

PLEASE CLICK ON THE COUNTY OF LOS ANGELES SEAL
TO RETURN TO THIS PAGE

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED MAY 21, 2021](#)

[CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER'S REPORT DATED APRIL 6, 2022](#)



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

May 21, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief 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

RESTORATIVE JUSTICE VILLAGE MASTER PLAN (ITEM NO. 24, AGENDA OF JANUARY 26, 2021)

On January 26, 2021, the Board of Supervisors adopted a motion by Supervisor Solis instructing the Chief Executive Officer (CEO), in collaboration with the Director of Public Works (PW) and the Executive Director of the Alternatives to Incarceration (ATI) Initiative, to engage NAC Architecture Inc. and its subconsultants to begin work on a Restorative Justice Village Master Plan that expands upon the Vignes Project and the LAC+USC Restorative Care Village Project to support the County's "Care First, Jails Last" initiatives, and provide affordable housing and economic development to the Chinatown community.

Furthermore, the motion instructs the CEO to report back in 180 days with 1) An update on recommendations on types of housing, services, and programs that should be included in the Restorative Justice Village Master Plan to best support the ongoing work at the LAC+USC Restorative Care Village and other "Care First, Jails Last" initiatives; 2) An outreach framework that includes a participatory planning process involving Chinatown residents, businesses, and stakeholders to ensure incorporation of local needs into the Master Plan as well as engagement with social and criminal justice reform partners; 3) A summary of outreach efforts to nearby property owners including the California Endowment, Homeboy Industries, and the City of Los Angeles as well as confirmation of their interest to participate in a Master Planning effort; 4) A cost estimate and potential funding sources, including outside philanthropic funding sources and others, for the preparation of the full Master Plan, including any recommended contract amendments for NAC Architecture Inc. and its subconsultants; and 5) An implementation timeline for preparation of the Master Plan. The Board motion further directs the CEO to report back in 60 days with a status update, including recommended subconsultants, if any.

As directed by the Board, the CEO and PW have met with NAC Architecture, Inc. to establish a proposed framework for an effective master planning effort that considers the development of types of housing, services, and programs envisioned for the Restorative Justice Village Master Plan and a process for community engagement. To further this effort, CEO and PW are proposing to engage Gehry Partners LLP to assist with preparation of the scoping document that will serve as the basis for the preparation of the Master Plan, and North Star Alliances to assist with an overall outreach strategy. The preparation of the proposed scoping document will include outreach efforts to property owners adjacent to Men's Central Jail (MCJ) and the Hilda L. Solis Care First Village (formerly known as the Vignes Street Housing Project), including the City of Los Angeles, California Endowment, and Homeboy Industries. It should be noted that planning efforts for non-County owned properties is not within control of the County and would require considerable coordination and partnership with adjacent property owners.

On March 30, 2021, the Office of Diversion and Reentry published the "Developing a Plan for Closing Men's Central Jail as Los Angeles County Reduces its Reliance on Incarceration" report (MCJ Closure Report). The MCJ Closure Report identifies key components and timeframes associated with the transfer of inmates out of MCJ over an approximate two-year timeframe, and the closure of MCJ inmate housing areas at key intervals. This is important to note, as the development of a master plan effort focusing on the MCJ property will need to consider these closure efforts, including the various functions remaining on-site post inmate relocation.

It is currently estimated that the development of this scoping document by NAC Architecture Inc. and their subconsultants will cost between \$300,000 and \$500,000. The anticipated costs for preparation of the overall Master Plan will depend on elements defined in the scoping document.

Potential Funding Source

On April 20, 2021, the Board approved a motion by Supervisors Solis and Kuehl, as amended by Supervisor Mitchell, to develop a "Care First, Jails Last" capital project that would be used to build out the robust system of care in communities throughout the County and the ATI Initiative. In this motion, \$117.516 million was appropriated to the "Care First, Jails Last" project, Capital Project No. 87733, from various sources, including \$9.875 million in funding that was budgeted in the Project and Facility Development budget unit for New Justice Plan Studies. As specified in the motion, the funding appropriated to the "Care First, Jails Last" capital project would allocate funds for the potential future proposed use for certain activities, including 1) the efforts to build out the robust and comprehensive system of care; 2) the demolition of MCJ, partial or whole; 3) modification and renovation of existing jail facilities, without expansion, unless specifically ordered by a Court; and 4) any project management, support services, or efforts needed for the development of costs, timelines, phasing plans and other activities consistent with the funding uses previously defined.

Each Supervisor
May 21, 2021
Page 3

It is recommended that this funding be used for costs associated with the development of the Restorative Justice Village scoping document and master planning effort, including costs for PW and consultants. As previously directed in the motion, Board approval is required before the funding can be used for consultant services.

Proposed Affordable Housing at County Parking Lot 45

As a separate effort, the First Supervisorial District has expressed a desire to initiate efforts for a mixed-use affordable housing development at the County-owned parking Lot 45 in Chinatown, located at 725 North Spring Street in downtown Los Angeles. To further this effort, a kick-off meeting was held on April 12, 2021, with the Los Angeles Community Development Commission (LACDA), CEO, and the First Supervisorial District to discuss the proposed project scope and steps necessary to begin planning and pre-development efforts. LACDA will be leading the development of a Request for Proposals and community engagement plan. Future meetings will be scheduled with key stakeholders, including the City of Los Angeles and the Internal Services Department.

Next Steps

As previously stated, the estimated cost for development of the scoping document is between \$300,000 and \$500,000 which could be funded from the "Care First, Jails Last" project, Capital Project No. 87733. Board approval will be required to proceed with utilization of these funds for this purpose. Upon Board approval, PW will proceed with initiating development of the master plan scoping document, including supplementing the as-needed contract with NAC Architecture, Inc. to bring Gehry Partners LLC and North Star Alliances as subconsultants. We will include a status update on these efforts with the report back to the Board in 180 days.

Should you have any questions concerning this matter, please contact me or Vanessa Moody, Acting Assistant CEO, at (213) 974-1360 or vmood@ceo.lacounty.gov.

FAD:JMN:VBM
MJD:ns

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Health Services
Internal Services
Office of Diversion and Reentry
Public Works



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

April 6, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief 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

RESTORATIVE JUSTICE VILLAGE MASTER PLAN (ITEM NO. 24, AGENDA OF JANUARY 26, 2021)

On January 26, 2021, a motion by Supervisor Solis, instructed the Chief Executive Officer (CEO), in collaboration with the Director of Public Works (PW) and the Executive Director of the Alternatives to Incarceration Initiative (ATI), to engage NAC Architecture Inc. and its subconsultants to begin work on a Restorative Justice Village Master Plan that expands upon the Vignes Project and the LAC+USC Restorative Care Village Project to support the County's "Care First, Jails Last" initiatives, and provide affordable housing and economic development to the Chinatown community.

Furthermore, the motion instructed the CEO, in part, to report back in 180 days with: 1) An update on recommendations on types of housing, services, and programs that should be included in the Restorative Justice Village Master Plan to best support the ongoing work at the LAC+USC Restorative Care Village and other "Care First, Jails Last" initiatives; 2) An outreach framework that includes a participatory planning process involving Chinatown residents, businesses, and stakeholders to ensure incorporation of local needs into the Master Plan as well as engagement with social and criminal justice reform partners; 3) A summary of outreach efforts to nearby property owners including the California Endowment, Homeboy Industries, and the City of Los Angeles as well as confirmation of their interest to participate in a Master Planning effort; 4) A cost estimate and potential funding sources, including outside philanthropic funding sources and others, for the preparation of the full Master Plan, including any recommended contract amendments for NAC, Inc. and its subconsultants; and 5) An implementation timeline for preparation of the Master Plan. The Board motion further directed the CEO to report back in 60 days with a status update, including recommended subconsultants, if any.

On May 21, 2021, the CEO issued a report back identifying the anticipated cost of developing a Master Plan scoping document, including a potential funding source, and identified potential subconsultants (Attachment A).

Each Supervisor
April 6, 2022
Page 2

On June 8, 2021, a motion by Supervisors Solis and Mitchell approved: 1) the use of up to \$500,000 for preparation of the Master Plan scoping document, 2) delegated authority to the CEO to execute any agreements to support the Master Plan effort, and 3) directed the Master Plan effort to include recommendations on the siting of various acute and sub-acute mental health beds needed in the community as part of the scope of work for the Restorative Justice Master Plan with the goal of increasing the number of available beds countywide, including the potential acquisition and/or lease of real estate properties in the proximity of Men's Central Jail to further implement the Alternatives to Incarceration and Care First Jails Last initiatives for justice-impacted and involved individuals and people experiencing homelessness and houselessness.

The attached Master Plan scoping document (Attachment B) is a response to the motion that provides a framework for the full Master Plan with key deliverables. These deliverables include, among other things, robust community outreach, assessment of potentially available properties in the applicable geographic area, a stakeholder engagement plan, potential wrap around support services, and an assessment of housing typologies. Furthermore, the attached scoping document reflects a proposed cost of \$3,639,000 to complete the Master Plan, and a timeline associated with its development of approximately 14 months, with an additional nine months anticipated for follow-up meetings with various stakeholders. The proposed cost and timeline assume that NAC Architecture, Inc. and their subconsultants will continue in their current role to deliver the Master Plan.

If the Board elects to proceed with this proposal, the proposed costs could be funded from the Care First, Jails Last project, Capital Project No. 87733. Board approval will be required to proceed with utilization of these funds for this purpose.

Should you have any questions concerning this matter, please contact me or Vanessa B. Moody, Senior Manager, Capital Programs, at (213) 974-2318 or vmooddy@ceo.lacounty.gov.

FAD:JMN:JTC
VBM:MJD:ns

Attachments

c: Executive Office, Board of Supervisors
County Counsel
Mental Health
Public Works



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief 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

May 21, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

RESTORATIVE JUSTICE VILLAGE MASTER PLAN (ITEM NO. 24, AGENDA OF JANUARY 26, 2021)

On January 26, 2021, the Board of Supervisors adopted a motion by Supervisor Solis instructing the Chief Executive Officer (CEO), in collaboration with the Director of Public Works (PW) and the Executive Director of the Alternatives to Incarceration (ATI) Initiative, to engage NAC Architecture Inc. and its subconsultants to begin work on a Restorative Justice Village Master Plan that expands upon the Vignes Project and the LAC+USC Restorative Care Village Project to support the County's "Care First, Jails Last" initiatives, and provide affordable housing and economic development to the Chinatown community.

Furthermore, the motion instructs the CEO to report back in 180 days with 1) An update on recommendations on types of housing, services, and programs that should be included in the Restorative Justice Village Master Plan to best support the ongoing work at the LAC+USC Restorative Care Village and other "Care First, Jails Last" initiatives; 2) An outreach framework that includes a participatory planning process involving Chinatown residents, businesses, and stakeholders to ensure incorporation of local needs into the Master Plan as well as engagement with social and criminal justice reform partners; 3) A summary of outreach efforts to nearby property owners including the California Endowment, Homeboy Industries, and the City of Los Angeles as well as confirmation of their interest to participate in a Master Planning effort; 4) A cost estimate and potential funding sources, including outside philanthropic funding sources and others, for the preparation of the full Master Plan, including any recommended contract amendments for NAC Architecture Inc. and its subconsultants; and 5) An implementation timeline for preparation of the Master Plan. The Board motion further directs the CEO to report back in 60 days with a status update, including recommended subconsultants, if any.

Each Supervisor
May 21, 2021
Page 2

As directed by the Board, the CEO and PW have met with NAC Architecture, Inc. to establish a proposed framework for an effective master planning effort that considers the development of types of housing, services, and programs envisioned for the Restorative Justice Village Master Plan and a process for community engagement. To further this effort, CEO and PW are proposing to engage Gehry Partners LLP to assist with preparation of the scoping document that will serve as the basis for the preparation of the Master Plan, and North Star Alliances to assist with an overall outreach strategy. The preparation of the proposed scoping document will include outreach efforts to property owners adjacent to Men's Central Jail (MCJ) and the Hilda L. Solis Care First Village (formerly known as the Vignes Street Housing Project), including the City of Los Angeles, California Endowment, and Homeboy Industries. It should be noted that planning efforts for non-County owned properties is not within control of the County and would require considerable coordination and partnership with adjacent property owners.

On March 30, 2021, the Office of Diversion and Reentry published the "Developing a Plan for Closing Men's Central Jail as Los Angeles County Reduces its Reliance on Incarceration" report (MCJ Closure Report). The MCJ Closure Report identifies key components and timeframes associated with the transfer of inmates out of MCJ over an approximate two-year timeframe, and the closure of MCJ inmate housing areas at key intervals. This is important to note, as the development of a master plan effort focusing on the MCJ property will need to consider these closure efforts, including the various functions remaining on-site post inmate relocation.

It is currently estimated that the development of this scoping document by NAC Architecture Inc. and their subconsultants will cost between \$300,000 and \$500,000. The anticipated costs for preparation of the overall Master Plan will depend on elements defined in the scoping document.

Potential Funding Source

On April 20, 2021, the Board approved a motion by Supervisors Solis and Kuehl, as amended by Supervisor Mitchell, to develop a "Care First, Jails Last" capital project that would be used to build out the robust system of care in communities throughout the County and the ATI Initiative. In this motion, \$117.516 million was appropriated to the "Care First, Jails Last" project, Capital Project No. 87733, from various sources, including \$9.875 million in funding that was budgeted in the Project and Facility Development budget unit for New Justice Plan Studies. As specified in the motion, the funding appropriated to the "Care First, Jails Last" capital project would allocate funds for the potential future proposed use for certain activities, including 1) the efforts to build out the robust and comprehensive system of care; 2) the demolition of MCJ, partial or whole; 3) modification and renovation of existing jail facilities, without expansion, unless specifically ordered by a Court; and 4) any project management, support services, or efforts needed for the development of costs, timelines, phasing plans and other activities consistent with the funding uses previously defined.

Each Supervisor
May 21, 2021
Page 3

It is recommended that this funding be used for costs associated with the development of the Restorative Justice Village scoping document and master planning effort, including costs for PW and consultants. As previously directed in the motion, Board approval is required before the funding can be used for consultant services.

Proposed Affordable Housing at County Parking Lot 45

As a separate effort, the First Supervisorial District has expressed a desire to initiate efforts for a mixed-use affordable housing development at the County-owned parking Lot 45 in Chinatown, located at 725 North Spring Street in downtown Los Angeles. To further this effort, a kick-off meeting was held on April 12, 2021, with the Los Angeles Community Development Commission (LACDA), CEO, and the First Supervisorial District to discuss the proposed project scope and steps necessary to begin planning and pre-development efforts. LACDA will be leading the development of a Request for Proposals and community engagement plan. Future meetings will be scheduled with key stakeholders, including the City of Los Angeles and the Internal Services Department.

Next Steps

As previously stated, the estimated cost for development of the scoping document is between \$300,000 and \$500,000 which could be funded from the "Care First, Jails Last" project, Capital Project No. 87733. Board approval will be required to proceed with utilization of these funds for this purpose. Upon Board approval, PW will proceed with initiating development of the master plan scoping document, including supplementing the as-needed contract with NAC Architecture, Inc. to bring Gehry Partners LLC and North Star Alliances as subconsultants. We will include a status update on these efforts with the report back to the Board in 180 days.

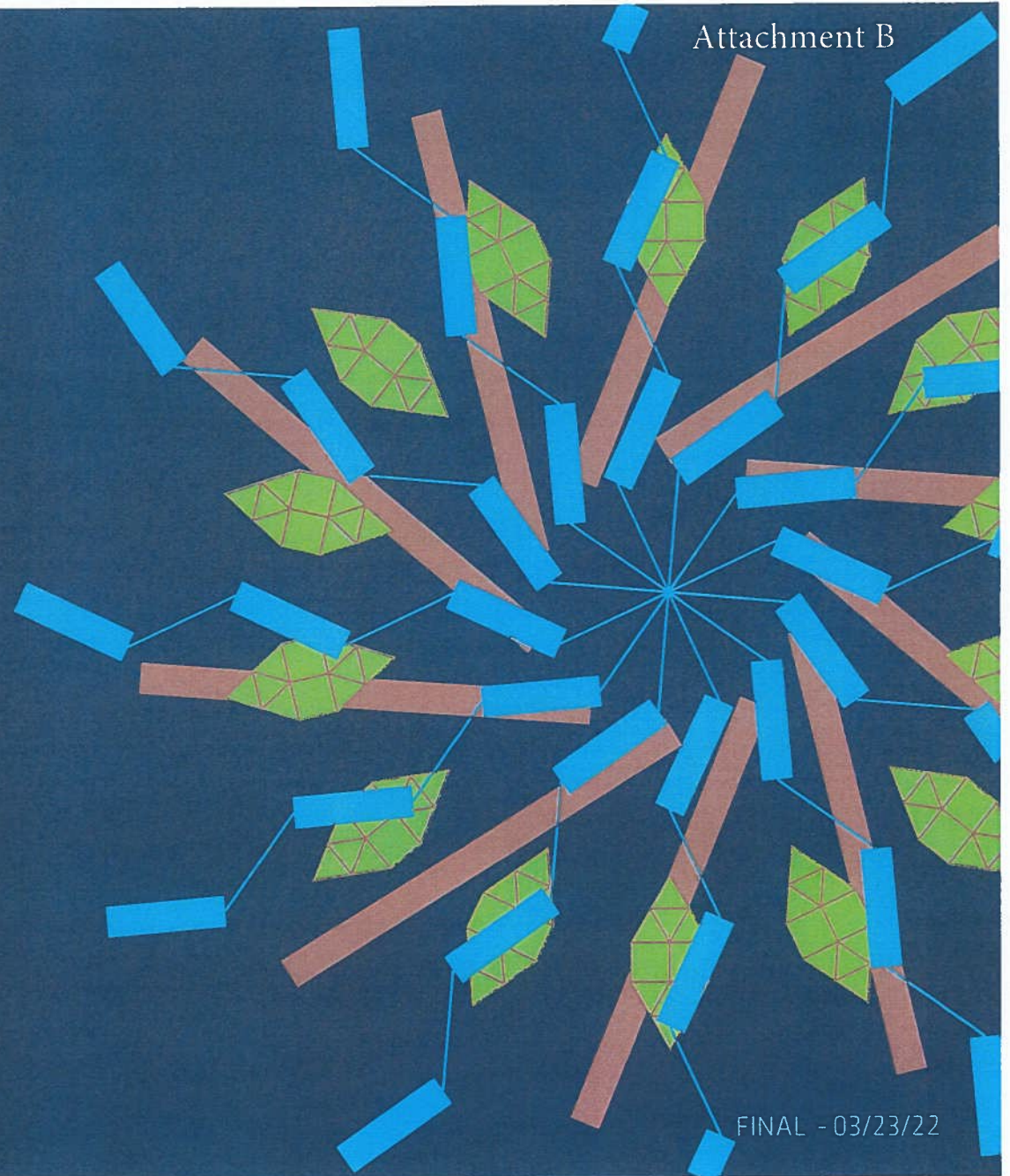
Should you have any questions concerning this matter, please contact me or Vanessa Moody, Acting Assistant CEO, at (213) 974-1360 or vmooddy@ceo.lacounty.gov.

FAD:JMN:VBM
MJD:ns

c: Executive Office, Board of Supervisors
County Counsel
Sheriff
Health Services
Internal Services
Office of Diversion and Reentry
Public Works

Restorative Justice Village Master Plan
Scoping Document

**RESTORATIVE
JUSTICE
VILLAGE
TOGETHER,
PROVIDING
CARE FIRST**



Attachment B

FINAL - 03/23/22

Table of Contents

Acknowledgments 05

- Los Angeles County - Supervisorial District One and District Two
- County Departments and Offices
- Advocacy Organizations
- Design Team

Introduction 07

- Executive Summary 08

Part I — A Statement of Need 10

- Restorative Justice Village Master Plan Aspiration 11
- Design Approach 12
- Recommended Services for the Restorative Justice Village 13
- Housing Typologies 15
- Wrap-Around Services 17
- Communal Functions + Spaces 18
- Case Studies 19

Part II — Community Outreach 20

- Key Audience 21
- Outreach and Engagement Strategy 22
- Stakeholder Outreach 23

Part III — Development Community Outreach 25

→ Existing Chinatown Neighborhood 26

→ Interfacing with the Los Angeles County Criminal Justice System 26

→ Study Area 27

→ Framework and Deliverables 36

Part IV — Master Plan Team Structure and Funding 37

→ Master Plan Team 38

→ Funding 39

Part V — Master Plan 40

→ Planning Schedule 41

→ Outreach Schedule 42

Conclusion 43

→ Outcomes of the Restorative Justice Village Master Plan 44

Resources 44

→ Glossary 45
→ Table of Figures & Image Credits..... 49

Appendices 51

→ A - GIS Data List 52
→ B - Stakeholder List 54
→ C - Outreach and Engagement Report 57
→ D - The Sequential Intercept Model 66

Acknowledgments

Acknowledgment

PROJECT TEAM

LOS ANGELES COUNTY SUPERVISORIAL DISTRICT ONE

→ Hilda L. Solis, Supervisor

LOS ANGELES COUNTY SUPERVISORIAL DISTRICT TWO

→ Holly J. Mitchell, Supervisor

COUNTY DEPARTMENTS AND OFFICES

Los Angeles County Supervisorial District One (SD1)

→ Waqas Rehman, Director of Planning and Development

→ Esther Lim, Justice Deputy

Chief Executive Office (CEO)

→ Matt Diaz, Acting Manager

→ Cynthia Zapata, Principal Analyst

Alternatives to Incarceration (ATI)

→ Songhai Armstead, Executive Director

→ Vincent Holmes, Manager

Jail Closure Implementation Team (JCIT)

→ Brandon Nichols, Executive Director

Public Works (PW)

→ Vincent Yu, Assistant Deputy Director

→ Felicia Yang, Capital Projects Program Manager

→ Myron Lee, Capital Project Manager

Office of Diversion and Reentry (ODR)

→ Rohini Khanna, Co-Deputy Director

→ Michelle Newell, Co-Deputy Director

→ Vanessa Moody, Senior Manager

Department of Health Services (DHS) - D.O.O.R.S.

→ Tasha Mcfashion-Stiger, Senior Program Manager

Department of Mental Health (DMH)

→ Jo Ann Mariko Yanagimoto-Pinedo, Deputy Director

→ Dr. Amanda Ruiz, Acting Deputy Director

Department of Probation

→ John Baima, Senior Probation Director

Los Angeles County Development Authority (LACDA)

→ Lynn Katano, Director, Housing Investment
& Finance Division

→ Tracie Mann, Director, Housing Assistance Division

COMMUNITY PARTNERS

Homeboy Industries

→ Steve Delgado, Chief Operating Officer

→ Dan Rosenfeld, Consultant

California Endowment

→ Martha Jimenez, Executive Vice President/Counsel

→ Edward de la Torre, Director Facilities and Events

→ Kim Hutchings, Executive Assistant

→ Jennifer Chheang, Senior Program Manager

SCOPING TEAM

NAC Architecture (NAC)

→ Tim Ballard, Principal

→ Michael Pinto, Design Principal

→ Louise Griffin, Project Manager

→ Juliette Bellocq, Graphic Designer

→ Diana Hayes, Data Analyst

→ Nakisa Dehpanah, Designer

→ Vanessa Vasquez, Designer

→ Jia Lan Chow, Intern

Gehry Partners (GP)

→ Craig Webb, Partner

→ Tensho Takemori, Partner

→ Dana McKinney, Architect and Urban Planner

North Star Alliances (NSA) - Outreach

→ Ernesto Morales, CEO

→ Chris DeGroof, COO

→ Lindsey Skolnik, Public Affairs Strategist

→ Katrina Harding, Research Analyst

→ Alexandra Garcia, Operation Manager

Urban Semillas (US) - Outreach

→ Miguel Angel Luna, President

→ Brigette Calderon, Engagement Director

A New Way of Life (ANWOL)

→ Susan Burton, Founder

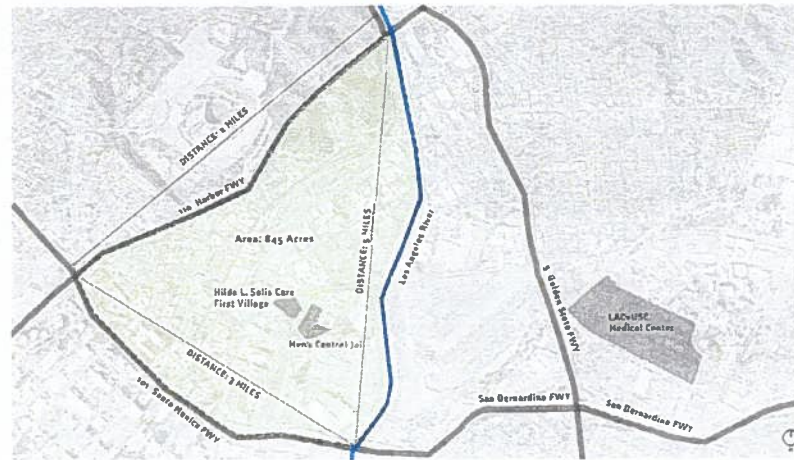
Introduction

Introduction

EXECUTIVE SUMMARY

This scoping document report summarizes the foundational work done in support of the creation of a Restorative Justice Village Master Plan (RJVM MP). The Plan is intended to guide future efforts to build upon the success of the Hilda L Solis Care First Village and the LAC+USC Restorative Care Village. As envisioned in the County's "Care First, Jails Last" initiative, these facilities address the critical need for housing as well as the ongoing need for mental and behavioral health services in the study area. The Restorative Justice Village Master Plan represents an opportunity to continue creating a community-based system of care for the surrounding community as articulated by the ongoing work of the Alternatives to Incarceration (ATI) Initiative. In establishing this scoping vision, the team was particularly focused on finding places where they could leverage ongoing efforts by other community organizations through the alignment of interests and strategic investments in the community.

The plan study area is shown in the diagram below:



Following is a summary of the findings to come from the NAC Scoping Team:

1. The Restorative Justice Village Master Plan should prioritize the creation of interim housing solutions that fill the gap between shelters intended to get people off the street as soon as possible and permanent supportive or affordable housing. Integrating support services with these housing solutions is important for their long-term success.

A high priority support service to be integrated into the Restorative Justice Village are acute and sub-acute beds for providing mental health care. The need for these type of facilities throughout the County is well established, particularly for people experiencing homelessness and the formerly incarcerated. The re-purposing of existing medical facilities and other suitable buildings will be explored by the planning team as a quicker and more cost-effective approach to bring

these facilities on-line. Securing commitments for operational funding simultaneous with construction is strongly recommended given the high cost of operating acute/sub-acute facilities.

To address the many different needs for services in the Restorative Justice Village, aggregating providers in the setting of a one-stop shop should be considered. The Community Re-Entry Center or D.O.O.R.S. (Developing Opportunities and Offering Re-entry Solutions) program operated by DHS in S.D. 2 is a good example of such a setting.

2. The Restorative Justice Village Master Plan outreach framework needs to include two key components deemed essential to its success by the scoping team. First is a series of listening sessions to ensure the concerns of local community members and property owners, including those adjacent to the existing Men's Central Jail and the new Hilda L. Solis Care First Village are heard.

Introduction

EXECUTIVE SUMMARY CONTINUED

The second is the creation of a Restorative Justice Village Master Plan Stakeholder Working Group to coordinate and leverage with housing developers, service providers and key community stakeholders active in the planning area.

The creation of such a broad outreach and community engagement strategy is an essential element of the Restorative Justice Village Master Plan. It will guide balanced development to address the needs of marginalized populations living in the area as well as recognizing the needs of the adjacent Chinatown community.

3. There are a number of significant housing projects in various stages of development within the study area, all of whom are interested in participating in the RJV Master Planning effort:
 - Homeboy Industries is planning a to develop 148 units of affordable housing in several phases with integrated support services adjacent to its existing facility.
 - The California Endowment will soon be publishing a plan for building out the property it owns adjacent to its headquarters facility that will likely include a significant affordable housing component.
 - The County-owned Lot 45 at 725 North Spring St. is slated for a mixed-use development under the direction of Los Angeles County Development Authority (LACDA) including an affordable housing component.
 - The City of Los Angeles is not directly funding housing in the study area but does have a number

- of provisions in the Cornfield-Arroyo Specific Plan (CASP) to encourage the development of affordable housing.

Given the limited availability of land within the study area, the County may want to consider land-swaps of under-utilized properties or re-purposing of under-utilized buildings to create more opportunities for construction of interim housing and mental health beds.

4. Potential funding sources for the full RJV Master Plan include Capital Project 87733, qualifying Care First Community Initiatives (Measure J), and other grants promoting restorative justice development.
5. A duration of 14 months is allocated for the preparation of the RJV Master Plan; including 3 months of preparation and 11 months of planning activities.

These findings are further developed and enhanced with supporting materials throughout the body of this scoping document. Consistent with the findings of this scoping study work, the outcomes of the Restorative Justice Village Master Plan are therefore intended to be:

- Recommend the types of supportive housing that can best integrate into the neighborhood and increase housing availability to those in greatest need,
- Establish a set of supportive services that are inseparable from the housing development program established by the plan,
- Undertake a land use study to set appropriate density and scale for supportive housing; provide alternatives to building at the maximum an allowable zoning envelope,

- Engage the local community in developing a plan that has proper empathy for the people it is working to assist, and
- Align planning objectives to integrate with the Men's Central Jail Closure Implementation Team (JCIT) work, which is now underway.

The Restorative Justice Village Master Plan will provide a particularly important local interface point for the work of the Jail Closure Implementation Team. This newly established team is developing a cohesive operational plan for safely closing and ultimately demolishing the aging Men's Central Jail facility. At this stage in JCIT's planning work, three capital planning issues have emerged that should be integrated into the Restorative Justice Village:

- Recognize the eventual demolition of the Men's Central Jail facility in the long-term planning for the area,
- Build local community housing capacity focused on people with low incomes who have been justice-involved or are experiencing homelessness.
- Explore opportunities within the study area for creating acute or sub-acute mental health beds.

PART I

A Statement of Need

A Statement of Need

RESTORATIVE JUSTICE VILLAGE MASTER PLAN ASPIRATION

In 2019, the final report of the “Care First, Jails Last” initiative commissioned by the County Board of Supervisor’s was published. It articulates the creation of community-based alternatives to incarceration that will make our communities safer and healthier in the wake of the decision to safely close Men’s Central Jail (MCJ). The Restorative Justice Village Master Plan that will emerge from this scoping document is a direct response to this goal of creating a decentralized network of holistic care facilities in our communities. These resources will provide the “care” envisioned in “Care First, Jails Last” initiative, which recognizes that many people incarcerated in the LA County jails have needs not met by the criminal justice system. These needs include mental health treatment, substance abuse dependence, and financial hardships often resulting in experiencing homelessness. The goal of the Restorative Justice Village is to provide a place outside of the criminal justice system to address these needs.

The Restorative Justice Village Master Planning process will address the needs of the formerly incarcerated, as well as other members of the local community. In doing so, it will lay the groundwork for building a rehabilitative environment that meets the needs of vulnerable Angelenos with equity, dignity, humanity, and grace. Housing with integrated services that create safe, supportive spaces is the foundation of a Restorative Justice Village that will allow justice system-impacted individuals to reconnect with their families and find a supportive community.

The Restorative Justice Village Master Plan that will emerge from this scoping document is a direct response to the goal of creating a decentralized network of holistic care facilities in our communities.

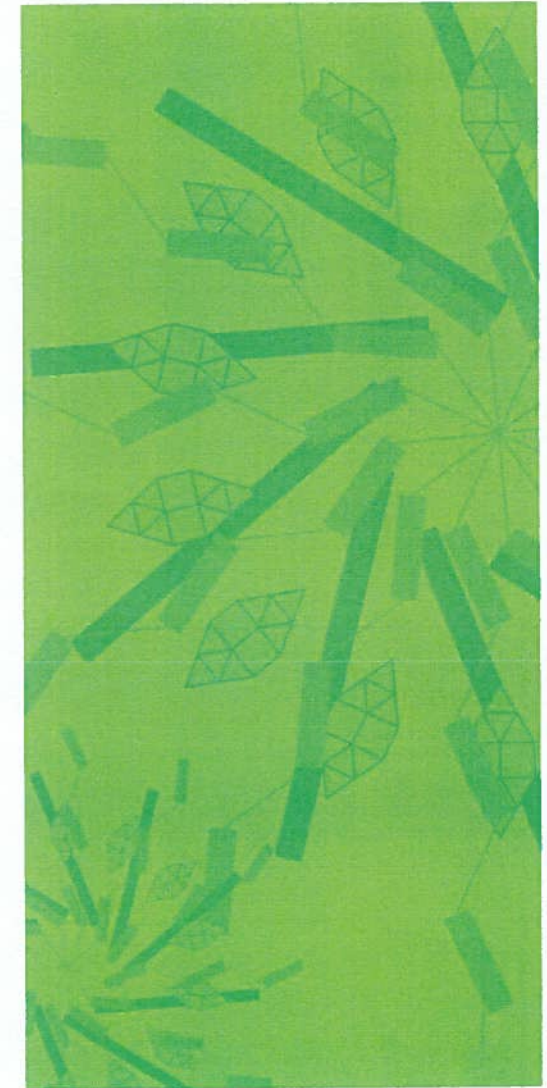
A Statement of Need

DESIGN APPROACH

An essential component of the interim housing envisioned for the Restorative Justice Village are the integrated support services. Fortunately, both the County of Los Angeles and local non-profit agencies have many programs in different departments with deep expertise in offering the type and range of services needed in this context. The RJV Master Plan Scoping Team met with managers and leaders of these programs focused on delivering mental health and wellbeing care for underserved and vulnerable populations with a broad array of support services including in some cases, clinical/psychiatric facilities, including:

- Rohini Khanna and Michelle Newell; Co-Deputy Directors, Office of Diversion and RE-entry; LA County Department of Health Services,
- Tasha McFashion-Stiger; Senior Program Manager, Community Re-entry Center (DOORS); Office of Diversion and RE-entry; LA County Department of Health Services,
- Libby Boyce, Director Access Engagement and Referrals, Housing for Health, LA County Department of Health Services;
- John Baima; Senior Probation Director, LA County Department of Probation,
- Michael Young, Executive Director; Home-at-Last,
- Susan Burton, Founder; A New Way of Life

Each of these contacts confirmed their commitment to providing more detailed advice and recommendations regarding the particular types of services needed in the Restorative Justice Village. More importantly, each of them brings a unique perspective on how to establish a supportive environment within for people to establish themselves on a journey to permanent housing. These contacts represent a tremendous resource that can be accessed by the Restorative Justice Village Planning Team.



RECOMMENDED SERVICES FOR THE RESTORATIVE JUSTICE VILLAGE

1

HOUSING

INTERIM DORMITORY SHELTER

INTERIM SUPPORTIVE HOUSING

MICRO-UNITS HOUSING

PERMANENT SUPPORTIVE HOUSING

AFFORDABLE HOUSING

2 **WRAP-AROUND SERVICES**

MENTAL HEALTH

Primary Care
Mental Case Worker
Attending Doctor
Psychological Social Worker
Nursing
Recreational Therapy
Occupational Therapy
Substance Abuse Counseling
Substance Abuse Treatment
Mental Health Treatment
Preventive Care
Sexual Health Services

WELLNESS CENTER

Nutrition + Food Stability
Pharmacist
Counseling Services
Recreational Therapy

CASE MANAGEMENT

+ LEGAL AID

Parole + Offender Assistance
Law Library
Conflict Resolution

3 **COMMUNAL FUNCTIONS + SPACES**

FAMILIES + SUPPORT

NETWORK

Family Reunification
Family Support
Parenting Classes

COMMUNAL SPACES

Health + Fitness
Technology Access
Recreational Spaces
Social Function
Spiritual Healing Spaces

EDUCATION + EMPLOYMENT

Education (GED/High School Diploma Program)
Job Training
Financial Literacy Programs

PREVENTION, DIVERSION

+ REENTRY

Pre-Release + Planning
Pre-Arrest + Pre-Booking Diversion
Gang Intervention
Sex Trafficking Resources
Tattoo Removal

A Statement of Need

The Restorative Justice Village program has three primary components:

- **Housing, interim and supportive**
- **Integrated support services, often referred to as wrap-around services, and**
- **Community spaces that are an integral part of the Restorative Justice Village.**

In each of these areas within the RJV Master Plan study area, existing resources are available that can be leveraged by the County categories, both existing and planned for the near future.

These include:

→ **Housing**

- Homeboy Industries is developing 148 transitional beds
- California Endowment is developing a master plan for developing their properties that will include a supportive housing component
- County-owned Lot 45 and adjacent parking structure will have a housing component

→ **Services**

- Homeboy Industries provides a broad range of social and health services from its headquarters on Bruno Street.
- AltaMed maintains a satellite office to serve physical and mental health needs the residents of William Meade Homes. A similar community resource is recommended for the Restorative Justice Village.
- The DOORS Community Reentry Center developed at 3965 Vermont Avenue for SD 2 is another example of a community resource for the area.
- Support services based on clients' needs.

→ **Open/community spaces**

- State Historic Park is a tremendous resource for the area
- The Hilda L. Solis Care First Village includes significant open space for its residents

Also, given the urban nature of the area, provision of parking resources needs to be considered in as part of the planning effort. The ISD Lot 58 structure is a resource to help with this issue.



The Hilda L. Solis Care First Village provides interim housing for those experiencing homelessness.

Source: NAC



A Statement of Need

HOUSING TYPOLOGIES

There is a well-documented acute need to provide housing for people experiencing homelessness throughout the City and County of Los Angeles. Based on the 2019 Los Angeles Homeless Count data, Los Angeles Homeless Services Authority (LAHSA) reported 64% of the people experiencing homelessness is also justice-impacted. Providing housing is a critical first step in breaking the cycle of criminal justice involvement and potential homelessness. Making permanent supportive housing available to the reentry population is an important part of the Alternatives to Incarceration study that is influencing the foundation for this Restorative Justice Village planning effort. The rapid construction and occupancy of the Hilda L. Solis Care Village in the center of our study area has served as an important catalyst for this effort of providing Alternatives to Incarceration. Understanding the range of housing types deployed to assist those experiencing homeless in their journey back to stable housing is an important part of the planning process. Towards that end, we are describing the five most common housing typologies used in this journey, starting with interim housing shelters and proceed to permanent housing.

Two important points deserve emphasis as part of this description of housing typologies. The first is that each type needs differing amounts of building area to implement, with shelters using the least and permanent supportive housing typically using the most. Therefore, when assessing development potential and understanding of the typology desired is important. The second is that all typologies, with the exception of the last, need facilities to house the support or wraparound services that must be included. The planning team will develop metrics to ensure this area is included in the Master Planning process.

→ Interim Housing

Dormitory or Shelter:

Facilities intended to provide the immediate need for a place to sleep in a congregate setting. Can be provided in leased facilities as well as a range of temporary structures that can

be put in place quickly and cheaply. Implementation as tenant improvements in leased buildings are also common. Provision of supportive services within or immediately adjacent to the shelter facility is a critical component of any shelter in that there is an immediate need to establish stability for occupants. As congregate facilities, privacy is not provided, therefore separate areas are provided for men and women; shelters for families are usually implemented in completely separate buildings.

Interim Supportive Housing:

Individual sleeping rooms with dedicated restrooms, with on-site meals provided in a congregate setting. The Hilda L. Solis Care First Village is an example of this housing type. This facility is designed to put residents on a path to permanent housing. Interim supportive housing allows the clients to reside in their unit for up to 6 months, whereas transitional supportive housing will allow clients to stay up to 2 years.

Micro-Unit Housing:

Supportive housing for individuals that includes food preparation area within each unit. This can be permanent housing in the appropriate setting.



Dormitory sleeping pod for short term housing needs.

Source: NAC



Shared dining area/ warming kitchen in an interim housing project provides social spaces for residents.

Source: NAC



A Statement of Need

HOUSING TYPOLOGIES

→ Permanent Housing

Permanent Supportive Housing:

An apartment dwelling unit that can support single or multiple occupants. Support services are integrated into the design and operation of the facility and are provided on-site.

Affordable Housing Integrated with Market-Rate Housing Development:

This typology is addressed by private sector developers; it represents the final step before full market rate housing. Numbers of private groups are actively involved in this type of housing within and adjacent to the study area.



Permanent supportive housing with community space.

Source: Related California. Accessed from <https://www.relatedcalifornia.com/affordable-housing/permanent-supportive-housing>



Affordable housing.

Source: Housing Catalyst. Accessed from <https://housingcatalyst.com/programs/permanent-supportive-housing/redtail-ponds/>



A Statement of Need

WRAP-AROUND SUPPORT SERVICES

On-site support services, also referred to as wrap-around services, are a critical component of the type of the integrated support community envisioned for the interim housing we are recommending for the Restorative Justice Village.

The goal is to provide - as the first step - each interim housing resident first with a safe, clean space to eat, sleep, and attend to their personal bathing needs. The second step - which should be provided on the same site - is facilities, staff, and services to support the journey to permanent housing. Our experience with the constructing and operating the Hilda L. Solis Care First Village has demonstrated the value of a facility focused on delivering this level of housing infrastructure to each resident, providing a core foundation of stability and dignity to the residents of the village.

The purpose of the wrap-around services at an interim housing facility is to create a supportive community space for the residents. The support received will then allow them to establish, or re-establish, themselves as stable, contributing members of the community. The services to be found within the interim housing community should include:

- Case management services at a ratio of one counselor for each fifteen residents
- Support for obtaining a driver's license and other basic documentation,
- A secure location to receive mail, which is a major challenge for people experiencing homelessness,
- Access to on-line services, including establishing an e-mail address,
- Assistance in reconnecting with children, family members and other social support networks
- Medical clinic services to address to address chronic health issues

-Mental health services to address addiction, abuse, depression, and related issues,

-Adjacent, local access to mental health beds to provide more in-depth treatment, and

-Job counseling to help residents secure employment.

The setting for these services should include communal open spaces, indoors or out, that provide a setting for residents to share and support each other throughout the process of stabilizing and finding permanent housing. The presence of a caring community is often cited as a key element in the process for people who have been recently incarcerated or who have been experiencing homelessness.

The purpose of the wrap-around services at an interim housing facility is to create a supportive community space for the residents.

The need for additional facilities devoted to mental health treatment throughout the County is well documented. Indeed, creating mental health treatment beds of varying acuties is a central tenant of the plans for safely closing down the Men's Central Jail (MCJ). They are referenced as a vital component of the community-based holistic care service approach under development by the Alternatives to Incarceration Initiative. We are therefore including a discussion of how to potentially include this program element in the Restorative Justice Village.

A sub-acute mental health bed, also sometimes referred to as a step down (IMD) bed is an important component of

the continuum of care that addresses mental health needs. Without the intermediate level of a sub-acute bed, people needing mental health services can end up accessing them through Emergency Rooms or other acute care settings, which are costly and limited in supply. A sub-acute facility with full-time nursing supervision and care provided in an institutional setting cost significantly less to operate. Based on our experience with these types of programs at LA County, securing operational funding for the ongoing mental health care is a primary planning concern. They are most frequently built on or adjacent to a full hospital campus setting, where related acute care infrastructure services are easily accessed.

In the context of the vision of the "decentralized, coordinated service hubs" articulated throughout the five overarching strategies guiding the ATI Initiative, locally accessible acute and sub-acute mental health beds are needed throughout the County. For this reason, we recommend this program element be included within the Restorative Justice Village Master Plan. Understanding the operational funding parameters for these facilities from the outset is critical to their long-term operational success. The RJV Master Planning Team will study how sub-acute beds have been successfully created in other settings as part of their planning work. They will also include an examination of how to potentially leverage or access mental health services and programs at facilities adjacent to the study area; most notably LAC + USC.

3 COMMUNAL FUNCTIONS + SPACES

A Statement of Need

COMMUNAL FUNCTIONS + SPACES

Supportive housing by definition, needs to include the spaces needed for on-site support services. Establishing these metrics will allow the Planning Team to build planning scenarios for different housing types in assessing the development potential of properties in the study area.

Given the planning objective of working to create a sense of community as part of each project, planning for the communal functions is essential. For this reason, we have included metrics that allocate space within the development parameters for each typology. Establishing a shared understanding of the space needed for each type is important groundwork for the Restorative Justice Village Master Plan.



Common area/community space would be essential to support the housing programs.

Source: NAC

A Statement of Need

CASE STUDIES

Two case studies are included here to help illuminate the needs for the Restorative Justice Village. These two projects demonstrate ability to impact people's lives that comes from creating a fully supported community, grounded with a sound interim housing program. For people leaving life on the street or coming out of the criminal justice system, the ability to step into a supportive environment has a demonstrated positive impact on outcomes, as these case studies show. People coming from these communities are integrated back to a functional livelihood at a higher rate, which has both a human and financial impact. A healthier safer community as advocated for so eloquently by the Alternatives to Incarceration Initiative, is also a more efficient community for the County of Los Angeles to support. The Restorative Justice Village is a great opportunity to demonstrate how this is can be accomplished, even in the dense urban core of downtown Los Angeles. The planning team will spend more time learning from these two ground-breaking programs, in establishing the planning details that will shape the Restorative Justice Village into such a community.

» **Haven for Hope, San Antonio, TX**
(www.havenforhope.org)

Haven for Hope in San Antonio, Texas is a campus targets to assist homelessness with various needs. The sobering facility has saved \$2 million annually by keeping persons experiencing homelessness out of jails in reducing their interaction with the police, per Los Angeles Times report. Further, homelessness has decreased 80 percent in Downtown San Antonio since Haven for Hope's establishment. The Haven for Hope campus provides tailored wrap-around services for clients, interim and supportive housing, case management, physical and mental health consultation, and skill development. The program goal is to provide a steppingstone for clients to reengage with the community and create long-term financial plan.

The supportive housing program aims to provide a safe and comfortable interim housing on site, as well as assisting the clients in their future recovery. Street outreach works

to build trust with individuals and families experiencing homelessness and tries to help them identify housing and services. The courtyard serves as a first step away from homelessness and an emergency shelter offers an open-air area for safe sleeping, meals, and personal hygiene facilities. Annually, over 500 people move from the Courtyard to the Transformational Campus.

Community First! Village, Austin, TX
(www.mlf.org/community-first/)

Mobile Loaves and Fishes began the Community First! Village as a 51 acre land development, in the city of Austin, TX. The village is meant to create a network of support systems that can empower individuals to leave their chronic state. Mobile Loaves and Fishes first began the program as a food truck initiative that served the homeless community. A significant finding from their initiative was that individuals became homeless from a, "significant loss of family".

The average age of those entering the Community First! Village are 58 years old and have been on the street for over 10 years. The land development contains permanent housing that is surrounded by opportunities to foster relationships. These opportunities are essential to the empowerment of the individual.

Additionally, the community has services that provide physical, mental, and spiritual healing. Onsite wrap-around amenities include a clinic, community inn, community store, art shop, metal workshop, wood shop, community farm, and community kitchens. These amenities not only provide a service to the community members, but opportunities for them to work and make a livable wage. The site continues to expand and development of Phase 2 will include an additional 24 acre addition that will add 500 homes with 7 laundry, restroom and shower facilities. The final goal is for Community First! Village to provide 1,900 permanent homes and the facilities needed to reduce chronic homelessness.



A community playground at Haven for Hope, TX campus. Source: Overland Partners, Accessed from <https://www.overlandpartners.com/projects/haven-for-hope-homeless-transformational-center/>



A sleeping courtyard at Haven for Hope, TX campus. Source: Campus District, Accessed from <https://campusdistrict.org/news/2018/11/14/campus-district-in-san-antonio>



Art studio. Source: Mobile Loaves & Fishes <https://mlf.org/community-first/>

PART II

Community Outreach

Community Outreach

KEY AUDIENCE

NAC Architecture, North Star Alliances, and Urban Semillas have put together a robust outreach strategy for the Restorative Justice Village Master Plan, which includes a multi-phased approach to effectively engage various stakeholders. The strategy is centralized around preparing for and conducting two phases of "listening sessions" with sets of stakeholders, during which our team will encourage active listening and participation from attendees as we share our vision - and later a draft - of the Master Plan. In addition to the outreach strategy itself, we have also shared our target audiences for this work, as well as our proposed reporting process, a timeline, and a glossary of key terms.

There are four key audiences NAC Architecture, North Star Alliances, and Urban Semillas aim to prioritize as we prepare to move forward with stakeholder identification, outreach, and engagement efforts.

1. Restorative Justice Village Master Plan Advisory Committees

We plan to develop two project advisory committees that will serve as collaborative partners in outreach regarding the Master Plan. The committees will typically act as the first sets of stakeholders the internal team plans to approach, before phases of community outreach activities take place, to get initial feedback on presentations tailored for larger stakeholder groups. The two advisory committees will be broken down as follows:

- a. Stakeholder Working Group
- b. Community Advisory Committee

2. Los Angeles County Officials & Staff

LA County officials and staff will be central stakeholder in all the work that is conducted throughout the outreach and engagement process. Our team will not only provide updates regularly to the County on our work, but we will also invite County officials and staff to participate and attend the listening sessions. Additionally, a small set of these stakeholders will be invited to join our Stakeholder Working Group.

3. City of Los Angeles Officials & Staff

Similarly, it will be important to maintain consistent communication with City of Los Angeles officials and staff during the outreach and engagement period. We will also invite City officials and staff to participate and attend our listening sessions. A small set of these stakeholders will be invited to join our Stakeholder Working Group.

4. Additional Third-Party Stakeholders

Our largest key audience is additional third-party stakeholders, most of whom we will aim to engage during our listening sessions throughout the outreach and engagement period. A list of the different types of third party stakeholders we will aim to identify and outreach to is below. A small set of these stakeholders will be invited to join the two advisory committees.

- Community Groups
- Criminal & Social Justice Organizations
- NGOs
- Advocacy Organizations
- Education Organizations
- Health/Social Services
- Businesses
- Additional Elected Officials



Outreach with key audiences

Open Source, @wocintechchat.com. Accessed from <https://unsplash.com/>

Community Outreach

OUTREACH & ENGAGEMENT STRATEGY

Message & Materials Development

To kick off the outreach and engagement work, our team will first begin developing a communications and digital outreach engagement strategy that includes best practices for traditional media outreach, social media platforms, and managing people interaction across social networks, which will provide guidance on messaging and materials for our effort. Message development is at the foundation of our outreach strategy, as consistent, aligned messaging will create a guide for dialogue as our team engages different key stakeholders across LA County. Throughout all messaging our aim will be to effectively share information about key elements of the Restorative Justice Village itself, as well as demonstrate our nuanced, inclusive approach to sustainable, supportive permanent housing for key communities in need.

Presently, we anticipate communities in need of such housing will include:

- ATI Pre-Filing Diversion Program/Diversion from Incarceration Participants
- Formerly Incarcerated Residents
- Residents with Mental Health Needs
- Unhoused Residents

The messaging and materials we plan to develop for this effort include, but are not limited to:

Internal Outreach Materials

1. **Messaging Matrix**
Internal messaging document that organizes all messages regarding the Master Plan and their target audiences
2. **Talking Points**
Internal document(s) that prepare team members for various meetings with key stakeholders
3. **Myth vs. Fact Sheet**

Internal messaging document that dispels myths and misinformation relating to the Master Plan and Restorative Justice Village

4. **Frequently Asked Questions and Answers Matrix**
A repository of documented and tracked FAQ that we encounter throughout the outreach process with agreed upon answers for consistent messaging development
5. **Oppositional Messaging**
Should certain audiences react negatively to the framework of the Master Plan, this internal messaging will help us answer difficult questions, while reiterating the importance of the Restorative Justice Village

External Outreach Materials

1. **Stakeholder Presentations**
External presentations for listening sessions
2. **Fact Sheet**
An external 1-pager on the Master Plan that can be shared with stakeholders for further dissemination within their communities.
3. **Website & Content**
The outreach team will create a website for the Restorative Justice Village project that can act as the digital face of the project, offering information about the Master Plan framework and its progress.
4. **Social Media Channels & Content**
The outreach team will also establish social media channels and hashtags for the project which can be used regularly once project development is underway.

We will provide at a minimum trilingual (Spanish/English/Chinese) versions of all external collateral materials. The messaging in all materials will be tailored as needed for key audiences, to ensure it effectively resonates. All materials will be reviewed for content and relevancy by both the internal team as well as the Advisory Committees before they are finalized.

Message development is at the foundation of an outreach strategy, as consistent, aligned messaging will create a guide for dialogue as the team engages different key stakeholders across LA County.

Community Outreach

STAKEHOLDER OUTREACH

Once the message and materials development and stakeholder identification process are complete, our team will begin to organize and conduct the two phases of listening sessions. All identified stakeholders will be invited to join the listening sessions hosted by NAC Architecture, North Star Alliances, and Urban Semillas. Presently we aim to host in-person listening sessions in Downtown Los Angeles, at easily accessible location(s) for attendees that are near public transit and the site for the Master Plan itself.

If agreeable with all participants at each listening session, we will aim to record the in-person sessions. We will also follow COVID-19 health and safety guidelines and plan for sessions to be virtually accessible. If at any point the in-person listening sessions need to shift to an entirely virtual format, due to health and safety concerns relating to COVID-19, we will accommodate that change and host the meetings online. Finally, we will also offer Spanish interpreters and translation equipment at listening sessions as needed. We will assess the need for additional languages for engagement based on population language percentages – we propose using LA County guidelines for determining need.

For each phase, we anticipate our outreach will be broken down as follows in order to consolidate like-minded stakeholders and hold engaging conversations that are tailored to their interests:

1. Advisory Committee Meetings

NOTE: These Advisory Committee meetings will be the first to take place prior to each outreach phase in order to get initial feedback on the listening session presentations before we approach the other groups of stakeholders in a public setting. The Stakeholder Working Group will meet more regularly than the Community Advisory Committee so they remain up-to-date on all planning and outreach activities..

2. Public Meeting A

- LA County Officials, Municipal Elected Officials, Community Groups & NGOs
- Criminal Justice, Social Justice, & Advocacy Organizations
- System-impacted population members

3. Public Meeting B

- Education Organizations & Health/Social Services Organizations
- Local Businesses & Residents

The strategy and structure of the two phases of listening sessions are outlined below:

Phase 1 Listening Sessions

The goal of phase 1 listening sessions will be to introduce our team and purpose to the different groups of stakeholders and educate them about the framework for the Restorative Justice Village Master Plan. The sessions will include a presentation jointly developed by NAC Architecture, North Star Alliances, and Urban Semillas. The presentation will be conducted by key team members and may include subject matter experts that speak to stakeholder groups' interests. The presentation will be followed by a coordinated input period, during which stakeholders can openly share ideas, thoughts, or concerns relating to the framework of the Master Plan. Presently, we are interested in receiving feedback on various elements of the Master Plan, including housing typology and creative programming.

It is important to emphasize that at this introductory point our team does not plan to show stakeholders a complete Master Plan for their feedback. During phase 1 sessions we

want stakeholders to digest the preliminary information about the Master Plan framework and encourage active participation in helping us develop the full Master Plan. Therefore, during this time we will only guide them through our prepared vision, emphasizing a Master Plan is not yet finalized.

Finally, during these phase 1 sessions our team will also begin to identify individual stakeholders that we feel could act as third-party champions and advocates of the Master Plan long-term. Once identified, our team will have follow-up conversations with those individuals to determine their interest in such a role and talk about how we could incorporate them into the work ahead as we share more information about the Master Plan with the public and stakeholders.



Communication with the general public and stakeholders are key to successful outreach.

Source: Open Source. https://www.ci.clavaria.org/heart_of_la_local_rems_community_gathering_places

Client Meeting

After phase 1 listening sessions are complete, we will organize a client meeting between LA County and our team to go over the first phase of outreach. In preparation for that meeting, we will develop a robust memo that details the information shared during the phase 1 listening sessions and the collective input received from stakeholders for the County's review. Our team will also share our feedback on the stakeholder input, and recommendations centered around how to incorporate key pieces of feedback into the Master Plan.

Phase 2 Listening Sessions

Once the client meeting takes place, and the design team drafts the Master Plan, NAC Architecture, North Star Alliances, and Urban Semillas will then organize and host the phase 2 listening sessions. At the sessions our team will share an updated presentation regarding the draft of the Master Plan – highlighting the key adjustments that were integrated into the Plan based on feedback – as well as any updates relating to timeline. The presentation will also highlight opportunities for stakeholders to demonstrate further support of the Master Plan as it is finalized and when development eventually begins. Once the presentation is complete, there will be a Q&A for stakeholders to share input.

Lastly, as phase 2 listening sessions conclude, our team will wrap up the discussion by sharing how stakeholders can continue to connect with us regarding new information about the Master Plan and its progress moving forward, emphasizing that we value their continued engagement and participation beyond the listening sessions. Primarily, our team plans to direct stakeholders to the project website – which will act as the digital public interface of the Master Plan and include all the latest public information about the project. We will also suggest stakeholders sign up on the website for regular e-blast updates, which we plan to circulate in the form of quarterly newsletters.

Additional in-person and virtual meetings with individual stakeholders and/or listening session groups can be held to update and inform throughout the remainder of the project as needed.

Reporting

During the outreach and engagement period, NAC Architecture, North Star Alliances, and Urban Semillas will routinely report on the team's activities and findings to LA County. Specifically, two memos on our outreach efforts will be delivered to LA County for their review and feedback. The first memo will be developed after phase 1 listening sessions are complete and will be delivered to LA County prior to a "Client Meeting". As specified above, it will detail the information shared at the phase 1 listening sessions and the collective input received from stakeholders for the County's review. Our team will also include our feedback on the stakeholder input, and recommendations centered around how to incorporate key pieces of feedback into the Master Plan.

The second memo will similarly detail the information shared at the phase 2, and any further input gathered from stakeholders. Additionally, the second memo will include next steps in terms of Master Plan development now that all listening sessions are complete. Finally, it will also identify key stakeholders that we flagged as good candidates to act as champions of the project moving forward.

Additionally, we anticipate regularly corresponding on our progress updates with key County staff.

The full Outreach and Engagement report can be found in the Appendices, Appendix C.



Stakeholders can share ideas, interests, thoughts, and concerns relating to the framework of Master Plan.

Source: Open Source. <https://unsplash.com/s/photos/open-source>

PART III

Development Community Outreach

Development Community Outreach

EXISTING CHINATOWN NEIGHBORHOOD

The Restorative Justice Village Master Plan study area is bounded by the I-110 Harbor Freeway, the I-101 Santa Monica Freeway and the Los Angeles River. It covers the area of Los Angeles State Historic Park, Chinatown, and Naud Junction, northeast of the Downtown Civil and Business Districts. Chinatown was relocated in the 1930s to its current location in order to make way for Union Station and is now a commercial center for Chinese and other Asian businesses. It is currently experiencing gentrification, most notably resulting in the displacement of the community's residents, especially as there is an influx of market-rate housing developments. The neighborhood's sizable senior citizens and low-income population are disproportionately affected by these changes. The neighborhood continues to advocate for additional affordable housing and enhanced care for senior citizens which will need to be addressed as part of the Restorative Justice Village Master Plan.



Chinatown

Open Source. <https://www.lamag.com/citythinkblog/chinatown-coronavirus/>

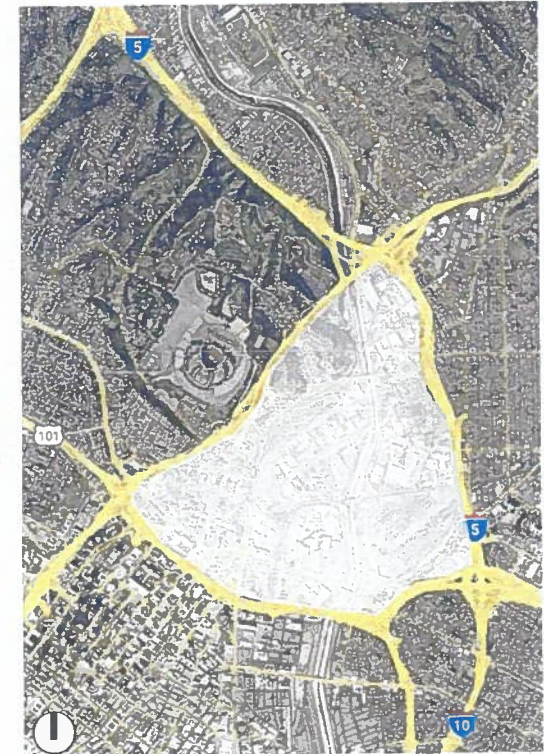
INTERFACING WITH THE LOS ANGELES COUNTY CRIMINAL JUSTICE SYSTEM

The Restorative Justice Village Master Plan will contribute to a broader planning of the Men's Central Jail site, which is now slated to be safely closed. The safe closure and subsequent decommissioning and eventual demolition of this aging facility will be a carefully planned and monitored process as there are significant implications throughout the Los Angeles County criminal justice system. The recently formed Jail Closure Implementation Team (JCIT) will be the point of interface with this process for the RJV Master Plan team. While the details of the closure process are under development, this watershed event is a great opportunity to implement the vision of "Care First, Jails Last" articulated by the Board of Supervisors in the area vacated. In its place a community-based support system to create a safer and healthier community is needed, and the RJV Master Plan will guide that development within the study area. In particular, facilities that will assist at-risk members of the community with programs to reduce recidivism and improve reentry success are envisioned.

This watershed event is a great opportunity to implement the vision of "Care First, Jails Last" articulated by the Board of Supervisors.

STUDY AREA

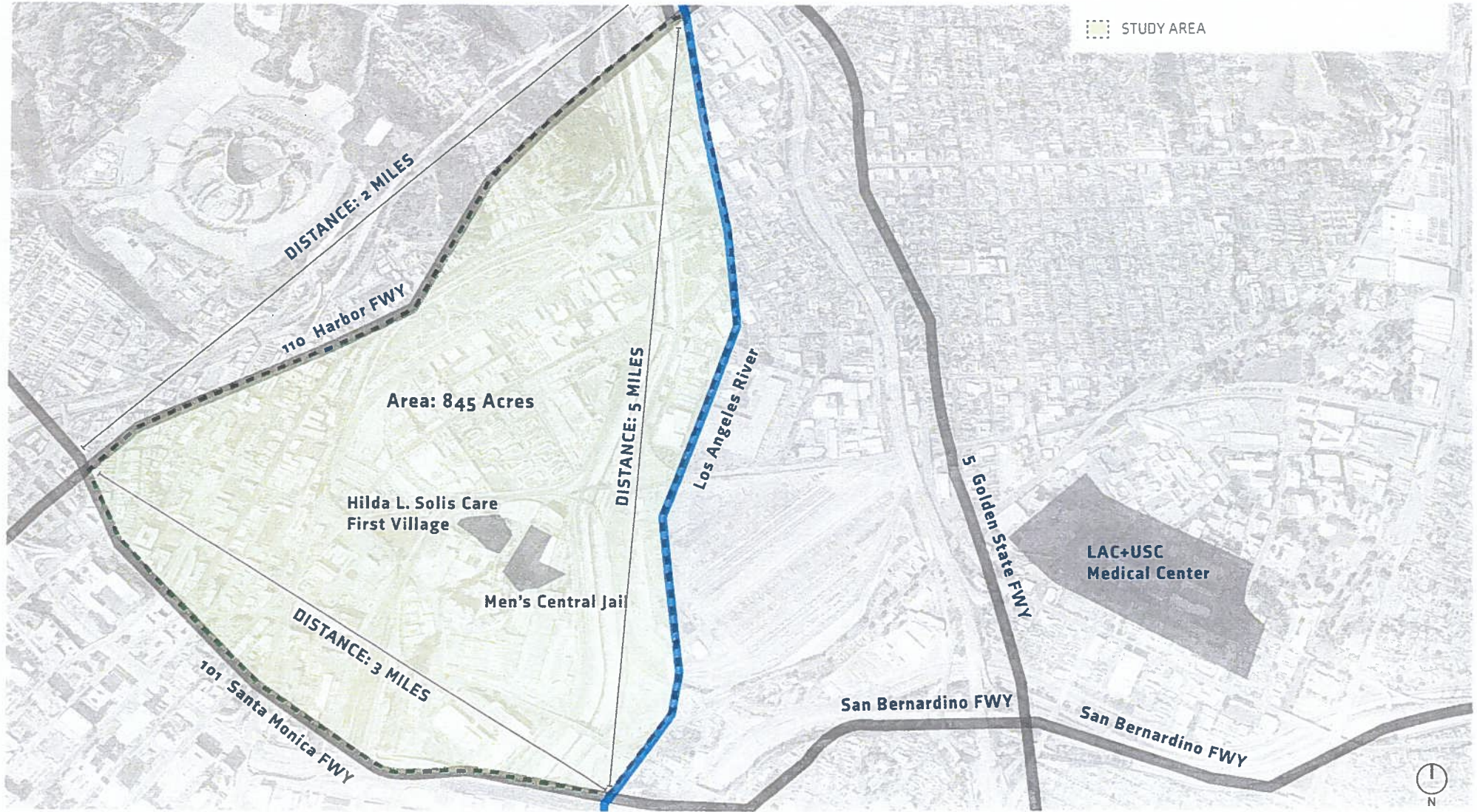
The following geospatial diagrams begin to identify the statistical significant information in the study area. Included are wrap-around services, master plans (by various departments and groups), and future development that collectively contribute to the change of the existing neighborhood. The subsequent diagrams are samples of analysis the Planning Team will generate during the Master Plan phase.



STUDY AREA BOUNDARY

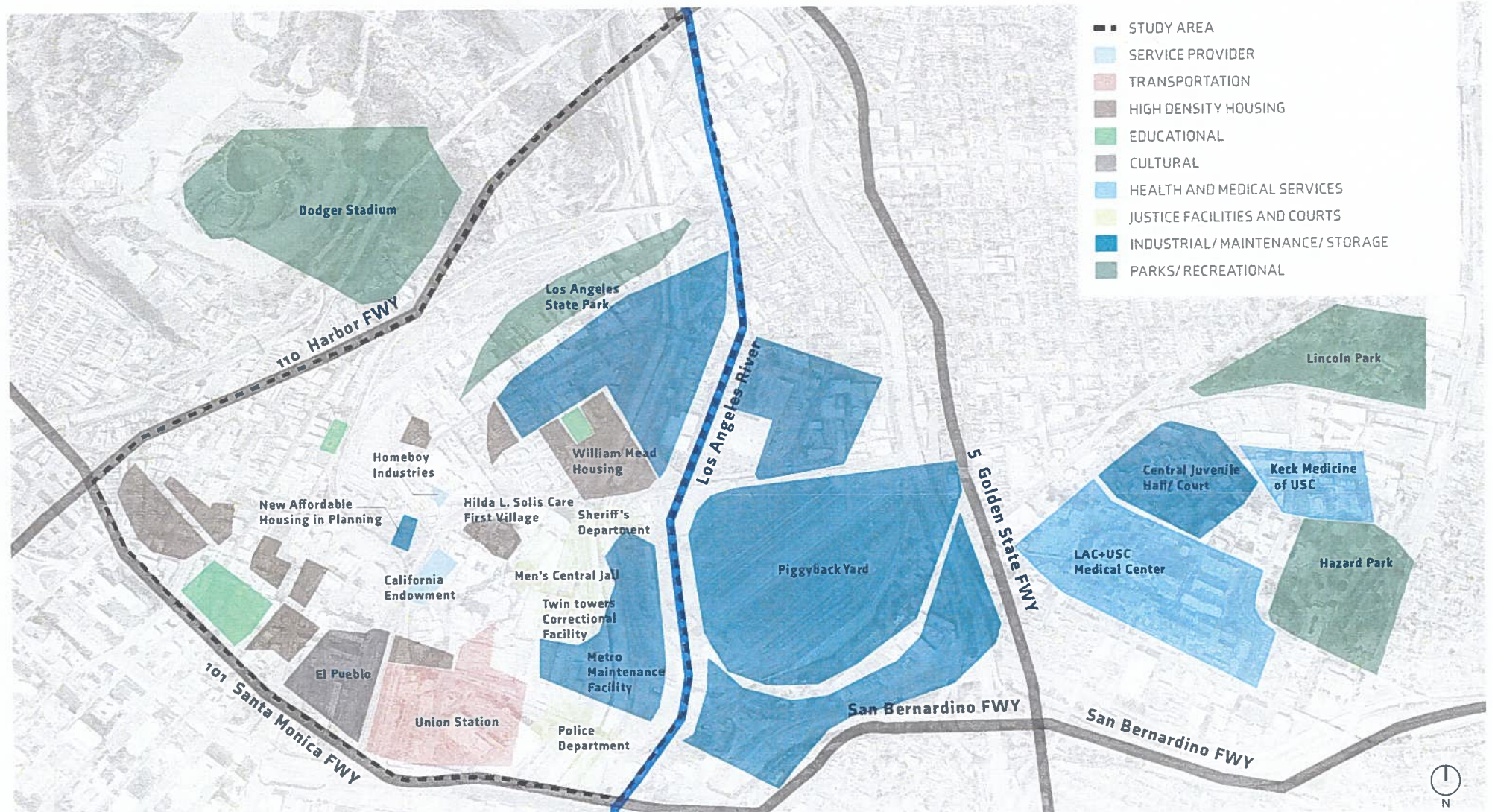
FINAL - 03/23/22

↓ FIGURE 01: STUDY AREA BOUNDARY



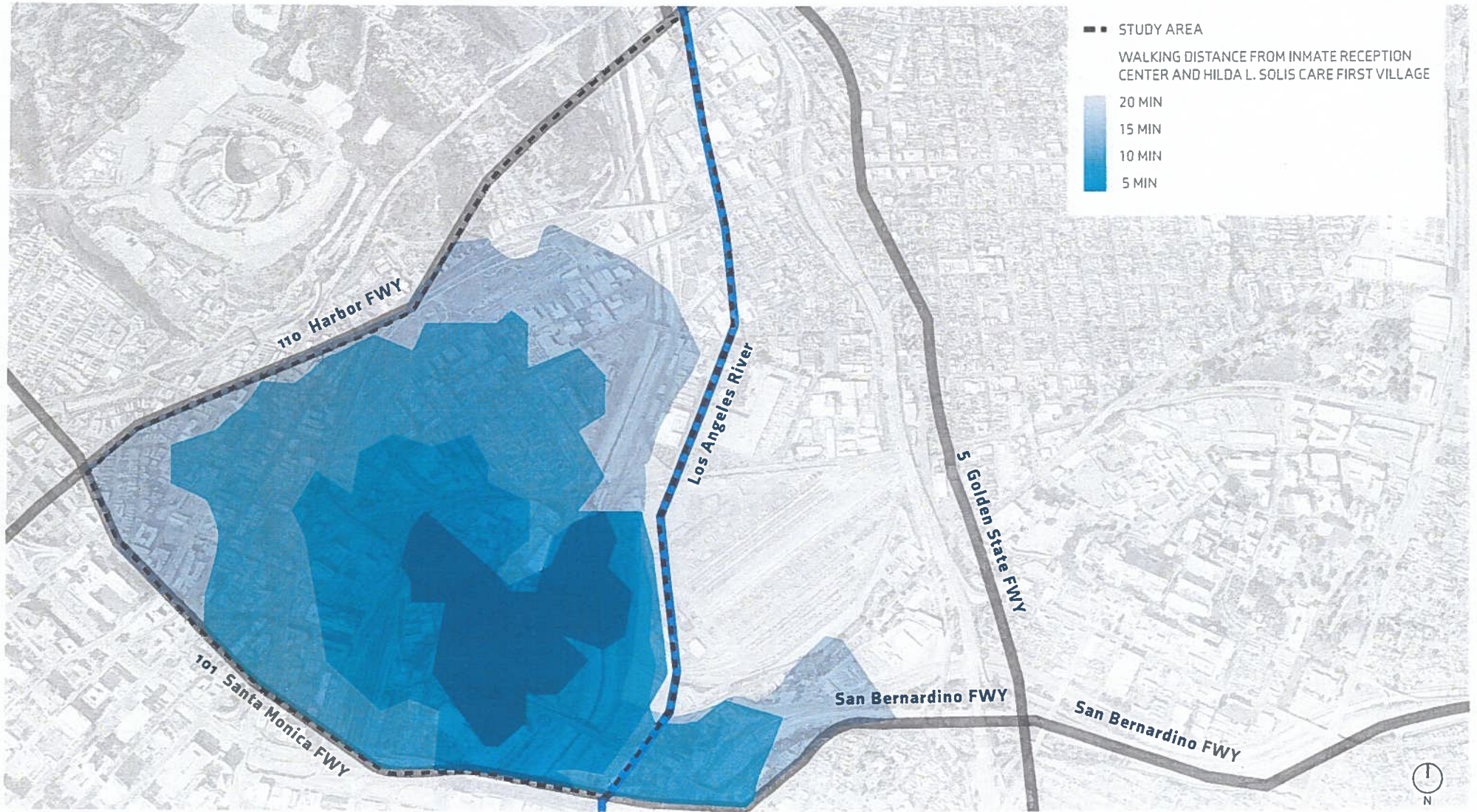
The study area is bounded by the LA River, the 101 Santa Monica FWY and the 110 Harbor FWY. Los Angeles Civic Center and Financial District are located southwest of the study area.

↓ FIGURE 02: NOTABLE DEVELOPMENTS



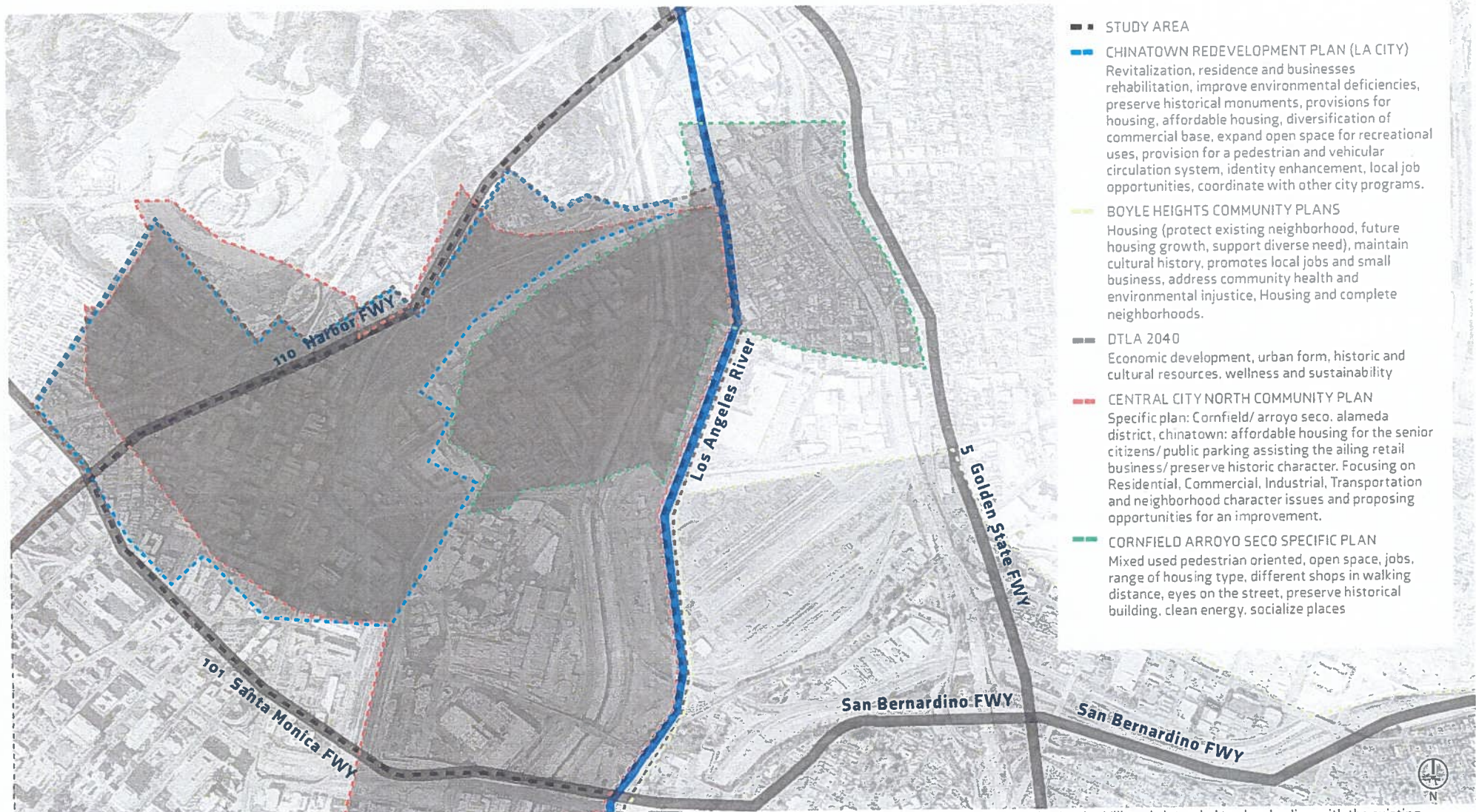
The study area is surrounded by health services, major transportation platforms of Los Angeles as well as industrial areas and Dodger Stadium to the north. LAC+USC Medical Center is located east of the study area, which offers medical and mental health services. The historical neighborhood of Chinatown is located on the northwest side of the study area, and well-known prevention and reentry facilities like Homeboy Industries and California Endowment are located in the center of the study area.

FIGURE 03: WALKING RADIUS FROM THE INMATE RECEPTION CENTER AND THE HILDA L. SOLIS CARE FIRST VILLAGE — SOURCE: ARCGIS ONLINE



The study area is within a convenient walking distance from the Inmate Reception Center and the Hilda L. Solis Care First Village, which indicates a geographical advantage to provide interim housing and other associated services. The target population will be benefit from immediate warm hand-off and reentry support services provided by Restorative Justice Village within a walkable distance.

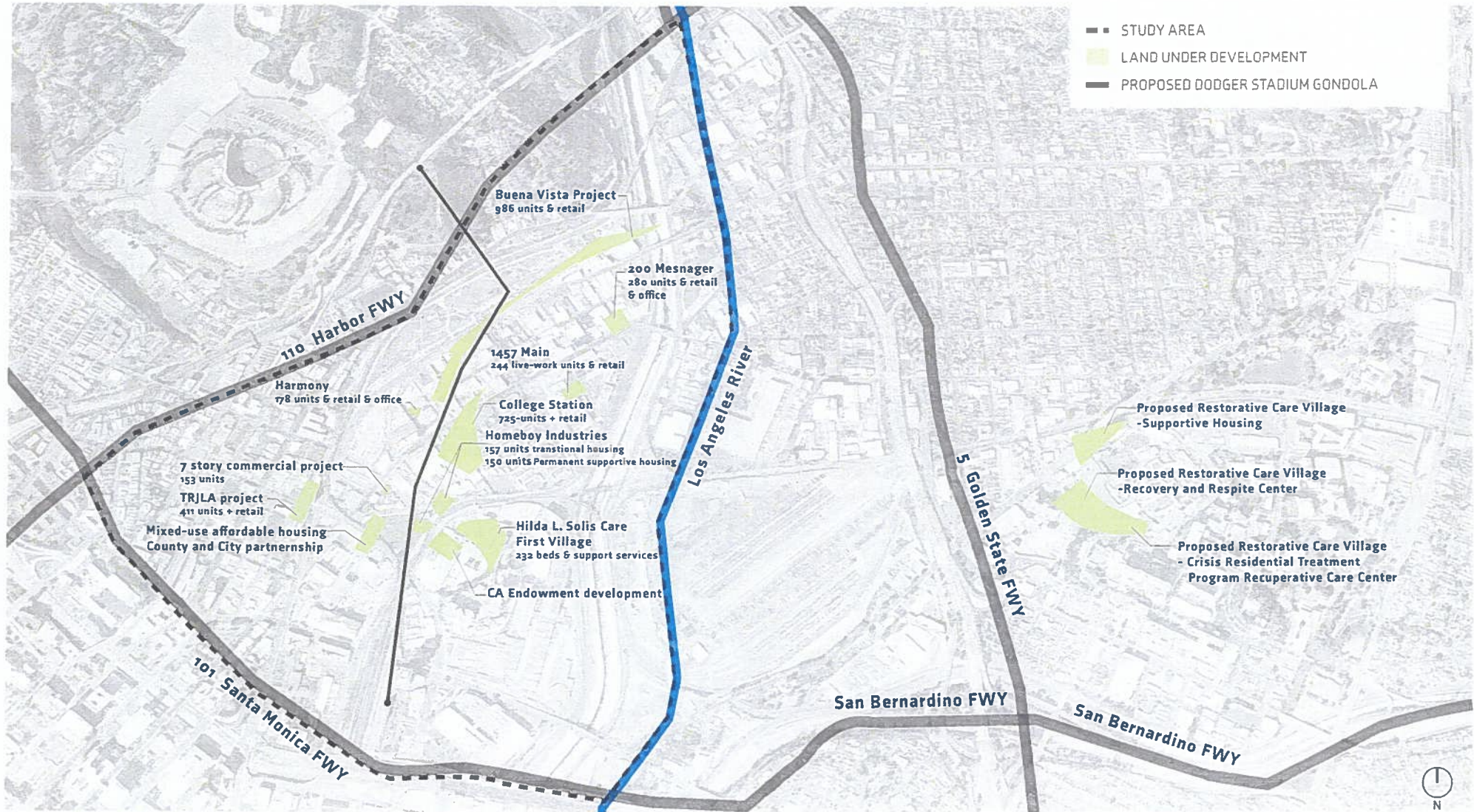
↓ FIGURE 04: PUBLISHED MASTER AND SPECIFIC PLANS, AND FUTURE DEVELOPMENTS



- ■ STUDY AREA
- CHINATOWN REDEVELOPMENT PLAN (LA CITY)
Revitalization, residence and businesses rehabilitation, improve environmental deficiencies, preserve historical monuments, provisions for housing, affordable housing, diversification of commercial base, expand open space for recreational uses, provision for a pedestrian and vehicular circulation system, identity enhancement, local job opportunities, coordinate with other city programs.
- BOYLE HEIGHTS COMMUNITY PLANS
Housing (protect existing neighborhood, future housing growth, support diverse need), maintain cultural history, promotes local jobs and small business, address community health and environmental injustice, Housing and complete neighborhoods.
- DTLA 2040
Economic development, urban form, historic and cultural resources, wellness and sustainability
- CENTRAL CITY NORTH COMMUNITY PLAN
Specific plan: Cornfield/ arroyo seco, alameda district, chinatown: affordable housing for the senior citizens/ public parking assisting the ailing retail business/ preserve historic character. Focusing on Residential, Commercial, Industrial, Transportation and neighborhood character issues and proposing opportunities for an improvement.
- CORNFIELD ARROYO SECO SPECIFIC PLAN
Mixed used pedestrian oriented, open space, jobs, range of housing type, different shops in walking distance, eyes on the street, preserve historical building, clean energy, socialize places

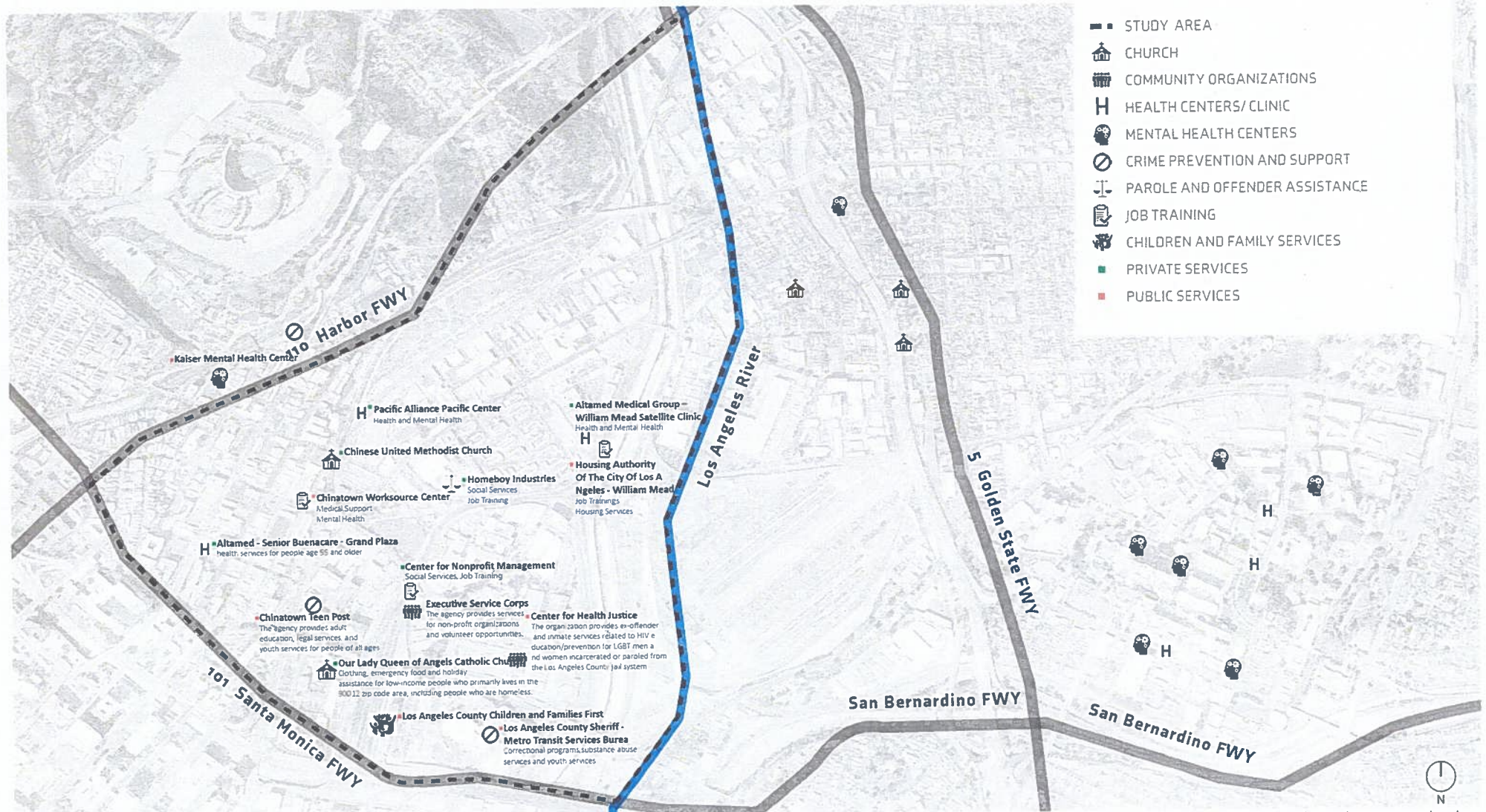
Existing and future master plans include or are near the project study area. They are helpful guides to understand the existing policies and Zoning Ordinances. Restorative Justice Village is intended to closely align with the existing framework outlined by the Authority Having Jurisdiction. Further detailed study of each master plan is required during the planning phase.

↓ FIGURE 05: MAJOR HOUSING PROJECTS UNDER DEVELOPMENT



The existing fabric of the study area will be challenged by availability of affordable housing projects, new market-rates homes and commercial projects. There is a considerable need for additional community infrastructure to offset the ongoing gentrification in Chinatown with the addition of the project's target population.

↓ FIGURE 06: PUBLIC ASSISTANCE AND SERVICES — SOURCE: ARCGIS ONLINE



There are different types of County-registered services within the study area. The Restorative Justice Village Master Plan will focus on how to efficiently use the existing capitals and enhance prevention, diversion and reentry services by conducting research and projection.

Development Community Outreach

IDENTIFYING REAL ESTATE PROPERTIES

As part of the research effort, the Design Team will identify potential land suitable for development as part of the Restorative Justice Village. The team will first locate publicly owned and vacant land in the study area. Parcels owned by Los Angeles County will take priority over those owned by the City of Los Angeles and other authorities. Given the study area's proximity to Downtown Los Angeles, the Design Team anticipates limited availability of publicly owned and vacant land. We will expand our parcel search to include privately owned and vacant land. If a parcel is viable, the team will recommend that the County proceeds with acquisition. The privately owned vacant lots available may have significant development pressures, resulting in heightened property value speculation. The design team will open the decision with Los Angeles County groups, major community stakeholders and other local real estate experts for additional development opportunities. As part of the initial research, the Design team seeks potential properties for long term leasing for temporary programs such as interim housing and potential lands for other programs with continuous needs by the community. The Master Plan is aimed to weave the components of the village into the Chinatown neighborhood to promote resources sharing and healthier growth.

Lastly, to further expand the identification of potential land, the team will conduct a study of land utilization throughout the study area. Parcels' utilization will be classified with an improvement to land value ratio (ILR) analysis. Parcels with a ratio of 0.8 or more will be identified as utilized and therefore ineligible for redevelopment. Parcels with an ILR of 0.5 to 0.8 are identified as underutilized, and under 0.5 as severely underutilized. These ratios are considered best practice in the planning profession within urban environments. Similar to privately owned and vacant parcels, privately owned underutilized land will be subject to significant market pressures. Further, the team is sympathetic to the implications of and public sentiment about public land acquisition – historically met with protest as community members are at threat of displacement. Any parcels recommended for public acquisition would be done so with careful consideration and out of absolute necessity.

Upon identifying parcels among publicly owned and vacant, privately owned and vacant, and underutilized and severely underutilized parcels, the team will further determine development viability through identifying contiguous clusters of parcels totaling .5 acre or more. If clusters have the appropriate zoning and land use, they must provide sufficient land area for future Restorative Justice Village developments.

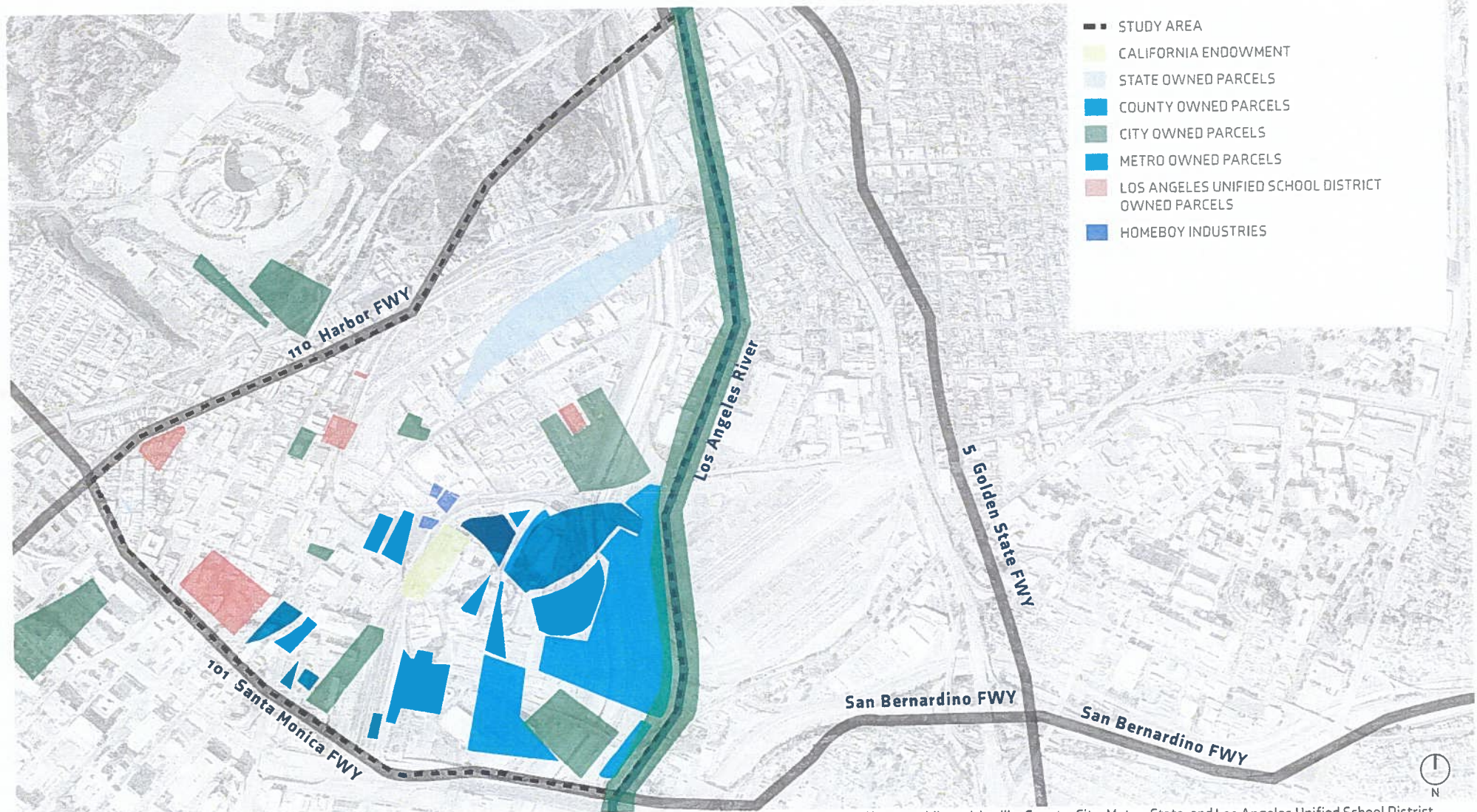
In the preparation phase of Master Plan, a local real estate development consultant will be assisting the team to analyze the real estate acquisition and development opportunities within the site area. The consultant will be involved in the early stages, maybe as early as preparation phase, of the Master Plan and will work along with Design Team and County to identify potential projects. It is an important component of the project development to identify real estate in our fully developed study area.



Potential parking lot in Chinatown for affordable housing.

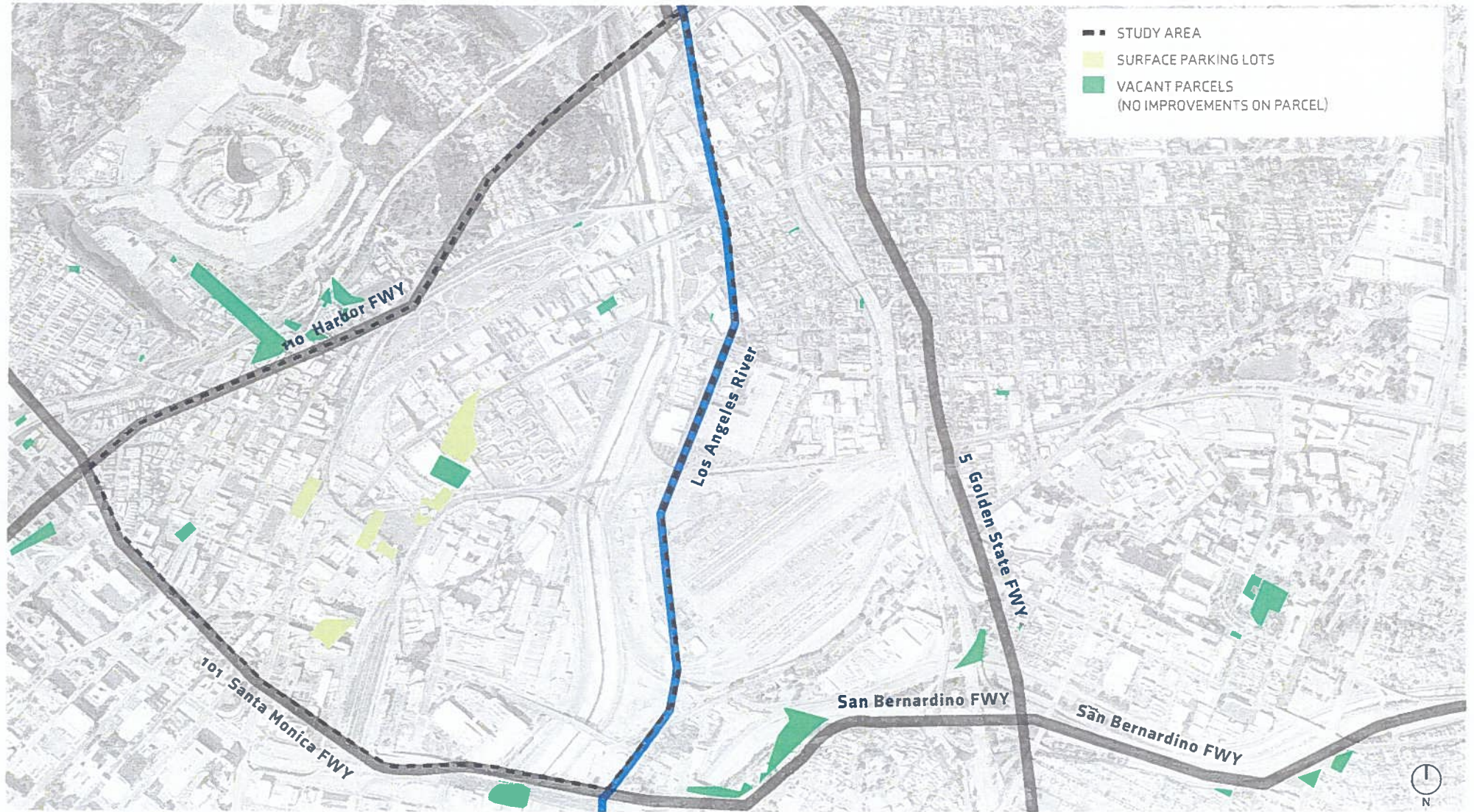
Source: Open Source. Photo courtesy of Google Map.

↓ FIGURE 07: PUBLICLY OWNED LOTS — SOURCE: ARCGIS ONLINE



Restorative Justice Village can potentially utilize publicly owned land for the proposed program. The study area contains lands owned by different public entities like County, City, Metro, State, and Los Angeles Unified School District.

↓ **FIGURE 08: SURFACE PARKING LOTS AND VACANT PARCELS** — SOURCE: ARCGIS ONLINE



Parking lots within the study area could be considered as development potentials for Restorative Justice Village programs. Parcels without building improvements have very limited availability as the study area is highly developed. Vacant parcels have potential to host Restorative Justice Village programs with less demolition compared to parcels with existing structures.

Development Community Outreach

FRAMEWORK AND DELIVERABLES

As an emerging urban neighborhood within Downtown Los Angeles, the Restorative Justice Village's study area represents an excellent opportunity to implement the integrated approach described in the final report by the ATI Work Group. The Design Team aspires to craft a Master Plan Framework that provides a targeted scope of implementation strategies and corresponding timeline to serve a wide and complex series of interrelated social concerns. In addition to safe, secure, and affordable housing, establishing integrated community-based systems of care throughout Los Angeles County is one of the core principals driving a Care First approach. The RJV study area contains key components of an integrated care approach, most notably a critical mass of interim housing. The work required to envision the Master Plan, following up from this Scoping Study will need to identify recommendations and solution to integrate more supportive services, as our scoping work to date indicates few services are within the RJV study area. An equally important determination to be evaluated during the Master Plan is the established desired density of housing for each of the varying typologies that can be supported within and are appropriate to the study area. While there is long-standing and significant housing need in and surrounding Downtown Los Angeles, a long-term County-wide approach is ultimately necessary to address this pressing social issue. Below is the guiding framework,

→ **A primary focus of the RJV Master Plan is to create/ support/build supportive housing within the study area.**

The Design Team will analyze and provide report on items below to support the Master Plan proposal.

→ **Develop the Study Area Database (See Appendix A)**

- Base Map
- Community Resources
- Criminal Justice
- Demographics
- Public Health
- Social Welfare
- Urban Planning
- Transportation
- Housing

→ **Study Area Proposals**

- Land Use Designations
- Density Alternatives
- Programming
- Parking and Transportation Alternatives
- Landscape and Streetscape

→ **Identify and Synthesize Optimal Solutions for the Recommended Plan**

→ **Propose a Unified Governing, Management, and Operational Structure for the Village. Coordinate with Involved Residents, Service Providers, and Government Entities**

→ **Master Plan Development and Partnership Potential**

- Development Partnership
- Collaboration of County and City of Los Angeles Departments
- Operators

→ **Time frame to Build the Master Plan**

- Phases
- Project Time Frame
- » Build Physical and Digital Models of the Study Area

PART IV
Master Plan Proposed Team
Structure and Funding

Proposed Team Structure and Funding

MASTER PLAN TEAM

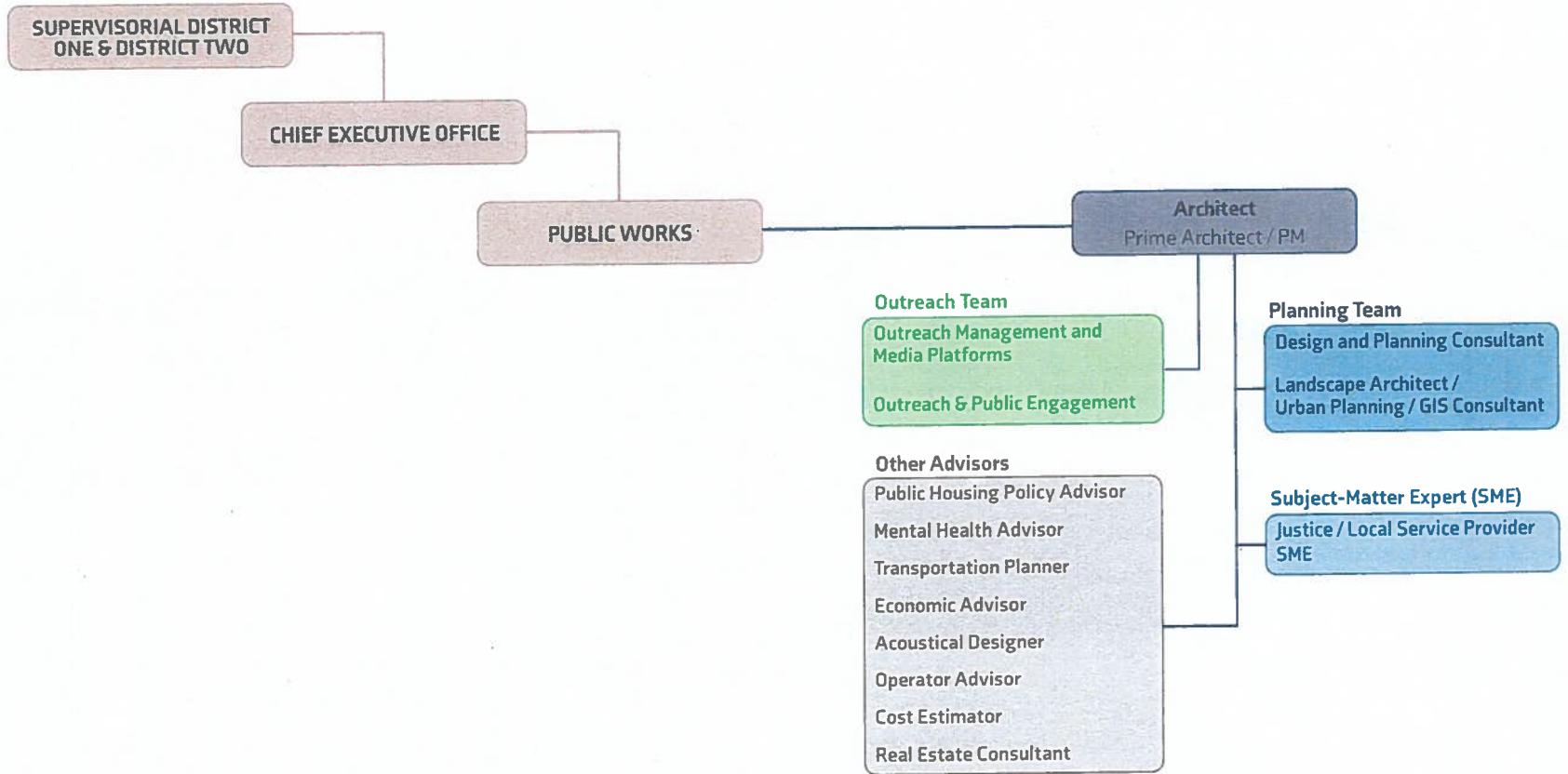


Figure 13: Organizational Chart

FINAL - 03/23/22

Proposed Team Structure and Funding

FUNDING

There are four primary members of the planning team that support the multi-disciplinary organizational structure shown on the previous page. This team is excited by the opportunity to show what a community-based system of care looks like - providing services and supportive housing for the County's most vulnerable populations in an integrated, holistic setting. Their goal is to position this work to inspire similar efforts in the County that continue to support the vision of the Care First, Jails Last Initiative.

North Star and Urban Semillas will be responsible for developing and communicating a compelling, consistent message describing the purpose and intent of the Restorative Justice Village that can be supported by the local community. A series of listening sessions will be an essential part of building constituency with the neighborhood stakeholders in the area.

OLIN will map and document existing neighborhood and regional connections, land use, property ownership, demographics, environmental indicators, housing, and other community resources. Their experience with the Los Angeles River Master Plan will support the development of a detailed database to understand community needs and resources in the study area.

Gehry Partners will create the design vision for the Restorative Justice Village; it will be communicated to the public through the construction of physical models of proposed developments. Their design will be informed by their work on the Los Angeles River Master Plan and look to catalyze similar Restorative Justice communities throughout Los Angeles County.

NAC Architecture will be the primary interface point with the County; they will be responsible for managing the work of the team to be consistent with the goals and objectives established in this scoping document. NAC Architecture will monitor and report on the progress of the team and assemble their work into an integrated Master Plan document suitable for public distribution.

The fee proposal to support the work of this integrated team is shown in the table below. It breaks down the fee into components for each team member over the full 14-month planning timeline along with the 9-month post-master planning phase.

Durations	3 months	11 months			9 months	
Task/Phase	Preparation & Message Definition	Master Plan, Initial Draft	Master Plan Refinement	Document-ation	Ongoing Support	TOTALS
Team Member						
NAC Architecture	\$164,000	\$275,000	\$231,000	\$155,000	\$40,000	\$865,000
Gehry Partners	\$125,000	\$320,000	\$200,000	\$75,000	\$30,000	\$750,000
OLIN	\$245,000	\$190,000	\$125,000	\$85,000	\$40,000	\$685,000
Northstar + U.S.	\$185,000	\$575,000	\$535,000		\$44,000	\$1,339,000
	\$719,000	\$1,360,000	\$1,091,000	\$315,000	\$154,000	\$3,639,000

PART V

Master Plan Timeline

Master Plan Timeline

PLANNING SCHEDULE

Preparation Phase

- **3 months** Media and Online Platform Preparation

Master Planning

- **11 months** Outreach, Research, Design, and Planning

Post-Master Planning Phase

- **9 months** Quarterly Follow-up Discussions with Stakeholders

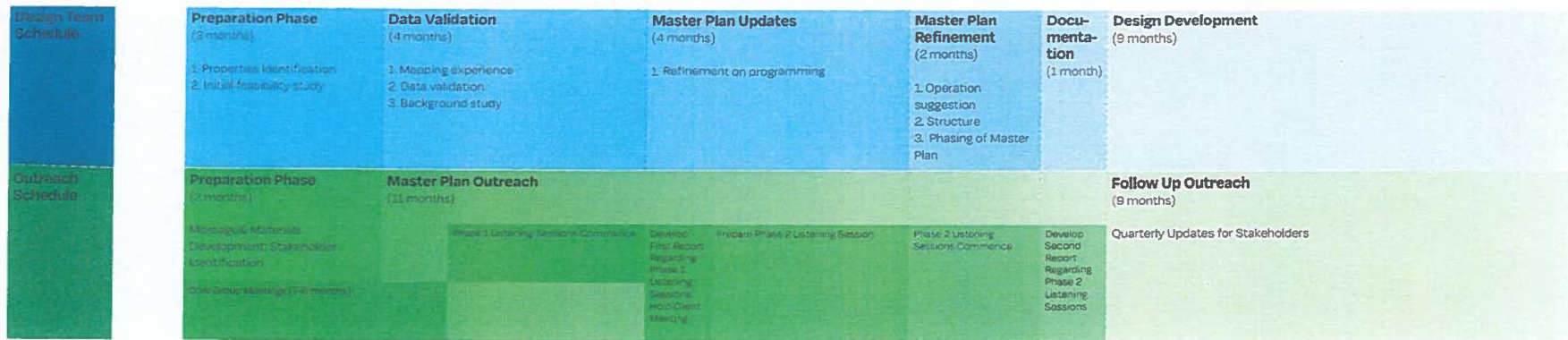
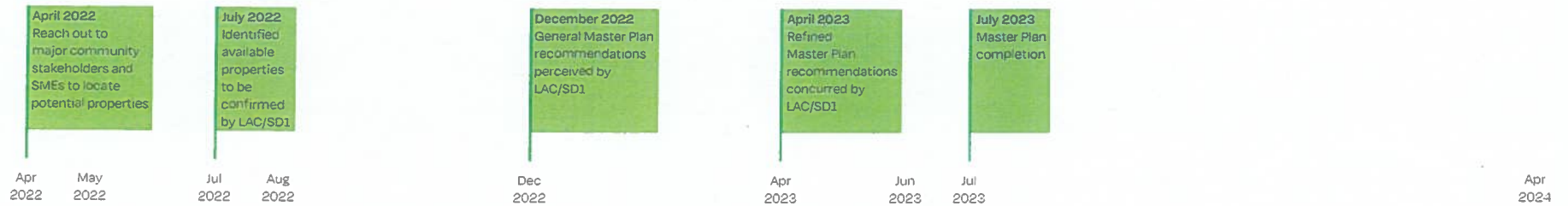


Figure 12: Project Schedule

Master Plan Timeline

OUTREACH TASKS AND TIMELINE

→ Preparation Phase

- **3 months** Message & Materials Development; Stakeholder Identification

→ Master Plan Outreach

- **1 month** Meetings with Advisory Committees Commence; Prepare Phase 1 Listening Sessions
- **3 months** Phase 1 Listening Sessions Commence
- **1 month** Develop First Report Regarding Phase 1 Listening Sessions; Hold Client Meeting
- **3 months** Meetings with Advisory Committees Commence; Prepare Phase 2 Listening Session
- **2 months** Phase 2 Listening Sessions Commence
- **1 month** Develop Second Report Regarding Phase 2 Listening Sessions

→ Post-Phase

- **9 months** Quarterly Updates for Stakeholders

Conclusion

Planned For Outcomes of Master Plan

Planned For Outcomes of Master Plan

OUTCOMES OF THE RESTORATIVE JUSTICE VILLAGE MASTER PLAN

The Hilda L. Solis Care First Village was opened in March 2021 to address the housing, mental and behavioral health needs of Los Angeles County residents experiencing homelessness. Building on this signature achievement, the County Board of Supervisors have called for the creation of a Restorative Justice Village Master Plan (RJVM) to guide future development in the surrounding area. The groundbreaking work done by the Alternative to Incarceration (ATI) Work Group has created the underlying planning context for this effort. The Restorative Justice Village Master Plan represents an opportunity to implement the community-based system of care that provides mental and behavioral health opportunities for intervention and support envisioned by the County.

The goals of the Restorative Justice Village Master Plan are to:

- Study of different types of supportive housing, to assess how they can best integrate into the local neighborhood and increase housing availability to those in greatest need,
- Establish a set of supportive services that are inseparable from the housing development program established by the plan,
- Undertake a land use study to set appropriate density and scale for supportive housing; provide alternatives to building at the maximum allowable zoning envelope,
- Engage the local community in developing a plan that has proper empathy for the people it is trying to assist, and
- Align planning objectives to integrate with the Men's Central Jail Closure Implementation Team (JCIT) work, which is now underway.

The Restorative Justice Village Master Plan will provide an important local interface point for the work of the Jail Closure Implementation Team. This newly established team is developing a cohesive operational plan for safely closing and ultimately demolishing the aging Men's Central Jail facility. The work of the Jail Closure Implementation Team will inform the Restorative Justice Village Master Plan process with details regarding the services needed to create the robust community-based system of care envisioned to support and care for people formerly housed in the Los Angeles County jail system.

The creation of a broad outreach and community engagement strategy is an essential element of the Restorative Justice Village Master Plan. It will address the interests of both residents and business in the local Chinatown community and integrate them into the Restorative Justice Village. Establishing a foundation of supportive housing with space for services that will implement the "Care First, Jails Last" vision of the County is important given the large amount of market rate housing soon to be built in the area. The Restorative Justice Village Master Plan will guide balanced development to address the needs of marginalized populations living in the area as well as recognizing the needs of the adjacent Chinatown community.

Finding ways to shape spaces that support creation of a sense of community is key; spaces where people feel safe, where people look out for each other, spaces that are not fenced in, and to not segregate people from each other.

Resources

Resources

GLOSSARY

Advisory Committee: A committee that provides feedback, advice, and recommendations on materials, policies, and implementation devised by the Design Team.

Advocacy Organizations: Groups that use shared interests and intentions to defend and champion social, political, and economic concerns.

Affordable Housing: Housing designated for low and moderate income households, in which rents are less than or equal to 30 percent of households' income.

Amenity: Features that provide easement, satisfaction, and enjoyment.

American Rescue Fund: Designated financial aid for small businesses with lost tax revenues during the COVID-19 pandemic.

Apartment Housing: Self-contained rental units within a shared footprint.

Arraignment: The formal reading of criminal charges in the presence of the defendant.

Alternatives to Incarceration (ATI): Non-custody programs for individuals that can benefit from services, interventions, housing, and other programs to reduce the likelihood of future offenses.

Bridge Housing: City of Los Angeles's interim housing initiative triggered by the 2016 Proposition HHH.

Carceral System: The interconnected structure of incarceration (jail and prison) and community supervision (probation and parole).

Care First Community Investment (Measure J): LA County's 2020 bond measure allocating 10% or more of the County's general fund for alternatives to incarceration and community programming, including non-custody, health, youth development, and housing services.

Community Supervision: The system of probation and parole services that provides mandatory oversight outside of incarceration.

Crisis Psychiatric Emergency Services (Inpatient facilities): Facilities that combat serious and life-threatening psychiatric emergencies, in which multi-faceted teams treat and stabilize patients quickly.

Critical Services: Essential services required for life of the operation.

Day Treatment: Daily comprehensive mental health treatment provided to patients while allowing them to reside at home.

Direct Community Investment: Capital investments to financially support underserved communities.

Diversion: An alternative pretrial sentencing procedure, in which rehabilitation programming seeks to remedy behaviors leading to arrest and to facilitate successful reentry.

Diversity: The practice of including people from a wide range of different genders, races, ethnicities, religions, creeds, sexuality, economic backgrounds, etc.

Dormitory Style Shelter: Residential facility that can house a large number of people, often segregated by gender and offering shared amenities, such as laundry, common room, kitchen, etc.

DTLA: Downtown Los Angeles

Elected Official: A person who is officially responsible to decide their corresponding agency's policy and direction.

Emergency Shelter: Short-term housing with limited services, often less than 24 hours, on a first come, first serve basis for persons experiencing homelessness.

Equity: A value that designates varying amounts of resources and opportunities to people to reach an equal outcome.

Incarceration: The system of imprisonment in jail and prison.

Inclusion: Including an individual or group within a group or broader structure.

Infraction: An infringement or violation of the law or applied rules.

Inpatient Sub-acute Facility: Inpatient sub-acute treatment is a low intensity intervention with recovery-centered programs that focus on rehabilitation to assist the patients to transition back into the community. Patients are typically secured within these facilities, but many can earn passes to meet with their families and/or leave the grounds in a group setting.

Intake: The location where prisoners are screened for entry into a jail or prison.

Interim Supportive Housing: Temporary shelter with wraparound services for persons experiencing homelessness, in which the term of residency is typically up to six months.

Jail: A carceral space where people are held after arrest for criminal infraction(s) prior to and during trial or to serve a short-term sentence.

Jail Closure Implementation Team (JCIT): The Implementation Team working with relevant County departments to set goals, objectives, and timelines for safely closing and demolishing the Men's Central Jail.

Juvenile Detention: The justice system to address youth criminal and status offenses, intended as a rehabilitative and remedial alternative to the adult justice system.

Master Plan: A long-term detailed policy and planning document for future development and implementation strategies based on a concept and intention devised during the planning period.

MCJ: Men's Central Jail

Measure H: Los Angeles County's 2017 bond measure raising \$355 million annually for 10 years to fund housing, rental subsidies, and services.

Mental Health Residential: Residential facilities targeted for individuals transitioning from institutional settings (inpatient locked facilities) to non-institutional settings, such as board and care program where the patient will live in the facility and receive treatment. The residential program can be ranged from days to years depending on the condition of patient.

Non-Violent Offense: A criminal infraction typically resulting in the damage of another's property, including but not limited to theft, fraud, sex trafficking, bribery, arson, drug possession and sale.

Outpatient Clinic: Facility provides traditional psychiatric care and therapy to patients living independently in the community. The facility also provides some level of case management.

Parens Patriae: The government's power to act as the legal protector of citizens deemed incapable of protecting themselves.

Parole: A form of community supervision, in which there is early release from prison under established conditions with intermittent supervision from an assigned authority.

Permanent Supportive Housing: Long-term supportive housing paired with wraparound services, including intensive case management, specialized care, and rental assistance for persons experiencing homelessness, without limit on the residents' tenure.

Prevention: Deterring and rehabilitative strategies by law enforcement and social service agencies to discourage criminal infractions.

Prison: A carceral space where people are sentenced after being found guilty to serve a long-term sentence.

Probation: A form of community supervision, in which one is sentenced to intermittent supervision instead of being sentenced to time in jail or prison.

Proposition HHH (County of Los Angeles): The City of Los Angeles's 2016 \$1.2 billion bond measure to triple the city's production of supportive housing with the intent of constructing 10,000 units of supportive housing.

Psychiatric Inpatient Acute Facility: An Acute Inpatient treatment is an intensive level of psychiatric care. Treatment provided under a 24-hour secured and protected environment. The psychiatrist will attend treatment conferences, evaluations, and discharges with related paperwork. Treatment attempts to stabilize patients who are experiencing acute psychiatric condition(s).

Public Housing: Rental housing owned and operated by public agencies for low- and moderate-income households.

Publicly Owned Sites: Refers to sites which federal, state, local government, governmental agency, or political subdivision that wholly or partially own, lease or control them.

Racial Disparity: A state when members of a particular racial group, are treated incongruously from other racial groups, in which they are disproportionately affected in their access of and treatment within housing, criminal justice system, social services, etc.

Recidivism: An individual's relapse into criminal behavior.

Re recuperative Care Center: Medical respite, in which persons experiencing homelessness are discharged from hospitals to, where they can safely receive care for injury and illness.

Redress: The action to recompense something that was not right.

Reentry: The transition back into the community from jail or prison.

Reintegration: The process of someone re-joining society.

Rent Burdened: A household that spends more than 30 percent of its household income, rendering difficulties in affording food, clothing, healthcare, and transportation, among other core needs.

Restorative Care Village (LAC+USC): The Los Angeles County Boards project to help residents with supportive housing and care services as well as education, job training, and social amenities.

Restorative Justice: A practice that promotes the rehabilitation bringing together victims, offenders, and community members to determine how to repair harm by offenses committed.

Restorative Justice Village: The Los Angeles County Board's project to help formerly incarcerated inmates as well as persons experiencing homelessness and other marginalized population.

Section 8: Federally-funded rental housing payment assistance for low-income households to private landlords.

Semi-Autonomous Apartments: Units for people who need moderate help with daily tasks.

Sentencing: After a defendant is found or pleads guilty, a judge determines the appropriate punishment.

Service Provider: A party who provides specific assistance.

Severely Rent Burdened: A household that spends more than 50 percent of its household income, rendering immense difficulties in affording food, clothing, healthcare, and transportation, among other core needs.

SME: Subject matter expert.

Stakeholder: A person or organization with interest in the Master Planning effort and future development within the site area.

Stakeholder Working Group: A group of stakeholders who participate in conversations with the Design Team on the policy, development, and implementation efforts as developed in the Master Plan. Committee members may have subject matter expertise to specific elements within the Master Plan.

Status Offense: An infraction that is not considered a crime if committed by an adult, including but not limited to truancy, underage drinking, and running away from home.

Substance Use/Abuse: The use of such as alcohol or drugs (legal, controlled, and illegal) in immoderate amount, often resulting in harm to the individual and others.

System-Impacted Person: An individual who is affected legally, economically, emotionally, and familiarly by the incarceration of a close relative, friend, or community member.

Temporary Housing: Renting a house or apartment for a short period of time.

Temporary Supportive Housing: Impermanent structures erected as interim shelter with wraparound services (for up to 6 months) for persons experiencing homelessness, intended for eventual decommissioning.

Transitional Housing: Temporary housing with wraparound for persons experiencing homelessness, for residency up to two years.

Trauma-Informed Care: An integrated approach of mental health, physical, behavioral, and spiritual care, that centers on healing, safety, and empowerment recognizing a person's previous and ongoing traumatic experience(s).

Resources

TABLE OF FIGURES

- Figure 01: Study Area Boundary, Source: NAC
- Figure 02: Notable Developments, Source: NAC
- Figure 03: Walking Radius From Inmate Reception Center, Source: ArcGIS online/ NAC
- Figure 04: Published Master, Specific Plans, and Future Developments, Source: NAC
- Figure 05: Major Housing Projects Under Development, Source: NAC
- Figure 06: Public Assistance and Services, Source: ArcGIS online/ NAC
- Figure 07: Publicly Owned Lots, Source: ArcGIS online/ NAC
- Figure 08: Surface Parking Lots and Vacant Parcels, Source: ArcGIS online/ NAC
- Figure 09: The Sequential Intercept Model, Source: ATI Impact Report
- Figure 10: ATI Program Pilots & Expansions, Source: ATI Impact Report

DISCLAIMER: Unless noted, the scoping team does not own rights of images found in the scoping document. Credits and references have been provided at each image.

IMAGE CREDITS

- Pg 13
 - The much needed Hilda L. Solis Restorative Care Village providing citizens with needs of housing.
Source: NAC
- Pg 14
 - Dormitory sleeping pod for short term housing needs.
Source: NAC
 - Shared dining area/ warming kitchen in an interim housing project provides social spaces for residents.
Source: NAC
- Pg 15
 - Permanent supportive housing with community space.
Source: Related California. Accessed from <https://www.relatedcalifornia.com/affordable-housing/permanent-supportive-housing>
 - Affordable housing
Source: Housing Catalyst. Accessed from <https://housingcatalyst.com/programs/permanent-supportive-housing/redtail-ponds/>
- Pg 17
 - Common Area/Community Space: Would be essential to support the housing programs
Source: NAC
- Pg 18
 - A community playground at Haven for Hope, TX campus.
Source: Overland Partners. Accessed from <https://www.overlandpartners.com/projects/haven-for-hope-homeless-transformational-center/>
 - A sleeping courtyard at Haven for Hope, TX campus.
Source: Campus District. Accessed from <https://campusdistrict.org/news/2018/11/14/campus-district-in-san-antonio>
 - Art Studio.
Source: Open Source. Accessed from [Mobile Loaves & Fishes https://mif.org/community-first/](https://mif.org/community-first/)
- Pg 20
 - Outreach Team will host different scale of community meetings to communicate consistently with the general public and stakeholders.
Source: Open Source. Accessed from <https://unsplash.com/s/photos/open-source>
- Pg 22
 - Communication with the general public and stakeholders are key to successful outreach

— Source: Open Source. Accessed from: https://www.ciclaviva.org/heart_of_la_local_gems_community_gathering_places

→ Pg 23

— Stakeholders can share ideas, interests, thoughts and concerns relating to the framework of the master plan.

— Source: Open Source. Accessed from: <https://unsplash.com/s/photos/open-source>

→ Pg 25

— Stakeholders can share ideas, interests, thoughts and concerns relating to the framework of the master plan.

— Source: Open Source. Accessed from: <https://unsplash.com/s/photos/open-source>

→ Pg 32

— Potential parking lot in Chinatown for affordable housing.
Source: Open Source. Photo courtesy of Google Maps.

Appendices

Appendix A

GIS DATA LIST

Base Map

- County Boundaries
- LA County Aerial Imagery (2011)
- LA County City Boundaries
- LA County Roads
- LA County Streets
- Lakes (Simplier Hydrology)
- LARIAC Contours - 10 ft
- Parcels
- Streams and Rivers
- Water

Community Resources

- Adult Education
- Colleges and Universities
- Countywide Parks and Open Space
- Early Childhood Education and Head Start
- Grocery Stores
- Libraries
- Private and Charter Schools
- Public Elementary Schools
- Public High Schools
- Public Middle Schools
- Special Curriculum Schools and Programs
- Swimming Pools

Criminal Justice

- Courthouses
- Crime Prevention and Support
- Crime Reporting and Investigation
- District Attorney
- Fingerprinting
- Gang Injunctions
- Gang Territories
- Jails and Prisons
- Law Enforcement Reporting Districts
- Legal Services and Counseling
- Million Dollar Hoods
- Parole and Offender Assistance
- Probation Camps and Juvenile Halls
- Probation Offices
- Public Defender
- Self-Help Legal Centers
- Sex Trafficking
- Sheriff and Police Stations
- Station Boundaries

Demographics

- Census Block Groups 2010 (Geography Only)
- Census Block Groups 2020
- Census Blocks 2010 Population
- Census Blocks 2020
- Census Tracts 2010
- Census Tracts 2020
- Educational Attainment (Bachelor's Degree or higher)
- Educational Attainment (High School Diploma or higher)
- Households in Poverty
- Median Age
- Median Household Income
- Population Density
- Race and Ethnicity

Public Health

- CalEnviroScreen 4.0
- Estimated Prevalence of Serious Mental Illness and Emotional Disturbance
- Health Clinics
- Health Education and Counseling
- Health Screening and Testing
- Hospitals and Medical Centers
- LACDMH Providers - July 2021
- Mental Health Centers
- Mental Health Counseling
- Mental Health Programs
- Park Needs Assessment Detailed
- Public Health Programs

Social Welfare

- 2020 Point in Time Homelessness Count
- Child Support Services
- Children and Family Services
- Cooling and Warming Centers
- Domestic Violence Services
- Food Assistance
- Homeless Shelters and Services
- Los Angeles Index of Displacement Pressure
- Senior Services
- Veterans Services
- Welfare Offices and Programs

Urban Planning

- Countywide Building Outlines (2017)
- Economic Opportunity Area
- HUD Empowerment Zones
- HUD Renewal Communities
- Land Use and Zoning
- Land Use Policy - General Plan 2035
- Planning Areas
- Specific Plans (Unincorporated Areas)
- Zoning (Unincorporated LA County)

Transportation

- Amtrak Stations
- Bicycle Enhanced Network
- Green Network - Bicycle Paths
- LA County Bikeways
- Metro Bus Lines
- Metro Stations
- Metro Transit Project Lines
- Metro Transit Project Points
- Metrolink Stations

Housing

- Affordable Housing Development
- HCIDLA Affordable Housing Project List (2003 to Present)
- Housing Assistance and Information
- Public Housing
- Senior Housing

Appendix B

STAKEHOLDER LIST

1. 2nd Call
2. A New Way of Life
3. ACLU of Southern California
4. Advancement Project California
5. Alternate Public Defender (APD)
6. Amity Foundation
7. Anti-Recidivism Coalition
8. Asian Pacific Islander (API) Forward Movement
9. Ascencia
10. Auditor Controller
11. Black Women for Wellness
12. Beit T'Shuvah
13. Bend the Arc
14. Beyond Binary Legal
15. Black Emotional and Mental Health Collective
16. Brilliant Corners
17. Bureau of Street Services
18. California Community Foundation
19. California Contract Cities Association
20. California Department of Rehabilitation
21. California Endowment
22. California Humanities
23. Californians for Safety and Justice
24. Californians United for a Responsible Budget (CURB)
25. Castellar Elementary School
26. Cathedral High School
27. CCD 1 - Gilbert Cedillo
28. CCD 14 - Kevin De Leon
29. Center for Asian Americans United for Self-Empowerment
30. Center for Court Innovation
31. Center for Health Justice
32. Center for Living and Learning
33. Center for Policing Equity
34. Central City Association of Los Angeles
35. Chief Executive Office County of Los Angeles
36. Chinatown Branch Library
37. Chinatown Business Improvement District (BID)
38. Chinatown Coalition for Equitable Development
39. Chinatown Community Advisory Committee (CCAC)
40. Chinatown Redevelopment Plan
41. Chinatown Service Center (CSCLA)
42. Chinatown Teen Post
43. Chinese American Citizens Alliances
44. Chinese American Museum
45. Chinese Chamber of Commerce of Los Angeles
46. Chinese Consolidated Benevolent Association
47. Chinese Historical Society
48. Chrysalis
49. City of Long Beach – Health and Human Services
50. City of Long Beach – Justice Lab
51. City of Los Angeles Personnel Department
52. Civilian Oversight Commission
53. Clear Skies Ranch
54. Collective REMAKE
55. Color of Change
56. Community Clinic Association of Los Angeles County (CCALAC)
57. Community Coalition
58. Community Health Project LA (CHPLA)
59. County of Los Angeles Public Health
60. County of Los Angeles Public Health - Substance Abuse and Prevention Control (DPHSAPC)
61. County of Los Angeles The Superior Court of California
62. Countywide Criminal Justice Coordination Committee
63. Create Realistic Change, Inc.
64. Crime Survivors for Safety and Justice
65. Crime Victims United
66. Critical Resistance
67. Department of Building and Safety (LA DBS)
68. Department of Cultural Affairs (DCA)
69. Department of Mental Health (DMH)
70. Department of Transportation (LADOT)
71. Dignity and Power Now
72. District Attorney (DA)
73. Drug Policy Alliance
74. Economic and Workforce Development Department (EWDD)
75. Essie's Justice Group
76. Eternal Freedom Project
77. Evans Community Adult School
78. Every Child Restorative Justice Center
79. Families Against Mandatory Minimums (FAMM)
80. Family Outreach and Community Intervention Services

81. First 5 LA
82. First Chinese Baptist Church
83. First to Serve
84. Flintridge Center
85. Foothill AIDS Project
86. Frontline Wellness Network
87. Gender Justice LA
88. Green Thumb A.V. Youth Program
89. Harriett Buhai Center for Family Law
90. Healing Dialogue and Action
91. Health Services - Correctional Health Services (CHS)
92. Health Services - Housing for Health
93. Health Services - Whole Person Care (WPC)
94. Health Services Los Angeles County (DHS)
95. HealthRIGHT 360
96. Helpline Youth Counseling, Inc.
97. Historical Cultural North Neighborhood (HCNNC)
98. Homeboy Industries
99. Homeless Health Care Los Angeles
100. Housing + Community Investment Department (HCIDLA)
101. Housing Authority of the City of Los Angeles (HACLA)
102. Impact Justice
103. Initiate Justice
104. InsideOUT Writers
105. JFA Institute
106. Justice LA
107. JustLeadershipUSA
108. L.A. Care Health Plan
109. LA County Community Garden Council
110. LA County Department of Arts and Culture
111. LA County Department of Mental Health
112. LA County Probation Department
113. LA County Sheriff's Department (LASD)
114. LA Defensa
115. LA Sanitation & Environment (LASAN)
116. LA Voice
117. Law Offices of Los Angeles County Public Defender (PD)
118. Leap Leadership Education for Asian Pacific
119. Legal Services for Prisoners with Children (LSPC) - All of Us or None (AOUON)
120. Liberty Hill Foundation
121. Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA)
122. Los Angeles Chamber of Commerce
123. Los Angeles City Attorney
124. Los Angeles City Council
125. Los Angeles City Employees Chicano Association
126. Los Angeles City Planning
127. Los Angeles County Alternate Public Defender's Office
128. Los Angeles County Board of Supervisors
129. Los Angeles County Counsel
130. Los Angeles County Department of Children and Family Services
131. Los Angeles County Department of Public Social Services (DPSS)
132. Los Angeles County Development Authority (LACDA)
133. Los Angeles County Police Chiefs Association (LACPCA)
134. Los Angeles County Prosecutors Association (LACPA)
135. Los Angeles County Sanitation Districts
136. Los Angeles County's Office of the Inspector General
137. Los Angeles Homeless Services Authority (LAHSA)
138. Los Angeles LGBT Center
139. Los Angeles Police Department (LAPD)
140. Los Angeles Regional Food Bank
141. Los Angeles Regional Reentry Partnership (LARRP)
142. Los Angeles Urban League Young Professionals
143. Mass Liberation
144. Mayor's Office
145. Mayor's Office - Deputy Mayor, City Services
146. Men's Health Foundation
147. Mental Health America Los Angeles
148. Meruelo Media
149. Million Dollar Hoods
150. Mirror Memoirs
151. National Alliance on Mental Illness (NAMI) Greater Los Angeles County
152. National Asian Pacific American Families Against Substance Abuse (NAPAfASA)
153. National Core
154. New Opportunities
155. Office of Diversion and Reentry (DDR)
156. Olive Support Services
157. Our County
158. Peace Over Violence
159. People Assisting the Homeless (PATH)
160. Prototypes Women's Center
161. Public Works Los Angeles County (PW)
162. Race Forward
163. Re: Store Justice
164. Reform L.A. Jails
165. Root and Rebound
166. San Fernando Valley Partnership, Inc.
167. SD1 - Supervisor Hilda Solis

168. SEIU 721
169. Sex Workers Outreach Project
170. South Asian Network
171. South Bay Center for Counseling (SBCC)
172. Southeast Asian Community Alliance (SEACA)
173. Special Service for Groups, Inc.
174. St. Bridget Chinese Catholic Church
175. St. John's Well Child and Family Center
176. The Community Action League
177. The Equitas Project
178. The Francisco Homes
179. The Justice Collaborative
180. The TransLatin @ Coalition
181. Thien Hau Temple
182. Timelist Group
183. Transgender Service Provider Network
184. UCLA Bunche Center
185. UCLA Criminal Justice Center
186. United Way of Greater Los Angeles
187. Urban Peace Institute
188. Vera Institute of Justice
189. Watts Labor Community Action Committee (WLCAC)
190. Weingart Foundation
191. White People 4 Black Lives
192. Whittier First Day
193. Working Wardrobes
194. Young Women's Freedom Center
195. Youth Justice Coalition

Appendix C

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR ALLIANCES

Restorative Justice Village Master Plan - Outreach & Engagement

Overview

In January 2021, the Los Angeles County Board of Supervisors passed a motion for the development of a Restorative Justice Village Master Plan. The Master Plan will build upon the Vignes Interim Housing Project, in an effort to guide further housing development in the Chinatown area that aligns with LA County's restorative justice goals. Specifically, the Master Plan will aim to consolidate a series of supportive housing developments - creating a "village" on government and privately-owned land that can act as a temporary, transitional, or permanent home for residents in need of care.

Never before has a Master Plan of this kind been so important in Los Angeles County. The COVID-19 pandemic has only exacerbated many mental health, medical, and substance abuse dependency issues for at-risk communities across the County. By scoping and developing this Master Plan, we will be able to not only offer residents much-needed beds, but also support their mental health, substance dependency, and trauma-centered needs with critical services in a centralized location. Put simply, the Restorative Justice Village will act as an all-inclusive support hub at a time when vulnerable Angelenos need it most.

Before the Restorative Justice Village Master Plan is developed, it is first essential that extensive outreach and engagement is coordinated and deployed in both Chinatown and across LA County. A number of meetings have already taken place with key stakeholders in the region, including:

- Jail Closure Implementation Team (JCIT)
- Office of Diversity and Reentry (ODR)
- Department of Health Services (DHS) - D.O.O.R.S.
- Department of Mental Health (DMH)
- Department of Probation
- Los Angeles County Development Authority (LACDA)
- Homeboy Industries
- California Endowment

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR ALLIANCES

However, there are many important stakeholders that have a vested interest in the success of the Master Plan as community members, subject matter experts, and local leaders in the area – and it is essential that they are a part of the planning process. It will be our goal to outreach to a myriad of stakeholders to create opportunities and safe settings for them to participate in the process and utilize their crucial feedback to develop the Master Plan.

To that end, NAC Architecture, North Star Alliances, and Urban Semillas have put together a robust outreach strategy for the Restorative Justice Village Master Plan, which includes a multi-phased approach to effectively engage various stakeholders. The strategy is centralized around preparing for and conducting two phases of "listening sessions" with sets of stakeholders, during which our team will encourage active listening and participation from attendees as we share our vision - and later a draft - of the Master Plan. In addition to the outreach strategy itself, we have also shared our target audiences for this work, as well as our proposed reporting process, a timeline, and a glossary of key terms.

Key Audiences

There are four key audiences NAC Architecture, North Star Alliances, and Urban Semillas aim to prioritize as we prepare to move forward with stakeholder identification, outreach, and engagement efforts.

1. Restorative Justice Village Master Plan Advisory Committees - We plan to develop two project advisory committees that will serve as collaborative partners in outreach regarding the Master Plan. The committees will typically act as the first sets of stakeholders the internal team plans to approach, before phases of community outreach activities take place, to get initial feedback on presentations tailored for larger stakeholder groups. The two advisory committees will be broken down as follows:
 - a. Stakeholder Working Group
 - b. Community Advisory Committee
2. Los Angeles County Officials & Staff - LA County officials and staff will be central stakeholder in all the work that is conducted throughout the outreach and

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR[★] ALLIANCES

engagement process. Our team will not only provide updates regularly to the County on our work, but we will also invite County officials and staff to participate and attend the listening sessions. Additionally, a small set of these stakeholders will be invited to join our Stakeholder Working Group.

3. City of Los Angeles Officials & Staff - Similarly, it will be important to maintain consistent communication with City of Los Angeles officials and staff during the outreach and engagement period. We will also invite City officials and staff to participate and attend our listening sessions. A small set of these stakeholders will be invited to join our Stakeholder Working Group.
4. Additional Third-Party Stakeholders - Our largest key audience is additional third-party stakeholders, most of whom we will aim to engage during our listening sessions throughout the outreach and engagement period. A list of the different types of third party stakeholders we will aim to identify and outreach to is below. A small set of these stakeholders will be invited to join the two advisory committees.
 - a. Community Groups
 - b. Criminal & Social Justice Organizations
 - c. NGOs
 - d. Advocacy Organizations
 - e. Education Organizations
 - f. Health/Social Services
 - g. Businesses
 - h. Additional Elected Officials

Outreach & Engagement Strategy

Message & Materials Development

To kick off the outreach and engagement work, our team will first begin developing a communications and digital outreach engagement strategy that includes best practices for traditional media outreach, social media platforms, and managing people interaction across social networks, which will provide guidance on messaging and materials for our effort. Message development is at the foundation of our outreach strategy, as consistent, aligned messaging will create a guide for dialogue as our team engages

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR[★] ALLIANCES

different key stakeholders across LA County. Throughout all messaging our aim will be to effectively share information about key elements of the Restorative Justice Village itself, as well as demonstrate our nuanced, inclusive approach to sustainable, supportive permanent housing for key communities in need. Presently, we anticipate communities in need of such housing will include:

1. ATI Pre-Filing Diversion Program/Diversion from Incarceration Participants
2. Formerly Incarcerated Residents
3. Residents with Mental Health Needs
4. Unhoused Residents

The messaging and materials we plan to develop for this effort include, but are not limited to:

1. Internal Outreach Materials
 - a. *Messaging Matrix* - Internal messaging document that organizes all messages regarding the Master Plan and their target audiences
 - b. *Talking Points* - Internal document(s) that prepare team members for various meetings with key stakeholders
 - c. *Myth vs. Fact Sheet* - Internal messaging document that dispels myths and misinformation relating to the Master Plan and Restorative Justice Village
 - d. *Frequently Asked Questions and Answers Matrix* - A repository of documented and tracked FAQ that we encounter throughout the outreach process with agreed upon answers for consistent messaging development
 - e. *Oppositional Messaging* - Should certain audiences react negatively to the framework of the Master Plan, this internal messaging will help us answer difficult questions, while reiterating the importance of the Restorative Justice Village
2. External Outreach Materials
 - a. *Stakeholder Presentations* - External presentations for listening sessions
 - b. *Fact Sheet* - An external 1-pager on the Master Plan that can be shared with stakeholders for further dissemination within their communities
 - c. *Website & Content* - The outreach team will create a website for the Restorative Justice Village project that can act as the digital face of the

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR ALLIANCES

project, offering information about the Master Plan framework and its progress.

- d. *Social Media Channels & Content* - The outreach team will also establish social media channels and hashtags for the project which can be used regularly once project development is underway.

We will provide at a minimum trilingual (Spanish/English/Chinese) versions of all external collateral materials. The messaging in all materials will be tailored as needed for key audiences, to ensure it effectively resonates. All materials will be reviewed for content and relevancy by both the internal team as well as the Advisory Committees before they are finalized.

Stakeholder Identification

As we develop messaging and materials, it will also be important to continue to identify stakeholders to engage. During this time our team will begin to:

1. *Identify stakeholders for the two Advisory Committees* - NAC Architecture, North Star Alliances, and Urban Semillas will finalize the list of key stakeholders to invite to join the Stakeholder Working Group and Community Advisory Committees – we have offered a tentative list of possible committee members below for consideration. When we invite representatives from these entities to join the committees, we will also explain the role and responsibilities of their participation in the committees.
 - a. Stakeholder Working Group*
 - i. City of Los Angeles: Councilmember Cedillo & Councilmember de Leon's Offices
 - ii. County of Los Angeles: Supervisor Hilda Solis' Office
 - iii. Chinatown Service Center
 - iv. Chinese Chamber of Commerce of Los Angeles
 - v. Chinatown Business Improvement District (BID)
 - vi. Homeboy Industries
 - vii. The California Endowment
 - viii. CareFirst Village
 - ix. Weingart Foundation
 - x. Jail Closure Implementation Team

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR ALLIANCES

**Please note that additional members can be added if a specific expertise needed.*

- a. Community Advisory Committee*
 - i. [Community Coalition](#)
 - ii. Chinese American Citizens Alliances
 - iii. [Anti-Recidivism Coalition](#)
 - iv. [Legal Services for Prisoners with Children \(LSPC\) - All of Us or None \(AOUON\)](#)
 - v. [Advancement Project California](#)
 - vi. [Center for Court Innovation](#)
 - vii. [Health Services - Whole Person Care \(WPC\)](#)
 - viii. [Center for Policing Equity](#)
 - ix. [People Assisting the Homeless \(PATH\)](#)
 - x. [National Alliance on Mental Illness \(NAMI\) Greater Los Angeles County](#)

**Please note that additional members can be added if a specific expertise needed.*

2. *Organize stakeholder outreach list* - NAC Architecture, North Star Alliances, and Urban Semillas have developed a comprehensive list of target stakeholders to outreach and engage. This list will exist on a shared living spreadsheet, which will be updated, as needed. We plan to organize the list into subcategories for our outreach efforts and listening sessions - presently, we anticipate those subcategories will be as follows:

- a. Advisory Committees
- b. LA County Officials, Municipal Elected Officials, Community Groups & NGOs
- c. Criminal Justice, Social Justice, & Advocacy Organizations
- d. Education Organizations & Health/Social Services Organizations
- e. Local Businesses & Residents

Below is the current full list of stakeholders, which includes nearly 200 groups to engage:

1. 2nd Call

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR^{*} ALLIANCES

2. A New Way of Life
3. ACLU of Southern California
4. Advancement Project California
5. Alternate Public Defender (APD)
6. Amity Foundation
7. Anti-Recidivism Coalition
8. Asian Pacific Islander (API) Forward Movement
9. Ascencia
10. Auditor Controller
11. Beit T'Shuvah
12. Bend the Arc
13. Beyond Binary Legal
14. Black Emotional and Mental Health Collective
15. Brilliant Corners
16. Bureau of Street Services
17. California Community Foundation
18. California Contract Cities Association
19. California Department of Rehabilitation
20. California Endowment
21. California Humanities
22. Californians for Safety and Justice
23. Californians United for a Responsible Budget (CURB)
24. Castellar Elementary School
25. Cathedral High School
26. CCD 1 - Gilbert Cedillo
27. CCD-14 - Kevin De Leon
28. Center for Asian Americans United for Self-Empowerment
29. Center for Court Innovation
30. Center for Health Justice
31. Center for Living and Learning
32. Center for Policing Equity
33. Central City Association of Los Angeles
34. Chief Executive Office County of Los Angeles
35. Chinatown Branch Library
36. Chinatown Business Improvement District (BID)
37. Chinatown Coalition for Equitable Development
38. Chinatown Community Advisory Committee (CCAC)

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR^{*} ALLIANCES

39. Chinatown Redevelopment Plan
40. Chinatown Service Center (CSCLA)
41. Chinatown Teen Post
42. Chinese American Citizens Alliances
43. Chinese American Museum
44. Chinese Chamber of Commerce of Los Angeles
45. Chinese Consolidated Benevolent Association
46. Chinese Historical Society
47. Chrysalis
48. City of Long Beach – Health and Human Services
49. City of Long Beach – Justice Lab
50. City of Los Angeles Personnel Department
51. Civilian Oversight Commission
52. Clear Skies Ranch
53. Collective REMAKE
54. Color of Change
55. Community Clinic Association of Los Angeles County (CCALAC)
56. Community Coalition
57. Community Health Project LA (CHPLA)
58. County of Los Angeles Public Health
59. County of Los Angeles Public Health - Substance Abuse and Prevention Control (DPHSAPC)
60. County of Los Angeles The Superior Court of California
61. Countywide Criminal Justice Coordination Committee
62. Create Realistic Change, Inc.
63. Crime Survivors for Safety and Justice
64. Crime Victims United
65. Critical Resistance
66. Department of Building and Safety (LA DBS)
67. Department of Cultural Affairs (DCA)
68. Department of Mental Health (DMH)
69. Department of Transportation (LADOT)
70. Dignity and Power Now
71. District Attorney (DA)
72. Drug Policy Alliance
73. Economic and Workforce Development Department (EWDD)
74. Eternal Freedom Project

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR[★] ALLIANCES

75. Evans Community Adult School
76. Every Child Restorative Justice Center
77. Families Against Mandatory Minimums (FAMM)
78. Family Outreach and Community Intervention Services
79. First 5 LA
80. First Chinese Baptist Church
81. First to Serve
82. Flintridge Center
83. Foothill AIDS Project
84. Frontline Wellness Network
85. Gender Justice LA
86. Green Thumb A.V. Youth Program
87. Green Thumb Youth
88. Harriett Buhai Center for Family Law
89. Healing Dialogue and Action
90. Health Services - Correctional Health Services (CHS)
91. Health Services - Housing for Health
92. Health Services - Whole Person Care (WPC)
93. Health Services Los Angeles County (DHS)
94. HealthRIGHT 360
95. Helpline Youth Counseling, Inc.
96. Historical Cultural North Neighborhood (HCNNC)
97. Homeboy Industries
98. Homeless Health Care Los Angeles
99. Housing + Community Investment Department (HCIDLA)
100. Housing Authority of the City of Los Angeles (HACLA)
101. Impact Justice
102. Initiate Justice
103. InsideOUT Writers
104. JFA Institute
105. Justice LA
106. JustLeadershipUSA
107. L.A. Care Health Plan
108. LA County Community Garden Council
109. LA County Department of Arts and Culture
110. LA County Department of Mental Health
111. LA County Probation Department

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR[★] ALLIANCES

112. LA County Sheriff's Department (LASD)
113. LA Defensa
114. LA Sanitation & Environment (LASAN)
115. LA Voice
116. Law Offices of Los Angeles County Public Defender (PD)
117. Leap Leadership Education for Asian Pacifics
118. Legal Services for Prisoners with Children (LSPC) - All of Us or None
(AOUON)
119. Liberty Hill Foundation
120. Los Angeles Centers for Alcohol and Drug Abuse (L.A. CADA)
121. Los Angeles Chamber of Commerce
122. Los Angeles City Attorney
123. Los Angeles City Council
124. Los Angeles City Employees Chicano Association
125. Los Angeles City Planning
126. Los Angeles County Alternate Public Defender's Office
127. Los Angeles County Board of Supervisors
128. Los Angeles County Counsel
129. Los Angeles County Department of Children and Family Services
130. Los Angeles County Department of Public Social Services (DPSS)
131. Los Angeles County Development Authority (LACDA)
132. Los Angeles County Police Chiefs Association (LACPCA)
133. Los Angeles County Prosecutors Association (LACPA)
134. Los Angeles County Sanitation Districts
135. Los Angeles County's Office of the Inspector General
136. Los Angeles Homeless Services Authority (LAHSA)
137. Los Angeles LGBT Center
138. Los Angeles Police Department (LAPD)
139. Los Angeles Regional Food Bank
140. Los Angeles Regional Reentry Partnership (LARRP)
141. Los Angeles Urban League Young Professionals
142. Mass Liberation
143. Mayor's Office
144. Mayor's Office - Deputy Mayor, City Services
145. Men's Health Foundation
146. Mental Health America Los Angeles
147. Meruelo Media

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR[★] ALLIANCES

- 148. Million Dollar Hoods
- 149. Mirror Memoirs
- 150. National Alliance on Mental Illness (NAMI) Greater Los Angeles County
- 151. National Asian Pacific American Families Against Substance Abuse (NAPAFASA)
- 152. National Core
- 153. New Opportunities
- 154. Office of Diversion and Reentry (DDR)
- 155. Olive Support Services
- 156. Our County
- 157. Peace Over Violence
- 158. People Assisting the Homeless (PATH)
- 159. Prototypes Women's Center
- 160. Public Works Los Angeles County (PW)
- 161. Race Forward
- 162. Re.Store Justice
- 163. Reform L.A. Jails
- 164. Root and Rebound
- 165. San Fernando Valley Partnership, Inc.
- 166. SD1 - Supervisor Hilda Solis
- 167. SEIU 721
- 168. Sex Workers Outreach Project
- 169. South Asian Network
- 170. South Bay Center for Counseling (SBCC)
- 171. Southeast Asian Community Alliance (SEACA)
- 172. Special Service for Groups, Inc.
- 173. St. Bridget Chinese Catholic Church
- 174. St. John's Well Child and Family Center
- 175. The Community Action League
- 176. The Equitas Project
- 177. The Francisco Homes
- 178. The Justice Collaborative
- 179. The TransLatin@ Coalition
- 180. Thien Hau Temple
- 181. Timelist Group
- 182. Transgender Service Provider Network
- 183. UCLA Bunche Center

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR[★] ALLIANCES

- 184. UCLA Criminal Justice Center
- 185. United Way of Greater Los Angeles
- 186. Urban Peace Institute
- 187. Vera Institute of Justice
- 188. Watts Labor Community Action Committee (WLCAC)
- 189. Weingart Foundation
- 190. White People 4 Black Lives
- 191. Whittier First Day
- 192. Working Wardrobes
- 193. Young Women's Freedom Center
- 194. Youth Justice Coalition

Stakeholder Outreach

Once the message and materials development and stakeholder identification process are complete, our team will begin to organize and conduct the two phases of listening sessions. All identified stakeholders will be invited to join the listening sessions hosted by NAC Architecture, North Star Alliances, and Urban Semillas. Presently we aim to host in-person listening sessions in Downtown Los Angeles at easily accessible location(s) for attendees that are near public transit and the site for the Master Plan itself.

If agreeable with all participants at each listening session, we will aim to record the in-person sessions. We will also follow COVID-19 health and safety guidelines and plan for sessions to be virtually accessible. If at any point the in-person listening sessions need to shift to an entirely virtual format, due to health and safety concerns relating to COVID-19, we will accommodate that change and host the meetings online. Finally, we will also offer Spanish interpreters and translation equipment at listening sessions as needed. We will assess the need for additional languages for engagement based on population language percentages – we propose using LA County guidelines for determining need.

For each phase, we anticipate our outreach will be broken down as follows in order to consolidate like-minded stakeholders and hold engaging conversations that are tailored to their interests:

1. Advisory Committee Meetings

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR[★] ALLIANCES

- a. NOTE: These Advisory Committee meetings will be the first to take place prior to each outreach phase in order to get initial feedback on the listening session presentations before we approach the other groups of stakeholders in a public setting. The Stakeholder Working Group will meet more regularly than the Community Advisory Committee so they remain up-to-date on all planning and outreach activities.
2. Public Meeting A
 - a. LA County Officials, Municipal Elected Officials, Community Groups & NGOs
 - b. Criminal Justice, Social Justice, & Advocacy Organizations
 - c. System-impacted population members
3. Public Meeting B
 - a. Education Organizations & Health/Social Services Organizations
 - b. Local Businesses & Residents

Below we have laid out the strategy and structure of the two phases of listening sessions.

Phase 1 Listening Sessions

The goal of phase 1 listening sessions will be to introduce our team and purpose to the different groups of stakeholders and educate them about the framework for the Restorative Justice Village Master Plan. The sessions will include a presentation jointly developed by NAC Architecture, North Star Alliances, and Urban Semillas. The presentation will be conducted by key team members and may include subject matter experts that speak to stakeholder groups' interests. The presentation will be followed by a coordinated input period, during which stakeholders can openly share ideas, thoughts, or concerns relating to the framework of the Master Plan. Presently, we are interested in receiving feedback on various elements of the Master Plan, including housing typology and creative programming.

It is important to emphasize that at this introductory point our team does not plan to show stakeholders a complete Master Plan for their feedback. During phase 1 sessions we want stakeholders to digest the preliminary information about the Master Plan framework and encourage active participation in helping us develop the full Master Plan. Therefore, during this time we will only guide them through our prepared vision, emphasizing a Master Plan is not yet finalized.

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR[★] ALLIANCES

Finally, during these phase 1 sessions our team will also begin to identify individual stakeholders that we feel could act as third-party champions and advocates of the Master Plan long-term. Once identified, our team will have follow-up conversations with those individuals to determine their interest in such a role and talk about how we could incorporate them into the work ahead as we share more information about the Master Plan with the public and stakeholders.

Client Meeting

After phase 1 listening sessions are complete, we will organize a client meeting between LA County and our team to go over the first phase of outreach. In preparation for that meeting, we will develop a robust memo that details the information shared during the phase 1 listening sessions and the collective input received from stakeholders for the County's review. Our team will also share our feedback on the stakeholder input, and recommendations centered around how to incorporate key pieces of feedback into the Master Plan.

Phase 2 Listening Sessions

Once the client meeting takes place, and the design team drafts the Master Plan, NAC Architecture, North Star Alliances, and Urban Semillas will then organize and host the phase 2 listening sessions. At the sessions our team will share an updated presentation regarding the draft of the Master Plan – highlighting the key adjustments that were integrated into the Plan based on feedback – as well as any updates relating to timeline. The presentation will also highlight opportunities for stakeholders to demonstrate further support of the Master Plan as it is finalized and when development eventually begins. Once the presentation is complete, there will be a Q&A for stakeholders to share input.

Lastly, as phase 2 listening sessions conclude, our team will wrap up the discussion by sharing how stakeholders can continue to connect with us regarding new information about the Master Plan and its progress moving forward, emphasizing that we value their continued engagement and participation beyond the listening sessions. Primarily, our team plans to direct stakeholders to the project website - which will act as the digital public interface of the Master Plan and include all the latest public information about the project. We will also suggest stakeholders sign up on the website for regular e-blast updates, which we plan to circulate in the form of quarterly newsletters.

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR[★] ALLIANCES

Additional in-person and virtual meetings with individual stakeholders and/or listening session groups can be held to update and inform throughout the remainder of the project as needed.

Reporting

During the outreach and engagement period, NAC Architecture, North Star Alliances, and Urban Semillas will routinely report on the team's activities and findings to LA County. Specifically, two memos on our outreach efforts will be delivered to LA County for their review and feedback. The first memo will be developed after phase 1 listening sessions are complete and will be delivered to LA County prior to a "Client Meeting". As specified above, it will detail the information shared at the phase 1 listening sessions and the collective input received from stakeholders for the County's review. Our team will also include our feedback on the stakeholder input, and recommendations centered around how to incorporate key pieces of feedback into the Master Plan.

The second memo will similarly detail the information shared at the phase 2, and any further input gathered from stakeholders. Additionally, the second memo will include next steps in terms of Master Plan development now that all listening sessions are complete. Finally, it will also identify key stakeholders that we flagged as good candidates to act as champions of the project moving forward.

Additionally, we anticipate regularly corresponding on our progress updates with key County staff.

Outreach Terminology Glossary

A glossary serves as a tool to describe terms that are unique and technical to a particular domain or field. Our glossary proposes to identify phrases, terminology, and acronyms frequently used in the restorative justice realm not just for the purposes of describing a word or action but also to provide an opportunity for those being engaged to ensure we are talking the same language. For example, the word equity expressed in a conversation as a verb could be something that all participating in that conversation agree should be part of a process, however, if the time is taken to unpack what the word equity means to everyone, we might find that we have different individual interpretations of what that word means to us. Most importantly, we also can learn from each where we

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR[★] ALLIANCES

agree and have shared values. We propose to use our glossary of terms to learn from each other towards a common language on this work.

Use of Terms

Advisory Committee Affordable Housing
Amenity
American Rescue Fund
Care First Community Investment (Measure J)
Critical Services
Direct Community Investment
Diversion Program
Diversity
Equity
Inclusion
Master Plan
Measure H (City of Los Angeles)
Permanent Housing
Proposition HHH (County of Los Angeles)
Racial Disparity
Recidivism
Redress
Reintegration
Restorative Care Village (LAC+USC)
Restorative Justice Village
Service Provider
Semi-Autonomous Apartments
Stakeholder
Transitional Housing
Temporary Housing
Trauma-centered needs
Workforce Development
Wraparound Services

Frequently Used Acronyms

ATI: Alternatives to Incarceration

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

OUTREACH AND ENGAGEMENT REPORT

NORTH STAR ALLIANCES

JCIT: Jail Closure Implementation Team
MAT: Medication Assisted Treatment
ODR: Office of Diversion and Reentry
START Program: Substance Treatment and Reentry Transition
CDRC: CA Department of Corrections and Rehabilitation
DOR: Department of Occupational Rehabilitation
WDACS: Workforce Development Aging and Community Services
PMRT: Psychiatric Mobile Response Team
CHW: Community Health Worker
LACDA: LA County Development Authority
MCJ: Men's Central Jail
CRC: Community Reentry Center
DOORS: Developing Opportunities and Developing Reentry Solutions
CRC: Community Reentry Center
WPC: Whole Person Care
PSH: Permanent Supportive Housing

Outreach Timeline

Pre-phase

- 3 months - Message & Materials Development; Stakeholder Identification

Master Plan Outreach Phase

- 1 month - Meetings with Advisory Committees Commence; Prepare Phase 1 Listening Sessions
- 3 months - Phase 1 Listening Sessions Commence
- 1 month - Develop First Report Regarding Phase 1 Listening Sessions; Hold Client Meeting
- 3 months - Design Team to Develop the Master Plan with Stakeholder Feedback; Prepare Phase 2 Listening Session
- 2 months - Phase 2 Listening Sessions Commence
- 1 month - Develop Second Report Regarding Phase 2 Listening Sessions

Post-Phase Outreach

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

NORTH STAR ALLIANCES

- 9-12 months - Quarterly Updates for Stakeholders

Meeting Summary

- Stakeholder Working Group
 - 8 meetings
 - Bi-Monthly – Outreach Phase (6 meetings)
 - Quarterly – Post-Phase (2 meetings)
- Community Advisory Committee
 - 4 meetings
 - Quarterly – Outreach Phase
- Public Meetings
 - 8 meetings
 - Outreach Phase (6 meetings)
 - Post-Phase (2 meetings)

3072 West Valley Boulevard | Alhambra, CA 91803 | NorthStarAlliances.com

Appendices

THE SEQUENTIAL INTERCEPT MODEL

The Restorative Justice Village will work with the stakeholders to identify services needed in the community. ATI Office's Sequential Intercept Model helps the RJV MP team understand unmet needs for the justice-impacted community.

ATI Office's Guiding Principle: The *Sequential Intercept Model*

The *Sequential Intercept Model* is foundational to the ATI Office's approach to policy development and implementation. The *Intercept Model* demonstrates how individuals with critical unmet needs, such as mental health & substance use disorders, housing & economic instability, or those simply in crisis, first come into contact with and subsequently move through the criminal justice system. We've determined there are phases that are critical for interventions to provide the best outcome for individuals and our communities as a whole. The *Intercept Model* doesn't just meet people at critical junctures, *it disrupts their downward trajectory*.

The *Intercept Model* is used to identify gaps in services and resources, and is predicated on a process that brings together community advocates, service providers, municipal departments, and other stakeholders to prevent involvement with the criminal justice system.

Each of the four main areas in which ATI works connects to this model, which is the strategic backbone for the Office's endeavors.

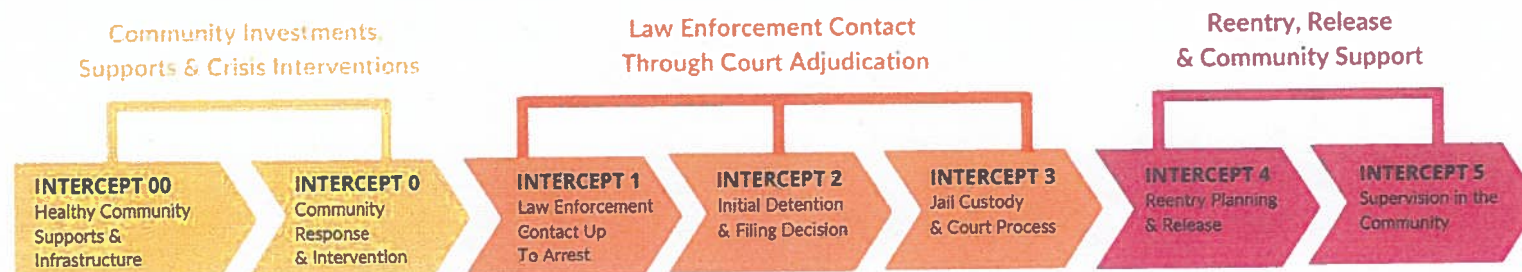


Figure 09: The Sequential Intercept Model, Source: ATI Impact Report



ATI Program Pilots & Expansions

INTERCEPT 2
Initial Detention
& Filing Decision

- **ATI Pre-Filing Diversion Program**

Partnered with law enforcement agencies across LA County to launch a program, connecting eligible individuals with mental health, substance use, or housing needs to services in lieu of charges being filed. Operates **24/7** and will expand to additional sites.

INTERCEPT 3
Jail Custody
& Court Process

- **Rapid Diversion Program**

Expanded MacArthur Foundation-funded pilot with pre-plea diversion program that, via state law, diverts individuals with mental health or substance use disorders into treatment. The program is now operating at **seven courthouses** throughout the county.

INTERCEPT 00 - 5

- **ATI Incubation Academy**

Launched the first cohort of **23 grassroots and community organizations** to build capacity, provide technical assistance, and scale frontline service delivery from new and existing community-based organizations, especially those who serve underrepresented and justice-involved populations.

INTERCEPT 00 / 5

- **LA Fire Camp**

Identified **\$5 million** to launch a new fire camp to train previously incarcerated young adults for careers in public safety, emergency management, and firefighting.



Figure 10: ATI Program Pilots & Expansions: ATI Impact Report

