reporting having trouble accessing preventive care and navigating the healthcare system.
- Consistent among all racial/ethnic groups, mobile mental health providers, overdose prevention, and community health centers were prioritized and flagged as highly needed as well as free dental health care.

Youth Development

- A top priority area among all respondents, 60% reported personally accessing youth development programs while 56% reported knowing someone who has accessed similar programs.
- Top program needs identified by all respondents were mental health programs, social and emotional skills development, youth centers/hubs, and general educational programs.

Community Engagement Summary

- Among all racial/ethnic groups, the above was consistent among those who reported being parents or caretakers for youth. Additionally, a majority of Native/Indigenous respondents also selected cultural-based education and 67% of African Americans identified creative expression programs as priorities.

Job Training

- 63% of respondents have personally, or have known someone who has, accessed a job training or employment service.
- 65% reported a positive experience with these programs.
- Top program priorities include job placement, career planning, work based learning, and skills based workshops focused on finance. These priorities were consistent among all demographics including those with lived experience.

Housing

A high rate of respondents reported experiencing some degree of housing insecurity - 55% reported being unable to find affordable housing, 50% had been unhoused, 37% had faced eviction. Among this cohort with lived experience, the top program priorities include:

- Services to find housing payment.
- Services to find housing payment assistance.
- Permanent supportive housing with case management and/or on-site health care.
- Free/low cost legal services.
- Financial assistance with security deposits, moving, utilities, etc.

Community Engagement Summary

B. Trusted Messengers

During the process to create the first year CFCI/Measure J spending plan, the community consistently commented on the need for a more robust community engagement campaign. In addition to more overall engagement, the community requested that groups with an established presence and history of providing quality service in the community, take an active role in leading the community engagement process.

Accordingly, the CFCI Advisory Committee (CFCI Committee) and the Ad Hoc CFCI Community Engagement Subcommittee (CE Subcommittee) decided that in addition to the efforts of Street Level Strategy (SLS), community-based organizations would be asked to use their status as trusted messengers to increase participation in their respective communities.

The CFCI Committee identified 16 community-based trusted messenger organizations. The following organizations were identified:

- United American Indian Involvement (UAI)
- California Native Vote Project
- Youth with a Purpose/Geri's Place
- Puuku
- East LA Rising
- Los Angeles Community Action Network (LACAN)
- Trans Latina Coalition
- Youth Justice Coalition
- Los Angeles Youth Uprising (LAYUP)
- Sanctuary of Hope
- Cultiva LA
- Jovenes Inc.

Community Engagement Summary

- Black Lives Matter LA
- Watts Labor Community Action Committee (WLCAC)
- Anti-Recidivism Coalition

Each trusted messenger organization was offered the opportunity to lead its own engagement campaign. Specifically, each organization that chose to participate was promised \$14,600 upon completion of three of the following five engagement efforts:

- Host one listening session targeting 100 participants.
- Submit 100 completed online surveys.
- Conduct phone or street canvassing to inform residences of survey or listening sessions.
- Host healing circles.
- Ensure at least 50 formerly incarcerated individuals participate in listening sessions or completed survey.

Participating organizations were also required to submit a report documenting their results and present such results to the CFCI Committee.

The following Ten trusted messenger organizations chose to participate:

- United American Indian Involvement (UAI)
- California Native Vote Project
- Youth with a Purpose/Geri's Place
- Puuku
- East LA Rising
- Youth Justice Coalition
- Sanctuary of Hope
- Cultiva LA
- Watts Labor Community Action Committee (WLCAC)

Community Engagement Summary

The remaining six organizations that were unable to participate will have the opportunity to lead community engagement efforts for Year 3 of the CFCI process. Participating organizations were also required to submit a report documenting their results and present such results to the CFCI Committee. A copy of all presentations can be found [here](#).

Results

Collectively, the trusted messenger organizations touched over 6,000 individuals while conducting outreach and were responsible for nearly 1,700 completed surveys. 13 listening sessions and three healing circles were held with over 900 community members in attendance. The community participants identified the following areas as the top priorities for the Year 2 Spending Plan:

- Youth development and education
- Rental assistance and housing
- Community-based health services

C. Community Engagement Challenges

SLS faced three major challenges during community outreach: time, budget, and geography.

1. SLS operated under an expedited schedule to conduct a series of outreach activities. Active community engagement requires trust, which takes time to build.
2. Budget constraints were another challenge, as the budget and expectation of activities were limited due to the vast geography of Los Angeles County.

3. Given the large population, SLS could not conduct expanded in-depth outreach in the time allotted, and more time would be required to thoroughly conduct community outreach.

These three interdependent challenges should be considered in future community engagement efforts.



Spending Plan Summary

1. Summary of Spending by Category

This year's Spending Plan's 21 project recommendations directly reflects the expressed priorities through input received as a part of the community engagement process. Participants continually lifted up the critical importance of CFCI funds paying to expand housing availability for the individuals returning home. As such, 44 percent of the year two budget is allocated to housing subsidies and operations support. Some projects that provide community-based housing appear in other categories (i.e., Diversion and Reentry, Harm Reduction). These projects will provide community based supportive housing for some of the most vulnerable people in LA County experiencing severe mental illness.

Twenty percent of the CFCI funds for year two are allocated to Youth focused programs including an innovative strategy to expand youth centers throughout LA County by establishing pathways for community-based organizations to both own and operate these sites. Other youth projects will provide mentorship; job preparation, training, and placement; healing through arts; education support; and gang intervention and violence prevention support.

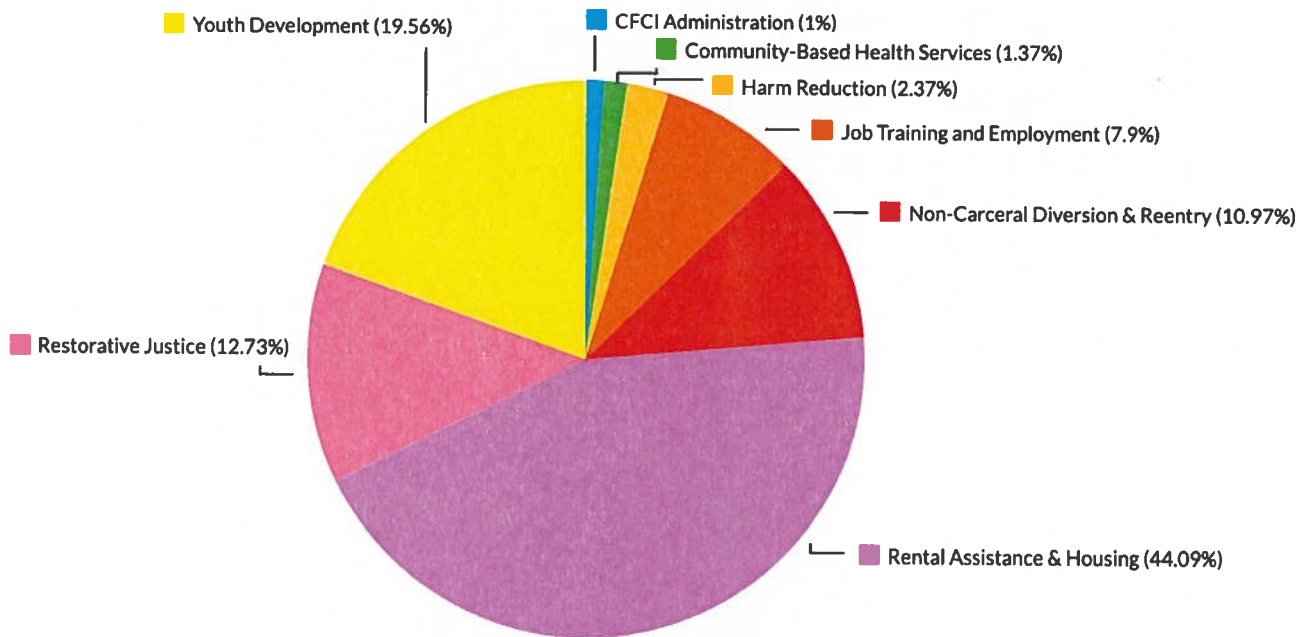
The Year Two Spending Plan also includes first time programs that will provide a safe, non-judgmental space to be supported and address long term gaps in our system including: Warm Landing Place to create a welcoming, safe and accessible landing place for people released from County Jails as both a triage center and supportive services linkages; and Harm Reduction Centers to help reduce the spread of HIV/AIDS and STIs amongst people experiencing homelessness, help prevent or reverse fatal overdoses, and lifesaving supplies.

Spending Plan Summary

The project recommendations in this plan also help expand existing strategies or interventions that have proven to be impactful, including safe spaces and treatment for girls and women who are survivors of sexual exploitation and trafficking; and culturally proficient job readiness, training and placements for adults.

The Detailed Spending Recommendations in Attachment A of this Plan provide details about project descriptions, Year One funding amounts, suggested grant administrators, and whether programs are new, expansions, or existing programs with modifications. The recommendations total to \$100,000,000 and are grouped by the following categories:

Figure 3: Funding Amounts by CFCI Focus Area



Spending Plan Summary

Figure 4: Funding Amounts by Supervisorial District (SD)

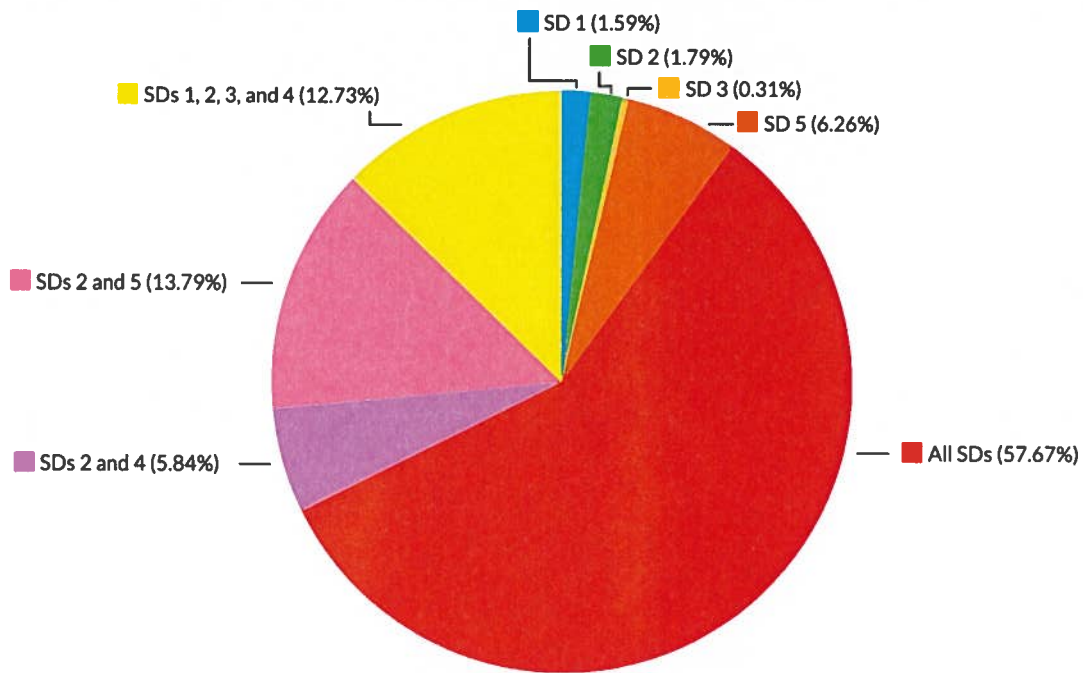


Figure 5: Funding Amounts by Service Planning Area (SPA)

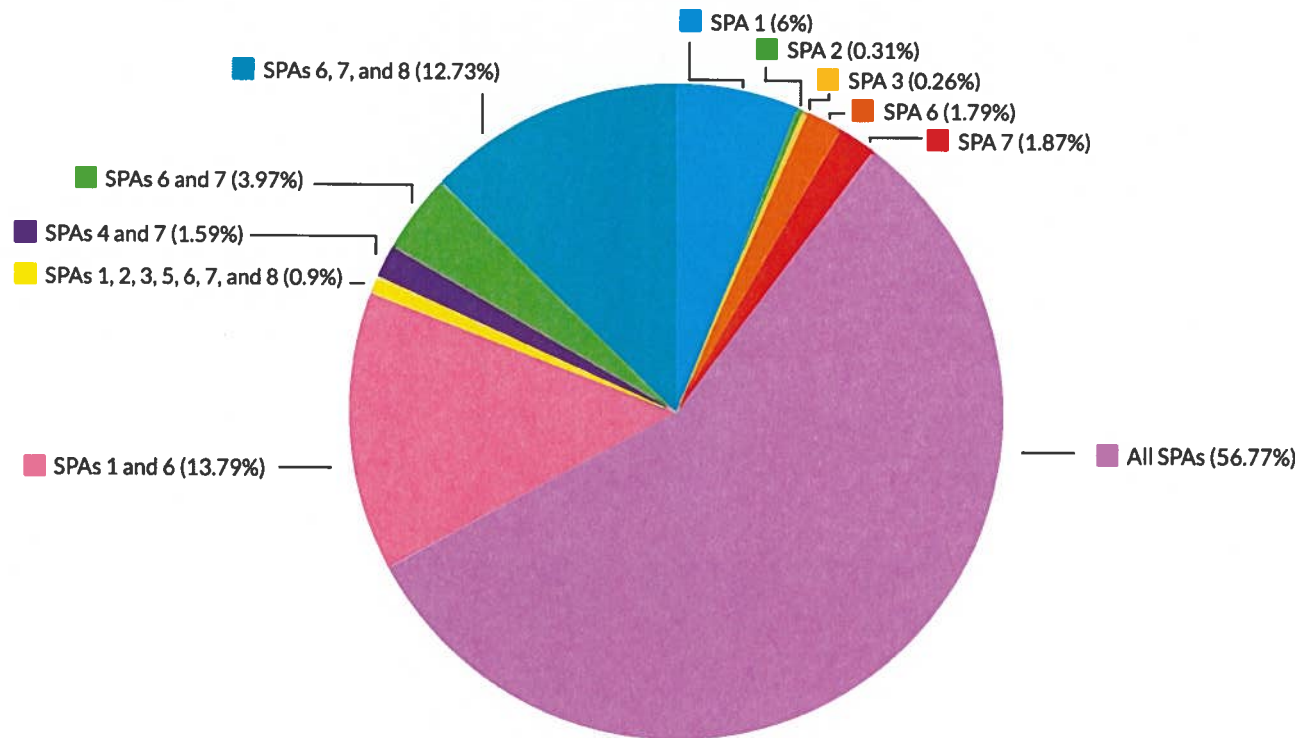
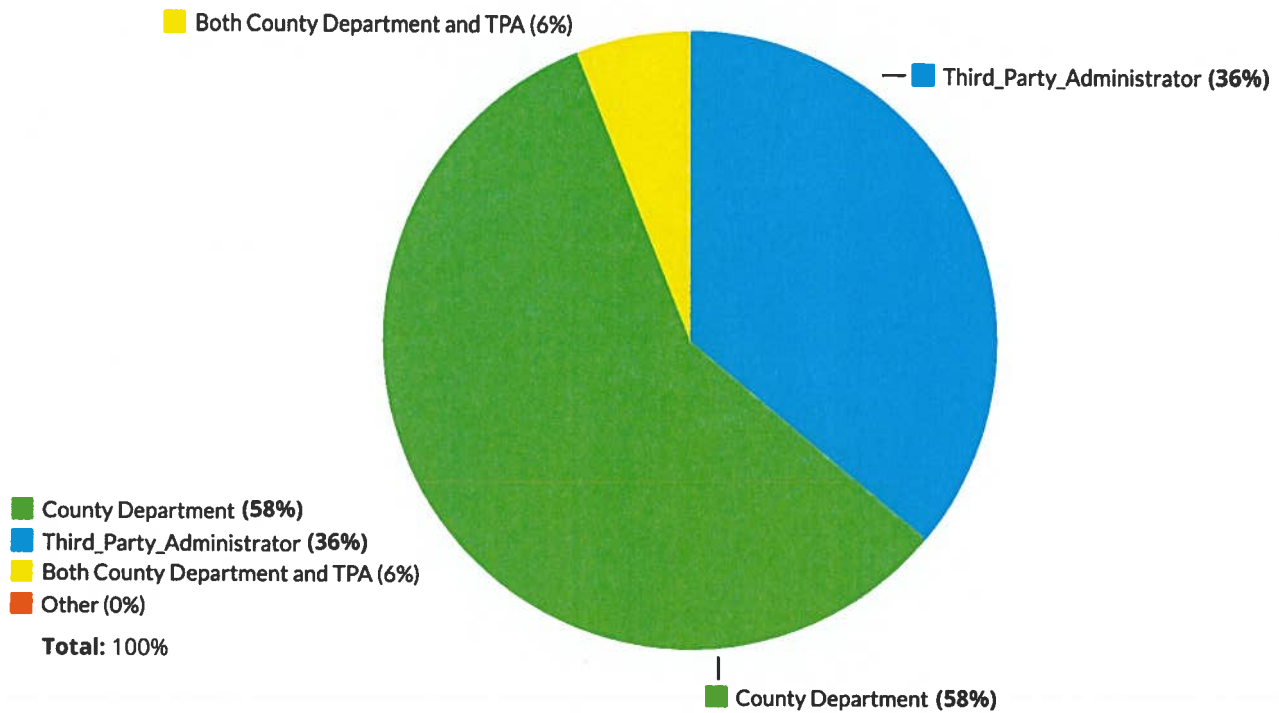


Figure 6: Recommended Grant Administrator



APPENDIX

Image 1, Person reaches out to open the window of his bedroom :
Photograph from ATI Visits LA DOORS in South Los Angeles.

Image 2, A young woman with a microphone enthusiastically addresses an outside crowd at the Annual Unity 4 Foster Care Awareness Event, Resource Fair, and CFCI listening session in Palmdale : Photograph from Youth with a Purpose.

Image 3, Person stands at an open window smiling : Photograph from East LA Rising, CFCI Community Engagement Listening Session

Image 4, Person smiles while wearing embroidered face mask and beaded necklace : Photograph from Tia Chucha's Centro Cultural & Bookstore

Image 5, Kids enjoy face painting at the Annual Unity 4 Foster Care Awareness Event, Resource Fair, and CFCI listening session in Palmdale : Photograph from Youth with a Purpose.

Image 6, Young person with tattoos stands in front of a mural and smiles with his hands over his head : Photograph from AMAAD

Image 7, Two people sit together at a park, one looks at the camera and smiles : Photograph from LA County Parks After Dark

Image 8, Three teenage girls smile and hold baby goats at the Annual Unity 4 Foster Care Awareness Event, Resource Fair, and CFCI listening session in Palmdale : Photograph from Youth With a Purpose.

Image 9, Person wearing face mask hugs their child in a playground : Photograph from East LA Rising, CFCI Community Engagement Listening Session

Image 10, page 3: Five young women, two of whom carry babies, sit in the back of a classroom a CFCI Community Engagement listening session at South Bay Hope Connections.

Image 11, page 6: Young person in a sweatshirt and mask engages in a listening session. Above his head are post-it notes from a whiteboarding session called “What I love about my community.” Photograph from Sanctuary of Hope, CFCI Community Engagement Listening Session. LA County Images.

Image 12, page 8: Two people with masks stroll among the booths at a community event.

Image 13, page 15: Young woman smiles and poses holding a baby goat. Photograph from Youth With a Purpose Listening Session.

Image 14, page 19: Community members converse under a tent with words “United American Indian Involvement, Inc.” written on the top. Photograph from United American Indian Involvement (UAI) and California Native Vote Project, CFCI Community Engagement listening sessions.

Image 15, page 20: Person looks at the camera and smiles while receiving a gift card after participating in a CFCI Community Engagement Listening Sessions. Photograph Amity.

Image 16, page 32: Two young people sign in for a CFCI Community Engagement listening session provided by Trusted Messenger organization. Photograph from Cultiva LA.

Image 17, page 38: People sit and listen to a presentation during a CFCI Community Engagement listening session provided by a Trusted Messenger organization, California Native Vote Project.



Project ID #	Project Name	Equity and Impact Statement:	Recommended Grant Administrator	Submission Type	CFCI Focus Area	Supervisiorial District(s)	Service Planning Areas	Project Type	Final Amount	
30	ODR Diversion Permanent Supportive Housing (ODRH + LEAD)	This project will equitably reduce the number of people incarcerated in LA County with serious mental illness or other complex health needs, and reduce homelessness, emergency services use, and healthcare cost for this population. This population - persons experiencing homelessness and mental health, substance use, or complex physical health needs, are County by community-based organizations (CBOs) who, along with local youth and residents will shape the process of transforming these spaces into youth and community resource hubs. These youth centers will provide system impacted and marginalized Black and Brown communities with Housing for Health (HFH) serves the County's most vulnerable homeless individuals who have high rates of physical and mental health disabilities, addiction issues, comorbid diagnoses, and early mortality. HFH's Flexible Housing Subsidy Pool (FHSP) is a fiscal tool that enables HFH to braid funding streams and create flexible local rental subsidies. This resource The Peacemakers Initiative, led by a collection of community organizations dedicated to violence reduction, will provide communities in Los Angeles County with the resources to combat and prevent violence within predominantly Black and Brown communities. By expanding the capacity of violence intervention agencies, they can have an increased impact in Participants will mirror the demographics of the jail population, in which Black and Latinx individuals are overrepresented. Currently, Latinx individuals make up 54% of the jail population (48.6% of the overall County population) and Black individuals comprise 29% of the jail population (8.1% of the overall County population). The WLP will be staffed 24/7, 365	County Department	County	Rental_Assistance_Housing_Vouch	All SDs	All New	\$	29,780,352.27	
51	Community Owned and Operated Youth Centers	Our proposal supports the reclamation of existing, vacant spaces in LA County by community-based organizations (CBOs) who, along with local youth and residents will shape the process of transforming these spaces into youth and community resource hubs. These youth centers will provide system impacted and marginalized Black and Brown communities with Housing for Health (HFH) serves the County's most vulnerable homeless individuals who have high rates of physical and mental health disabilities, addiction issues, comorbid diagnoses, and early mortality. HFH's Flexible Housing Subsidy Pool (FHSP) is a fiscal tool that enables HFH to braid funding streams and create flexible local rental subsidies. This resource The Peacemakers Initiative, led by a collection of community organizations dedicated to violence reduction, will provide communities in Los Angeles County with the resources to combat and prevent violence within predominantly Black and Brown communities. By expanding the capacity of violence intervention agencies, they can have an increased impact in	Third_Party_Administrator	Community	Youth_Development	2 and 5	1 and 6	Adaptation	\$	13,795,000.00
53	Housing for Health Permanent Housing Expansion	Our proposal supports the reclamation of existing, vacant spaces in LA County by community-based organizations (CBOs) who, along with local youth and residents will shape the process of transforming these spaces into youth and community resource hubs. These youth centers will provide system impacted and marginalized Black and Brown communities with Housing for Health (HFH) serves the County's most vulnerable homeless individuals who have high rates of physical and mental health disabilities, addiction issues, comorbid diagnoses, and early mortality. HFH's Flexible Housing Subsidy Pool (FHSP) is a fiscal tool that enables HFH to braid funding streams and create flexible local rental subsidies. This resource The Peacemakers Initiative, led by a collection of community organizations dedicated to violence reduction, will provide communities in Los Angeles County with the resources to combat and prevent violence within predominantly Black and Brown communities. By expanding the capacity of violence intervention agencies, they can have an increased impact in	County Department	County	Rental_Assistance_Housing_Vouch	All SDs	All Expansion	\$	12,784,761.00	
42	Peacemakers Initiative: Expanding Safety in Los Angeles County	The Peacemakers Initiative, led by a collection of community organizations dedicated to violence reduction, will provide communities in Los Angeles County with the resources to combat and prevent violence within predominantly Black and Brown communities. By expanding the capacity of violence intervention agencies, they can have an increased impact in	Third_Party_Administrator	Community	Restorative_Justice	1, 2, 3 and 4	6, 7 and 8	Expansion	\$	12,734,271.30
27	Warm Landing Place	Participants will mirror the demographics of the jail population, in which Black and Latinx individuals are overrepresented. Currently, Latinx individuals make up 54% of the jail population (48.6% of the overall County population) and Black individuals comprise 29% of the jail population (8.1% of the overall County population). The WLP will be staffed 24/7, 365	County Department	County	Non_Carceral_Diversion_and_Reen	All SDs	All New	\$	7,000,000.00	
13	Job Readiness, Training and Placements for Adults	PTW's mission enables people of all walks of life to be as healthy and active as possible by assisting them to maintain the highest quality of purpose, improving the quality of their lives. Our certified job training and reentry services offered for both men and women and will teach people how to rise above their circumstances of poverty, hurt, sickness, and	Both County Department and TPA	Community	Job_Training_and_Employment	5	1	Expansion	\$	6,000,000.00
20	POWR (Providing Opportunities for Women in Reentry)	This project will holistically empower and serve systems-impacted women through the following: promoting healthy connections with children, family, and significant others; increasing economic well-being through education, employment and housing support; and improving health outcomes through addressing substance use and mental illness. The program design and	County Department	County	Non_Carceral_Diversion_and_Reen	2 and 4	6 and 7	Expansion	\$	3,048,625.00
63	Healing-Informed Arts Project	This project will give young people access to healing-informed, culturally-relevant arts programming. Youth will be able to use the arts as a method of self-expression and create meaningful connections with caring adults. The arts will also serve as a re-entry strategy, helping youth returning to community. The arts will serve as a pathway to healing trauma, learning	Third_Party_Administrator	Community	Youth_Development	All SDs	All Expansion	\$	1,932,825.00	
65	Satellite Sites in Gang Impacted Communities to Work with Active Gang Members	Although gangs and their members are known to be the ones who bring destruction to their respected communities. Many times it is forgotten that they are community members themselves, who at one point were the children growing up in those communities. These members impact communities in many ways, unfortunately in a negative more than a	Third_Party_Administrator	Community	Youth_Development	2 and 4	7	New	\$	1,874,000.00
74	Increasing Food Access in Los Angeles: CultivaLA Urban Agriculture & Training Program	This project will promote a community-centered and intergenerational approach to urban agriculture in order to address food insecurity through a holistic 6-module curriculum with strong emphasis around workforce development, mentorship, and social entrepreneurship for youth and adults.	Third_Party_Administrator	Community	Job_Training_and_Employment	1	4 and 7	New	\$	1,590,500.00
67	Breaking Barriers Rapid Rehousing and Employment Program	Of the clients Breaking Barriers has served to date, 56% are Black, 35% are Hispanic/Latinx, and 30% are TAY (18-25); in continuing to serve individuals and families who have been impacted by the carceral system, this project will equitably reduce justice involvement and homelessness for adults across all SPAs in Los Angeles County by providing rapid rehousing,	County Department	Community	Rental_Assistance_Housing_Vouch	All SDs	All Expansion	\$	1,525,392.00	

